SCHIFF HARDIN LLP

A Limited Liability Partnership

Owen E. MacBride (312) 258-5680

Email: omacbride@schiffhardin.com

233 SOUTH WACKER DRIVE SUITE 6600 CHICAGO, ILLINOIS 60606

Tel.: 312.258.5500 Fax: 312.258.5700

www.schiffhardin.com

September 10, 2012

VIA ELECTRONIC FILING

Ms. Kimberly D. Bose Secretary Federal Energy Regulatory Commission 888 First Street, N.E. Washington, D.C. 20426

Re: North American Electric Reliability Corporation

Docket No. RR12-13-000

Update to NERC's Request for Acceptance of the 2013 Business Plans and Budgets of NERC and the Regional Entities and for Approval of Proposed Assessments to Fund Budgets

Dear Ms. Bose:

The North American Electric Reliability Corporation (NERC) hereby submits an Update to NERC's Request for Acceptance of the 2013 Business Plans and Budgets of NERC, the eight Regional Entities and the Western Interconnection Regional Advisory Body, and approval of the proposed assessments to fund the 2013 budgets, which was originally filed in this docket on August 24, 2012.

This filing consists of: (1) this transmittal letter, (2) the narrative text of this filing which follows this transmittal letter, and (3) Attachments 1A, 2A and 2B. All of these documents are being transmitted in a single pdf file. The Table of Contents to the narrative text lists the Attachments. Attachments 2A and 2B are clean and redlined versions of NERC's proposed 2013 Business Plan and Budget which has been updated from the version filed on August 24, 2012 in this docket, to reflect the matter described in this filing.

Please contact the undersigned if you have any questions concerning this filing.

Respectfully submitted,

/s/ Owen E. MacBride Owen E. MacBride

Attorney for North American Electric Reliability Corporation

UNITED STATES OF AMERICA Before the FEDERAL ENERGY REGULATORY COMMISSION

NORTH AMERICAN ELECTRIC)	
RELIABILITY CORPORATION)	Docket No. RR12-13-000
)	

UPDATE TO REQUEST OF THE

NORTH AMERICAN ELECTRIC RELIABILITY CORPORATION FOR ACCEPTANCE OF ITS 2013 BUSINESS PLAN AND BUDGET AND THE 2013 BUSINESS PLANS AND BUDGETS OF REGIONAL ENTITIES AND FOR APPROVAL OF PROPOSED ASSESSMENTS TO FUND BUDGETS

Gerald W. Cauley
President and Chief Executive Officer
Michael Walker
Senior Vice President and Chief
Financial and Administrative Officer
North American Electric Reliability
Corporation
3353 Peachtree Road
Suite 600, North Tower
Atlanta, GA 30326
(404) 446-2560
(609) 467-0474 – facsimile

Owen E. MacBride
Debra Ann Palmer
Schiff Hardin LLP
901 K Street, N.W., Suite 700
Washington, DC 20001
(202) 778-6400
(202) 778-6460 – facsimile
omacbride@schiffhardin.com
dpalmer@schiffhardin.com

Charles A. Berardesco
Senior Vice President and General Counsel
Rebecca J. Michael
Associate General Counsel for Corporate
and Regulatory Matters
North American Electric Reliability Corporation
1325 G Street, N.W., Suite 600
Washington, D.C. 20005
(202) 400-3000
(202) 644-8099 – facsimile
Charles.berardesco@nerc.net
rebecca.michael@nerc.net

September 10, 2012

TABLE OF CONTENTS

I.	INTRO	DDUCTION1	
II.	NOTIO	CES AND COMMUNICATIONS	
III.	INTER	RDEPARTMENTAL TRANSFER AND UPDATED BUDGET2	
	A.	Description and Purpose of Interdepartmental Transfer)
	B.	Revisions to Departmental Budgets and Staffing	
	C.	Updated NERC 2013 Business Plan and Budget Document5	
IV.	CONC	CLUSION6	
		1A: Tables Showing Revisions to NERC 2013 Business Plan and Budget Due ntal Transfer	to
Attacl	nment 2	2A: Updated NERC 2013 Business Plan and Budget – Clean Version	
Attacl	nment 2	2B: Updated NERC 2013 Business Plan and Budget – Redlined Version	

I. <u>INTRODUCTION</u>

The North American Electric Reliability Corporation (NERC) files this update to the "Request of the North American Electric Reliability Corporation for Acceptance of its 2013 Business Plan and Budget and the 2013 Business Plans and Budgets of Regional Entities and for Approval of Proposed Assessments to Fund Budgets," filed on August 24, 2012 in this docket. The purpose of this filing is to revise and update certain sections of NERC's 2013 Business Plan and Budget to reflect the transfer of NERC's Events Investigation group, comprised of six employees, from the Event Analysis and Investigations Department to the Compliance Operations and Organization Registration and Certification Department.¹ This transfer occurred after the 2013 Business Plan and Budget Filing was submitted to the Commission.² The transfer results in changes to the proposed 2013 budgets and staffing of Compliance Operations and Event Analysis, but does not change the proposed overall NERC 2013 budget nor the proposed 2013 statutory assessments to load-serving entities presented in the 2013 Business Plan and Budget Filing. Nor does the transfer of activities and related personnel from one department to another result in any change in NERC's proposed goals, objectives and activities for 2013. None of the Regional Entity 2013 Business Plans and Budgets is affected.

NERC is submitting this update because the originally-filed 2013 Business Plan and Budget is currently pending before the Commission for approval, and this transfer changes certain aspects of what NERC submitted for approval.

¹ In conjunction with this transfer, the Compliance Operations and Organization Registration and Certification Department is renamed the Compliance Operations, Investigations and Organization Registration and Certification Department (Compliance Operations), and the Event Analysis and Investigations Department is renamed the Event Analysis Department (Event Analysis).

² NERC's 2013 Business Plan and Budget is **Attachment 2** to the August 24, 2012 filing.

This filing includes three Attachments. **Attachment 1A** provides several tables, in the format of tables in the originally-filed NERC 2013 Business Plan and Budget, which show the impacts of the transfer on the 2013 budgets and staffing for Compliance Operations and Event Analysis. **Attachments 2A** and **2B** are clean and redlined versions of the NERC 2013 Business Plan and Budget that have been updated to reflect the interdepartmental transfer.

II. NOTICES AND COMMUNICATIONS

Notices and communications with respect to this filing may be addressed to:

Gerald W. Cauley
President and Chief Executive Officer
Michael Walker
Senior Vice President and Chief
Financial and Administrative Officer
North American Electric Reliability
Corporation
3353 Peachtree Road
Suite 600, North Tower
Atlanta, GA 30326
(404) 446-2560
(609) 467-0474 – facsimile

Owen E. MacBride
Debra Ann Palmer
Schiff Hardin LLP
901 K Street, N.W., Suite 700
Washington, DC 20001
(202) 778-6400
(202) 778-6460 – facsimile
omacbride@schiffhardin.com
dpalmer@schiffhardin.com

Charles A. Berardesco
Senior Vice President and General Counsel
Rebecca J. Michael
Associate General Counsel for Corporate
and Regulatory Matters
North American Electric Reliability Corporation
1325 G Street, N.W., Suite 600
Washington, D.C. 20005
(202) 400-3000
(202) 644-8099 – facsimile
Charles.berardesco@nerc.net
rebecca.michael@nerc.net

III. INTER-DEPARTMENTAL TRANSFER AND UPDATED BUDGETS

A. <u>Description and Purpose of Inter-Departmental Transfer</u>

On August 28, 2012, NERC transferred its Events Investigations group, consisting of six employees, from the Event Analysis and Investigations Department to the Compliance Operations and Organization Registration and Certification Department. This transfer is

intended to align NERC's Events Investigation group with its compliance investigation and enforcement personnel and activities, creating a cleaner separation of those activities from NERC's Event Analysis function. This separation is also anticipated to facilitate ongoing improvements in information exchanges between registered entities and the Electric Reliability Organization regarding bulk power system events by virtue of the further separation of personnel involved in the Event Analysis and Events Investigation functions.

From a budget standpoint, the transfer is simply the transfer of six employees and their associated activities and costs from one NERC department to another department. The six employees will have the same responsibilities and perform the same activities, but the costs will now be budgeted in a different department. The clean and redlined updated NERC 2013 Business Plan and Budget documents provided in **Attachments 2A** and **2B** contain, in Appendix 1 to each document, updated NERC organization charts reflecting the transfer of the Events Investigation group from Event Analysis to Compliance Operations.

B. Revisions to Departmental Budgets and Staffing

The transfer of the Events Investigation group to Compliance Operations does not result in any change to NERC's overall proposed 2013 staffing, budget, funding requirement or assessments to load-serving entities. However, the transfer does result in changes to the 2013 staffing and budgets of Compliance Operations and Event Analysis from those presented in the originally-filed 2013 Business Plan and Budget. The transfer of the six full-time equivalent employees (FTEs) of the Events Investigation group from Event Analysis to Compliance Operations results in increases in the following line items of the Compliance Operations budget and decreases in the corresponding line items of the Event Analysis budget: Penalty Sanctions income; Interest income; Personnel Expenses (Salaries, Payroll Taxes, Benefits and Retirement

Costs); Travel; Office Costs; and Indirect (Administrative) Expenses. The changes in these budget line items are solely the result of the transfer of FTEs from Event Analysis to Compliance Operations. The changes to the Personnel Expenses line items and in Travel expenses and Office Costs result directly from the transfer of the six FTEs. Penalty Sanctions, Interest income and Indirect Expenses are allocated to the budgets of the NERC statutory departments on the basis of the total FTEs in each statutory department to the total FTEs in the statutory programs. Since the transfer results in more FTEs in Compliance Operations and fewer FTEs in Event Analysis, more Penalty Sanctions income, Interest income and Indirect Expenses are allocated to Compliance Operations and less of these income and expense items are allocated to Event Analysis.

Attachment 1A, page 1, provides tables in the format of the tables on pages 28-29 of the originally-filed NERC 2013 Business Plan and Budget, showing for each statutory department (i) its 2013 budget and (ii) its budgeted 2013 staffing, as contained in the originally-filed 2013 Business Plan and Budget and as updated due to the interdepartmental transfer. As shown therein, the 2013 Compliance Operations budget is increased by \$2,284,994, to \$8,928,994, as compared to the originally-filed budget. The 2013 Event Analysis budget is decreased by \$2,284,994, to \$3,738,430, as compared to the originally filed budget. Budgeted 2013 staffing in Compliance Operations increases to 24.00 FTEs, and budgeted 2013 staffing in Event Analysis decreases to 9.50 FTEs, as the result of the transfer.

The revised 2013 Budget for Compliance Operations of \$8,928,994 is an increase of \$1,068,970 (14%) over the 2012 Budget for this department. The revised 2013 staffing for Compliance Operations of 24.00 FTEs is an increase of 2.34 FTEs from the budgeted 2012 staffing. The revised 2013 Budget for Event Analysis of \$2,284,994 is a decrease of \$2,841,477 (55%) from its 2012 Budget. The revised 2013 staffing for Event Analysis of 9.50 FTEs is a

decrease of 3.50 FTEs from the budgeted 2012 staffing. Notwithstanding this transfer, the Events Investigations group and the Event Analysis group will continue to perform the same functions and activities, with the personnel in the Events Investigation group merely being part of a different department.

Attachment 1A also includes tables in the form of the Statement of Activities, Fixed Asset Expenditures and Change in Working Capital (Statement of Activities) for Compliance Operations (page 2) and for Event Analysis (page 3), showing the changes in the individual line items of the 2013 budgets for these two departments as the result of the transfer of the Events Investigations group from Event Analysis to Compliance Operations.

C. <u>Updated NERC 2013 Business Plan and Budget Document</u>

Attachment 2A is a clean version of the updated NERC 2013 Business Plan and Budget, reflecting the interdepartmental transfer of the Event Investigations group. Attachment 2 is a redlined version of the originally-filed NERC 2013 Business Plan and Budget. There are revisions to the text on the following pages: 24, 43, 46, 48, 63, 70, 71 and 74. The changes to the text reflect the movement of the Events Investigations function and responsibilities and the staff for this function from Event Analysis to Compliance Operations. In addition, tables on the following pages are replaced to incorporate the budget and staffing changes due to the interdepartmental transfer: pages 28, 29, 43 (summary table for Compliance Operations), 47 (Statement of Activities for Compliance Operations), 70 (summary table for Event Analysis), 73 (Statement of Activities for Event Analysis), 120 (Table B-3), and 128 (Statement of Activities, Fixed Asset Expenditures and Change in Working Capital by Program – 2013 Budget). Finally,

Attachments 2A and 2B contain, in Appendix 1, revised NERC organization charts.³

IV. **CONCLUSION**

The North American Electric Reliability Corporation respectfully requests the Commission to accept this update to NERC's 2013 Business Plan and Budget.

Respectfully submitted,

Gerald W. Cauley President and Chief Executive Officer Michael Walker Senior Vice President and Chief Financial and Administrative Officer North American Electric Reliability Corporation 3353 Peachtree Road Suite 600, North Tower Atlanta, GA 30326 (404) 446-2560

(609) 467-0474 – facsimile

/s/ Owen E. MacBride

Owen E. MacBride Debra Ann Palmer Schiff Hardin LLP 901 K Street, N.W., Suite 700 Washington, DC 20001 (202) 778-6400 (202) 778-6460 – facsimile omacbride@schiffhardin.com dpalmer@schiffhardin.com

Charles A. Berardesco Senior Vice President and General Counsel Rebecca J. Michael Associate General Counsel for Corporate and Regulatory Matters North American Electric Reliability Corporation 1325 G Street, N.W., Suite 600 Washington, D.C. 20005 (202) 400-3000 (202) 644-8099 – facsimile Charles.berardesco@nerc.net rebecca.michael@nerc.net

-6-

³ Because it is difficult to "redline" the tables and charts and still have them be readable, in the "redlined" version of the updated 2013 Business Plan and Budget (Attachment 2B), the original tables and charts are simply replaced with the revised tables and charts.

DOCKET NO. RR12-13-000

NORTH AMERICAN ELECTRIC RELIABILITY CORPORATION

2013 BUSINESS PLAN AND BUDGET FILING

ATTACHMENT 1A

TABLES SHOWING REVISIONS TO

NERC 2013 BUSINESS PLAN AND BUDGET

DUE TO INTERDEPARTMENTAL TRANSFER

Total Budget	2013 Budget As filed 8/24/2012	2013 Budget per Reorganization	Change 2013 Budget per Reorganization v 2013 Budget as Filed 8/24/2012
Reliability Standards	9,775,088	9,775,088	-
Compliance Operations, Investigations and Organization Registration	6,644,000	8,928,994	2,284,994
Compliance Enforcement, Reporting, Tracking and Analysis	6,725,004	6,725,004	-
Reliability Assessments and Performance Analysis	7,762,436	7,762,436	-
Training, Education and Operator Certification	3,571,766	3,571,766	-
Event Analysis	6,023,424	3,738,430	(2,284,994)
Situation Awareness	5,324,311	5,324,311	-
Critical Infrastructure Protection	8,460,227	8,460,227	-
Total Budget	54,286,256	54,286,256	(0)

Total FTE's by Program Area	2013 Budget As filed 8/24/2012	Transfers In(Out)	2013 Budget per Reorganization	Change 2013 Budget per Reorganization v 2013 Budget as Filed 8/24/2012
STATUTORY				
Operational Programs				
Reliability Standards	26.50		26.50	-
Compliance Operations, Investigations and Organization Registration	18.00	6.00	24.00	6.00
Compliance Enforcement, Reporting, Tracking and Analysis	21.00		21.00	-
Reliability Assessments and Performance Analysis	18.75		18.75	-
Training, Education and Operator Certification	8.00		8.00	-
Event Analysis	15.50	(6.00)	9.50	(6.00)
Situation Awareness	6.50		6.50	-
Critical Infrastructure Protection	19.25		19.25	-
Total FTEs Operational Programs	133.50	-	133.50	-
Administrative Programs				
Technical Committees and Member Forums	-		-	-
General & Administrative	8.00		8.00	-
Legal and Regulatory	14.00		14.00	-
Information Technology	16.75		16.75	-
Human Resources	3.00		3.00	-
Finance and Accounting	11.00		11.00	-
Total FTEs Administrative Programs	52.75	-	52.75	-
Total FTEs	186.25	-	186.25	-

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2013 Budget as Filed 8-24-12 and per Reorganization

2013 Budget as File COMPLIANCE OPERATIONS, INVESTIGATION					CERTIFI	CATION
Established St. Est. 1010, IIV Estimation		2013 Budget as Filed 8/24/2012	2013 Budget per Reorganization		2 per	Variance 013 Budget Reorganization Filed 8/24/12
Funding						-
ERO Funding						
NERC Assessments	\$	6,254,353	\$	8,422,798	\$	2,168,445
Penalty Sanctions Total NERC Funding	\$	346,951 6,601,303	\$	462,601 8,885,399	\$	115,650 2,284,095
•	_ +	0,001,303	<u>, , </u>	0,003,333		2,204,033
Membership Dues		-		-		-
Testing Fees		-		-		-
Services & Software		-		-		-
Workshops		40,000		40,000		-
Interest		2,697		3,596		899
Miscellaneous	_		<u>_</u>		_	2 204 004
Total Funding (A)	<u>\$</u>	6,644,000	\$	8,928,994	\$	2,284,994
Expenses						
Personnel Expenses		2 224 242		2 202 044		070.500
Salaries	\$	2,331,343	\$	3,202,041	\$	870,698
Payroll Taxes		147,023		202,103		55,080
Benefits		250,296		325,579		75,284
Retirement Costs	_	267,168	_	368,031		100,863
Total Personnel Expenses	_\$_	2,995,829	\$	4,097,754	\$	1,101,925
Meeting Expenses						
Meetings	\$	80,000	\$	80,000	\$	-
Travel		325,500		440,500		115,000
Conference Calls	_	34,235		34,235		-
Total Meeting Expenses	\$	439,735	\$	554,735	\$	115,000
Operating Expenses						
Consultants & Contracts	\$	-	\$	-	\$	-
Office Rent		-		-		-
Office Costs		56,000		73,424		17,424
Professional Services		-		-		-
Miscellaneous		500		500		-
Depreciation		60,630		60,630		-
Total Operating Expenses	\$	117,130	\$	134,554	\$	17,424
	_		_			
Total Direct Expenses	<u> \$ </u>	3,552,694	\$	4,787,043	\$	1,234,349
Indirect Expenses	\$	3,111,786	\$	4,149,048	\$	1,037,262
Other Non-Operating Expenses	\$		\$	-	\$	-
Total Expenses (B)	\$	6,664,480	\$	8,936,092	\$	2,271,611
Change in Assets	\$	(20,481)	\$	(7,098)	\$	13,383
Fixed Accets						
Fixed Assets Depreciation		(60,630)		(60,630)		_
Computer & Software CapEx		(00,030)		(00,030)		-
Furniture & Fixtures CapEx		-		-		- 0
Equipment CapEx		-		-		0
Leasehold Improvements		_		_		0
Allocation of Fixed Assets	\$	40,149		53,532		13,383
Inc(Dec) in Fixed Assets (C)	\$	(20,481)	\$	(7,098)	\$	13,383
TOTAL BUDGET (=B + C)	\$	6,644,000	\$	8,928,994	\$	2,284,994
		, ,		,		, - ,
TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)	<u>\$</u>		<u>\$</u>		\$	-

18.00

24.00

6.00

FTEs

	Statement of Activities, Fixed Asso 2013 Budget as File	d 8-24-1	2 and per R			ng Cap	oital	
Funding		EVENTS AI	NALYSIS 2013 Budget as Filed 5/24/2012	Re	2013 Budget per organization	Variance 2013 Budget per Reorganization v as Filed 8/24/12		
	ERO Funding							
	NERC Assessments Penalty Sanctions	\$	5,670,339 298,763	\$	3,501,894 183,113	\$	(2,168,445) (115,650)	
	Total NERC Funding	\$	5,969,102	\$	3,685,006	\$	(2,284,096)	
	Membership Dues				_			
	Testing Fees		-		-		-	
	Services & Software		-		-		-	
	Workshops		52,000		52,000		-	
	Interest		2,322		1,423		(899)	
	Miscellaneous	_						
Total Fund	ing (A)	\$	6,023,424	\$	3,738,430	\$	(2,284,994)	
Expenses								
	Personnel Expenses							
	Salaries	\$	2,211,375	\$	1,340,677	\$	(870,698)	
	Payroll Taxes Benefits		137,187		82,107		(55,080)	
	Retirement Costs		200,619 254,052		125,335 153,189		(75,284) (100,863)	
	Total Personnel Expenses	\$	2,803,233	\$	1,701,309	\$	(1,101,925)	
	·		_,	-	_,,	<u> </u>	(-,,,	
	Meeting Expenses	\$	62,000	\$	63,000	\$		
	Meetings Travel	Ş	62,000 270,000	Ş	62,000 155,000	Ş	(115,000)	
	Conference Calls		270,000		133,000		(113,000)	
	Total Meeting Expenses	\$	332,000	\$	217,000	\$	(115,000)	
	Operating Expenses							
	Consultants & Contracts	\$	120,000	\$	120,000	\$	_	
	Office Rent	Ψ.	-	Ψ.	-	Y	_	
	Office Costs		53,524		36,100		(17,424)	
	Professional Services		-		-		-	
	Miscellaneous		500		500		-	
	Depreciation		-		-		-	
	Total Operating Expenses	\$	174,024	\$	156,600	\$	(17,424)	
	Total Direct Expenses	\$	3,309,257	\$	2,074,908	\$	(1,234,349)	
	Indirect Expenses	\$	2,679,594	\$	1,642,332	\$	(1,037,262)	
	Other Non-Operating Expenses	\$	-	\$	-	\$		
Total Expe	nses (B)	\$	5,988,851	\$	3,717,240	\$	(2,271,611)	
Change in	Assets	\$	34,573	\$	21,190	\$	(13,383)	
Fixed Asse								
	Depreciation Computer & Software CapEx		_		-		-	
	Furniture & Fixtures CapEx		_		_		0	
	Equipment CapEx		-		-		0	
	Leasehold Improvements		-		-		0	
	Allocation of Fixed Assets	\$	34,573		21,190		(13,383)	
Inc(Dec) in	Fixed Assets (C)	\$	34,573	\$	21,190	\$	(13,383)	
TOTAL BUD	OGET (=B + C)	\$	6,023,424	\$	3,738,430	\$	(2,284,994)	
TOTAL CHA	ANGE IN WORKING CAPITAL (=A-B-C)	\$		\$		\$		
	FTES		15.50		9.50		(6.00)	

DOCKET NO. RR12-13-000

NORTH AMERICAN ELECTRIC RELIABILITY CORPORATION

2013 BUSINESS PLAN AND BUDGET FILING

ATTACHMENT 2A

NORTH AMERICAN ELECTRIC RELIABILITY CORPORATION

UPDATED 2013 BUSINESS PLAN AND BUDGET
CLEAN VERSION



2013 Business Plan and Budget

Board of Trustees Approved: August 16, 2012 Updated September 10, 2012

RELIABILITY | ACCOUNTABILITY









Table of Contents

Table of	Contents 2
About N	IERC4
Over	rview
Scop	oe of Responsibilities4
Men	nbership and Governance 8
Dele	gated Authorities 8
Func	ding10
Introduc	ction and Executive Summary12
Strat	tegic Goals and Objectives 12
Chal	lenges
2013	3 Key Assumptions
2013	3 Key Deliverables
Over	rview of Funding Requirements20
Cost	of Current Operations and Additional Resource Requirements
Wor	king Capital and Contingency Operating Reserves26
2013	3 Funding and Assessment Forecast26
Proje	ections for 2014-2015 32
Section	A — 2013 Business Plan and Budget34
Relia	ability Standards34
Com	pliance Monitoring and Enforcement and Organization Registration and Certification 42
C	Compliance Operations43
C	Compliance Enforcement
Relia	ability Assessment and Performance Analysis55
Relia	ability Risk Management63
S	Situation Awareness Department64
E	Event Analysis and Investigations70
H	Human Performance Initiatives within the Reliability Risk Management Group 71
Critic	cal Infrastructure Department
Trair	ning, Education, and Operator Certification84
Adm	iinistrative Services90

	Technical Committees and Members' Forum Program	. 90
	General and Administrative	. 91
	Legal and Regulatory	. 93
	Information Technology	. 96
	Human Resources	111
	Finance and Accounting	114
Sectio	n B — Supplemental Financial Information	118
Res	serve Balance	118
	Table B-3	120
	Table B-4	121
	Table B-6	122
	Table B-7	123
	Table B-8	124
	Table B-9	124
Sectio	n C — Non-Statutory Activity	126
Sectio	n D — Supplemental Financial Statements	127
Exhibit	t A — Common Assumptions	129
Ge	neral	130
Key	y Assumptions by Program Area	130
Exhibit	t B — 2013 Consultants & Contracts Budget Detail	137
Evhihit	t C - Working Canital and Operating Reserve Policy	142

About NERC

Overview

The North American Electric Reliability Corporation (NERC) is a not-for-profit entity organized under the New Jersey Nonprofit Corporation Act. NERC's mission is to improve and ensure the reliability of the bulk power system in North America. NERC's area of responsibility spans the continental United States and Canada and the northern portion of Baja California, Mexico. Entities under NERC's jurisdiction are the users, owners, and operators of the bulk power system – a system that serves the needs of over 334 million people, includes installed electricity production capacity of approximately 1,200 gigawatts, operates 211,000 miles of high voltage transmission, and is comprised of assets worth more than one trillion dollars.

The Federal Energy Regulatory Commission (FERC or Commission) certified NERC as the Electric Reliability Organization (ERO) within the United States to establish and enforce reliability standards for the United States portion of the bulk power system, pursuant to section 215 of the Federal Power Act. NERC is subject to regulatory oversight by FERC.

In Canada, NERC presently has memoranda of understanding with provincial authorities in Ontario, New Brunswick, Nova Scotia, Québec, Saskatchewan, and Alberta, and with the National Energy Board of Canada. NERC standards are mandatory and enforceable in Ontario and New Brunswick as a matter of provincial law. NERC has an agreement with Manitoba Hydro, making reliability standards mandatory for that entity, and Manitoba has recently adopted legislation setting out a framework for standards to become mandatory for users, owners, and operators in the province. In addition, NERC has been designated as the "electric reliability organization" under Alberta's Transportation Regulation, and certain reliability standards have been approved in that jurisdiction; others are pending. NERC and the Northeast Power Coordinating Council (NPCC) have been recognized as standards setting bodies by the Régie de l'énergie of Québec, and Québec has the framework in place for reliability standards to become mandatory. NERC standards are now mandatory in British Columbia and Nova Scotia.

Scope of Responsibilities

As the ERO, NERC's primary responsibilities are leading the development, adoption, and improvement of mandatory reliability standards for the bulk power system in North America; leading the monitoring, evaluating, and enforcement of compliance with those reliability standards by the approximately 1,900 entities registered with NERC as bulk power system users, owners, and operators; and assessing the reliability and adequacy of the bulk power system in North America. Collectively, the entities registered with NERC as bulk power system users, owners, and operators perform over 4,600 bulk power system reliability functions. NERC conducts near-term and long-term assessments of the reliability and future adequacy of the North American bulk power system; certifies bulk power system operators as having and maintaining the necessary knowledge and skills to perform their reliability responsibilities; maintains situational awareness of events and conditions that may threaten the reliability of the bulk power system; coordinates efforts to improve physical and cyber security for the bulk

power system of North America in order to maintain the reliability and adequacy of the bulk power system; and conducts detailed analyses and investigations of system disturbances and unusual events to determine root causes, uncover lessons learned, and issue relevant findings as advisories, recommendations, and essential actions to the industry, in order to identify the potential need for new or modified reliability standards, maintain compliance with existing standards, and assess the reliability of the bulk power system.

NERC's authority as the ERO is based on section 215 of the Federal Power Act as added by the Energy Policy Act of 2005¹ and the Commission's regulations and orders issued pursuant to Section 215. However, NERC's objective both before and after becoming the ERO has been to promote and improve the reliability, adequacy, and security of the bulk power system in North America. Voluntary compliance with operational and planning protocols by certain sectors of the industry prior to enactment of section 215 and certification of an ERO was replaced with mandatory and enforceable reliability standards for users, owners, and operators of the bulk power system in North America, with which NERC is charged with monitoring and enforcing compliance.

A series of FERC orders set the parameters of NERC's statutory activities in the United States in Order No. 672; the Commission found that "section 215 of the FPA provides for federal authorization of funding limited to the development of Reliability Standards and their enforcement, and monitoring the reliability of the Bulk-Power System." In certifying NERC as the ERO, the Commission held that "[w]e generally believe that anything required of the ERO or a Regional Entity by the statute, Order No. 672 pursuant to the statute, or any subsequent Commission order pursuant to section 215 of the FPA is a statutory activity." In Order No. 693, in which the Commission approved as mandatory and enforceable under section 215 NERC's initial proposed set of operations and planning reliability standards, the Commission stated that section 215 also "contemplates the prevention of incidents, acts, and events that would interfere with the reliable operation of the Bulk-Power System."

In each of its orders approving NERC's initial three annual business plans and budgets for its activities as the ERO (for the years 2007, 2008 and 2009), the Commission found that the activities proposed by NERC as statutory reasonably fall within the types of activities the Commission considers to be covered by section 215 and should be funded pursuant to section 215. In those annual business plans and budgets and in its subsequent business plans and budgets, NERC has organized its proposed statutory activities in a set of program areas: Reliability Standards; Compliance Monitoring and Enforcement and Organization Registration and Certification; Training, Education, and Operator Certification; Reliability Assessment and

-

¹This was codified in section 215 of the Federal Power Act, 16 U.S.C. §. 824o.

² N. Am. Elec. Reliability Corp., 114 FERC ¶ 61,104 at P202 (2006) (Order No. 672).

³ N. Am. Elec. Reliability Corp., 116 FERC ¶ 61,062 at P185 (2006) (emphasis added). See also N. Am. Elec. Reliability Corp., 132 FERC ¶ 61,217 at P 45 n.33 (2010)..

⁴ Mandatory Reliability Standards for the Bulk-Power System, Order No. 693, FERC Stats. & Regs. ¶ 31,242 at P 24,

⁵ N. Am. Elec. Reliability Corp. 117 FERC ¶ 61,091 (2006); N. Am. Elec. Reliability Corp., 121 FERC ¶ 61,057 (2007) ("2008 ERO Budget Order"); N. Am. Elec. Reliability Corp., 125 FERC ¶ 61,056 (2008) (finding that "NERC's 2009 Business Plan provides sufficient details for us to determine whether NERC intends to perform appropriate activities" and that "NERC's proposed categories of activities for 2009 . . . reasonably fall within the types of activities the Commission considers to be covered by FPA section 215," id. at P 18).

Performance Analysis; Situational Awareness; and Infrastructure Security. NERC's annual business plans and budgets have also presented its plans and budgets for NERC's administrative functions and departments which are necessary to operate the organization and support the performance of the specific statutory programs: General and Administrative, Legal and Regulatory, Information Technology, Human Resources, and Accounting and Finance. In its business plan and budget filing for 2008, NERC provided a detailed explanation of how each of its statutory program areas fulfilled an ERO responsibility under section 215:

The principal activities of the ERO as specified in Section 215 of the FPA and in the Commission's regulations promulgated thereunder are development of reliability standards for the bulk power system (§ 215(d) of the FPA; 18 C.F.R. § 39.5); enforcement of compliance with reliability standards, including imposition of penalties and sanctions for violations (§ 215(e) of the FPA; 18 C.F.R. § 39.7); and conducting periodic assessments of the reliability and adequacy of the bulk power system in North America (§ 215(g) of the FPA; 18 C.F.R. § 39.11). In addition, the ERO may delegate functions to regional entities pursuant to delegation agreements approved by the Commission (§ 215(c) (4) of the FPA; 18 C.F.R. § 39.8).

NERC has organized and presented its business plan and budget based on six specific program areas. Each of these program areas carries out or supports implementation of one or more of the statutory activities. Specifically: (1) the Reliability Standards Program implements the statutory activity of development of reliability standards. (2) The Compliance Enforcement and Organization Registration and Certification Program implements the statutory activity of enforcement of compliance with reliability standards, including imposition of penalties and sanctions for violations of standards. (3) The Reliability Readiness Evaluation and Improvements Program supports the statutory activity of enforcing and achieving compliance with reliability standards and the statutory activity of conducting assessments of the reliability of the bulk power system. This program also provides information and feedback that supports the statutory activity of development of reliability standards. (4) The Training, Education and Operator Certification Program supports the statutory activity of enforcing and achieving compliance with reliability standards, and also provides information and feedback that supports the statutory activity of development of reliability standards. (5) The Reliability Assessment and Performance Analysis Program implements the statutory activity of conducting periodic assessments of the reliability and adequacy of the bulk power system in North America. This program also provides information and feedback that supports the statutory activities of development of reliability standards and achieving compliance with reliability standards. (6) The Situation Awareness and Infrastructure Security Program supports the statutory activity of enforcing and achieving compliance

North American Electric Reliability Corp., Order on Compliance Filing, 128 FERC ¶ 61,025 (2009).

⁶ An additional program area included in the 2007 and 2008 business plans and budgets, Reliability Readiness Evaluation and Improvements, was subsequently terminated in 2009. The Commission approved NERC's recommendation to eliminate the Reliability Readiness Program, see:

with reliability standards, and also provides information and feedback that supports the statutory activities of development of reliability standards and conducting assessments of the reliability and adequacy of the bulk power system.

In response to the above explanation, the Commission concluded, in approving NERC's Business Plan and Budget for 2008:

We find that NERC's submitted business plan provides sufficient detail for us to determine whether NERC intends to pursue appropriate activities. NERC's proposed categories of activities are the same as those approved by the Commission for NERC's 2007 budget and reasonably fall within the types of activities the Commission considers to be covered by FPA section 215. As we explained in the 2007 Budget Order, anything required of the ERO or a Regional Entity by the statute, Order No. 672 pursuant to the statute, or any subsequent Commission order pursuant to section 215 of the FPA is a statutory activity.⁷

In NERC's annual business plans and budgets for the ensuing three years (2010, 2011 and 2012), NERC has presented, and the Commission has approved, the budgets for NERC's activities organized in accordance with these statutory program areas.⁸

Additionally, each of NERC's statutory program areas is embodied in one or more sections and associated appendices of NERC's Rules of Procedure (ROP), which have been approved as ERO rules pursuant to section 215(f) of the Federal Power Act and 18 C.F.R. §39.10 by orders issued by the Commission:

- Reliability Standards Development: ROP section 300 and Appendices 3A, 3B and 3D.
- Compliance Monitoring and Enforcement and Organization Registration and Certification: ROP sections 400 and 500 and Appendices 4A, 4B, 4C, 4D, 5A and 5B.
- Training, Education, and Operator Certification: ROP sections 600 and 900 and Appendix
 6.
- Reliability Assessment and Performance Analysis, including Event Analysis: ROP section 800 and Appendix 8.
- Situational Awareness and Infrastructure Security: ROP section 1000.

Accordingly, for the last six years, under the Commission's oversight and approval, NERC has undertaken its specific activities and programs within its defined statutory program areas in support of the implementation of its statutory responsibilities to develop and support reliability standards; monitor, enforce and achieve compliance with these standards; and assess the reliability and adequacy of the bulk power system in North America.

_

⁷ 2008 ERO Budget Order at P 21.

⁸ N. Am. Elec. Reliability Corp., 129 FERC ¶ 61,040 (2009); N. Am. Elec. Reliability Corp., 133 FERC ¶ 61,062 (2010); North American Electric Reliability Corp., 137 FERC ¶ 61,071 (2011).

In an effort to further improve transparency, NERC's 2013 Business Plan and Budget provides more granular detail regarding the specific activities which will be undertaken by NERC's program areas and the departments within those program areas in order to provide stakeholders with an opportunity to further understand and provide input regarding the scope of NERC's proposed activities in relation to its responsibilities as the ERO under section 215 of the Federal Power Act.

Membership and Governance

Membership in NERC is open to any person or entity that has an interest in the reliability of the North American bulk power system. Membership in NERC is voluntary and affords participants the opportunity to engage in the governance of the organization through election to the Member Representatives Committee (MRC). The number of entities and individuals who are members is nearly 600.

A Board of Trustees (Board) governs NERC⁹. The Board has formed several committees to facilitate its oversight of the organization in the areas of finance and audit, governance and human resources, compliance, standards oversight and technology, and nominations. In August 2011, upon recommendation of the Finance and Audit Committee and with the support of stakeholders, the Board approved the formation of a Risk Management and Internal Controls Subcommittee (RMICS) comprised of all of the members of the Finance and Audit Committee, the chair of the Compliance and Certification Committee, and the president of the Regional Entity Management Group.¹⁰

The MRC comprises 28 voting representatives elected from the 12 membership sectors. The MRC elects the independent trustees, and along with the Board votes on amendments to the Bylaws, and provides policy advice and recommendations to the Board on behalf of stakeholders with respect to annual budgets, business plans, and other matters pertinent to the purpose and operation of the organization.

Delegated Authorities

In executing a portion of its responsibilities, NERC delegates authority to Regional Entities to perform certain functions through delegation agreements. FERC has approved delegation agreements between NERC and the eight Regional Entities (Florida Reliability Coordinating Council, Midwest Reliability Organization, Northeast Power Coordinating Council, Inc., Reliability First Corporation, SERC Reliability Corporation, Southwest Power Pool RE, Texas Reliability Entity, Inc. and the Western Electricity Coordinating Council). These delegation agreements describe the authority delegated to the Regional Entities in the United States to propose and enforce reliability standards within their geographic footprints. NERC expects Regional Entities whose territories extend into Canadian provinces and Mexico to perform equivalent functions in those jurisdictions.

⁹ At present, there is a 12 member Board. Commencing in February 2013, there will be an 11 member Board (10 independent directors plus the CEO serving as the management trustee).

¹⁰The RMICS mandate is available at http://www.nerc.com/docs/bot/finance/FAC05-08-12a-OPEN-complete.pdf

NERC and Regional Entity personnel are actively engaged in numerous activities in support of ERO objectives and in carrying out their respective responsibilities under the delegation agreements. At the senior executive level, the ERO Executive Management Group, comprised of the chief executive officers and associated management staffs of NERC and the eight Regional Entities, provides strategic policy guidance and operational direction for the activities of the ERO enterprise (NERC and the Regional Entities) through coordinated decision-making to execute the Regional Entities' responsibilities under the delegation agreements and the NERC ROP. As part of its efforts to ensure efficient and effective use of resources while executing the statutory responsibilities of the ERO across the ERO enterprise, the ERO Executive Management Group also manages a series of working groups and subcommittees, including:

- Regional Standards Group
- Certification and Registration Working Group
- ERO Compliance and Enforcement Management Group
- Compliance Monitoring Processes Working Group
- Enforcement, Sanctions and Mitigation Working Group
- CIP Compliance Working Group
- Training and Education Group
- Reliability Assessments and Performance Analysis Group
- Legal Working Group
- Information Management Group
- Information Technology Steering Group
- Regional Communicators Group
- ERO Finance Group

NERC and the Regional Entities have worked cooperatively to address the costs incurred (as well as the amount of time spent) by the Regional Entities for processing compliance violations, by implementing the "Find, Fix, Track and Report" (FFT) and the "Spreadsheet Notice of Penalty" (Spreadsheet NOP) enforcement alternatives to the development of a full NOP for every possible Violation. NERC presented the FFT and Spreadsheet NOP enforcement alternatives to the Commission in a petition filed on September 30, 2011, and the Commission accepted this filing in an order issued March 15, 2012. The FFT and Spreadsheet NOP enforcement mechanisms will be used for Possible Violations that pose lesser risk (minimal risk in the case of the FFT) to the bulk power system and satisfy other criteria. Where a Possible

¹¹ Petition Requesting Approval of New Enforcement Mechanisms and Submittal of Initial Informational Filing Regarding NERC's Efforts to Refocus Implementation of its Compliance Monitoring and Enforcement Program, Docket RC11-6-000, filed Sept. 30, 2011.

¹² N. Am. Elec. Reliability Corp.,, Order Accepting with Conditions the Electric Reliability Organization's Petition Requesting Approval of New Enforcement Mechanisms and Requiring Compliance Filing, 138 FERC ¶ 61,193 (2012) ("FFT Order").

Violation is dispositioned using the FFT or the Spreadsheet NOP mechanism, the Regional Entity will not have to expend time and resources to the same extent as to develop the documentation required for a full NOP filing; rather, the record is aligned to the risk posed by a given Possible Violation and all relevant information is included in a spreadsheet format. Where a Possible Violation is dispositioned through the FFT mechanism, the Regional Entity will not have to expend the time and resources to negotiate a formal settlement agreement, process a separate formal Mitigation Plan through acceptance and approval, or determine a Penalty or sanction for the violation. The availability of the FFT and Spreadsheet NOP enforcement mechanisms will significantly reduce the total amount of resources expended by the Regional Entities in processing compliance violations. In the FFT Order, the Commission stated that NERC's proposal "will be the first step to a more efficient and effective compliance and enforcement process" and that "we believe that the FFT proposal may significantly reduce the time and resources needed to resolve minor possible violations of Reliability Standards and thereby permit NERC and the Regional Entities to reprioritize their compliance efforts toward more important violations and matters." ¹⁴

Earlier, NERC had adopted other approaches to improve the efficiency of Regional Entity violations processing and dispositioning, including an Abbreviated Notice of Penalty Format, a Deficiency Notice of Penalty Format, and an Administrative Citation Notice format. Commission has stated that the Abbreviated Notice of Penalty Format and Deficiency Notice of Penalty format "have been successful in increasing efficiency" and that it expected the Abbreviated Citation Notice Format "will be a successful tool in improving the efficiency of NERC's enforcement process, thereby reducing the time and resources expended by the Regional Entities, NERC, and Commission staff while still achieving transparency and consistency in penalty determinations for violations that are appropriate for this format."15

In the FFT Order, the Commission invited, among other things, in the twelve-month report due in March 2013, the submission of information regarding changes and improvements to the FFT program going forward, including expanding the scope and parameters of possible violations to be processed by FFT informational filings. 16 Future steps are currently being considered and will be addressed in NERC's upcoming twelve-month report. These future steps are being developed with the engagement, input and participation of Regional Entities and industry stakeholders.

Funding

Section 215 of the Federal Power Act and FERC regulations also specify procedures for NERC's funding in the United States. NERC's annual business plan and budget is subject to FERC approval in the United States. Once approved, assessments are allocated to load-serving

¹³ FFT Order at P 41.

¹⁴ FFT Order at P 40.

¹⁵ N. Am. Elec. Reliability Corp.,, Notice of No Further Review of Initial Administrative Citation Notice of Penalty, 134 FERC ¶ 61,157 (2011) at P 7.

entities on a net energy for load (NEL) basis. Equivalent funding mechanisms are provided in Canada, subject to the specific laws and regulations of each province.

The funding requirements for each Regional Entity are addressed separately in each Regional Entity's business plan and budget, which must be reviewed and approved by NERC and FERC in the United States. Assessments for the Regional Entity budgets are included in the overall NERC assessments to load-serving entities.

Introduction and Executive Summary

TOTAL RESOURCES (in whole dollars)									
	2	2013 Budget		U.S.	Canada			Mexico	
Statutory FTEs		186.25							
Non-statutory FTEs									
Total FTEs		186.25							
Statutory Expenses	\$	54,093,957							
Non-Statutory Expenses	\$	-							
Total Expenses	\$	54,093,957							
Statutory Inc(Dec) in Fixed Assets	\$	192,299							
Non-Statutory Inc(Dec) in Fixed Assets	\$	-							
Total Inc(Dec) in Fixed Assets	\$	192,299							
Statutory Working Capital Requirement	\$	(2,033,600)							
Non-Statutory Working Capital Requirement									
Total Working Capital Requirement	\$	(2,033,600)							
Total Statutory Funding Requirement	\$	52,252,656							
Total Non-Statutory Funding Requirement	\$	-							
Total Funding Requirement	\$	52,252,656							
	_			40.000				40	
Statutory Funding Assessments	\$	47,604,156	\$	43,036,224	\$	4,443,246	\$	124,686	
Non-Statutory Fees	-								
NEL	-	4,526,616,128		3,996,240,765		519,333,921		11,041,442	
NEL%		100.00%		88.28%		11.47%		0.24%	

Strategic Goals and Objectives

NERC's mission is to improve and ensure the reliability of the bulk power system of North America. NERC furthers this mission by developing clear, reliability-focused standards; promoting compliance excellence with its reliability standards; providing firm but fair enforcement of mandatory reliability standards; assessing and reporting on existing and future reliability performance; analyzing and reporting on system events to identify and share lessons learned; maintaining the system operator certification program; and facilitating industry awareness and management of risks to reliability.

Each year, senior management from NERC and the Regional Entities devote considerable time and effort to the business planning and budgeting process, including refining and updating goals, objectives, deliverables, and common multi-year business planning and budgeting assumptions, taking into account lessons learned and stakeholder feedback, as well as applicable governmental requirements and directives. NERC's Board also participates in strategic planning, building on input from NERC and the Regional Entity Management Group.

The 2013 strategic planning initiative produced the following common goals and objectives:

1. Standards and Compliance

- a) Develop clear, reasonable and technically sound mandatory reliability standards in a timely and efficient manner. These standards establish threshold requirements for ensuring the bulk power system is planned, designed, operated, and maintained in a manner that minimizes risks of cascading failures, avoids damage to major equipment, or limits interruptions of bulk power supply.
- b) Be a strong enforcement authority that is independent, without conflict of interest, objective, and fair. The ERO will retain and refine its ability to use standards enforcement when warranted and impose penalties and sanctions commensurate with risk.
- c) Promote a culture of compliance with mandatory reliability standards across the industry. The ERO will support the industry by identifying procedures, practices, and controls to address reliability risks resulting from noncompliance.

2. Risks to Reliability

- a) Identify the most significant risks to reliability. The ERO will identify and prioritize reliability risks, identify actions to mitigate these risks, and monitor results.
- b) Be accountable for mitigating reliability risks. The ERO will work with industry stakeholders and experts to ensure the mitigation of known risks to reliability using standards enforcement and other methods where appropriate.
- c) Promote a culture of reliability excellence. The ERO will facilitate a learning environment throughout the industry through event causal analysis, communication of lessons learned, and tracking of recommendations.

3. Coordination and Collaboration

- a) Improve transparency, consistency, quality, and timeliness of results. The ERO will accomplish this through effective coordination, collaboration, and process improvements.
- Operate as a collaborative enterprise. The ERO will communicate expectations clearly and foster collaboration to deliver important results in advancing system reliability.
- c) Improve efficiencies and cost effectiveness. The ERO will accomplish this by engaging the support of stakeholders, being an efficient steward of resources, and leveraging information systems to create efficiencies and process controls.

Focusing on Priorities

In furtherance of the foregoing strategic goals and objectives, NERC will be focusing on a number of high priority items for 2013 including:

- Issuing new and revised standards, including the development of results-based standards, as well as working with industry, applicable governmental authorities and other stakeholders to improve the standards development process.
- Continuing to improve enforcement focus, efficiency and productivity, including working
 with regulatory authorities and stakeholders to develop and implement improvements
 in the enforcement framework which focuses both ERO and industry resources on
 compliance activities that are most likely to support the reliability of the North American
 bulk power system.
- Regional Entity collaboration, coordination and oversight.
- Improving the ability of industry to respond to incidents, vulnerabilities, and threats that have the potential to adversely affect bulk power system reliability.
- Educating stakeholders on the role and long-term strategy for the ES-ISAC.
- Event analysis, emerging issues and reliability risk reporting.
- Developing and implementing improvements to ERO processes, including the design and deployment of necessary IT infrastructure to facilitate these process improvements, and improvements in internal financial and operating controls.
- Improving compliance information and education.
- Enhancing reliability risk metrics and modeling capabilities.
- Developing competencies of ERO staff through training and providing training to stakeholders on standards and effective compliance.

Challenges

NERC, along with the Regional Entities and industry participants in the ERO, continue to face a number of challenges and demands as they work to achieve the ERO's strategic objectives. The more significant challenges include:

- Improving the standards development process;
- Focusing on reliability risk and delivery of results;
- Continuing to improve the compliance enforcement framework, focus and processes;
- Identifying and addressing critical infrastructure protection priorities;
- Addressing regulatory mandates;
- Continuing to implement the improvements identified in the Three-Year ERO Performance Assessment;
- Balancing resource needs within financial constraints, and achieving efficiencies; and

Recruiting, integrating and retaining qualified personnel.

As to two of these challenges, NERC wishes to highlight efforts that are underway. First, with respect to the standards development process, in 2012, the Standards Process Input Group (SPIG) was formed and it has issued a report identifying five recommendations for improvements. The Board accepted the SPIG report and endorsed the five recommendations at the May 2012 Board meeting. Efforts remain ongoing.

Second, as noted above, further improvements and enhancements to the compliance enforcement framework, focus and processes are under consideration and will be identified in the March 2013 compliance filing in accordance with the FFT Order.

2013 Key Assumptions

As mentioned above, NERC and the Regional Entities' Business Plans and Budgets reflect a set of common assumptions, attached as Exhibit A. The significant assumptions underlying NERC's 2013 Business Plan include:

- There will be no material changes in the legal framework under which NERC and the Regional Entities operate;
- The final determination of what constitutes the Bulk Electric System may affect the scope of ERO jurisdictional facilities and will likely impact both NERC and Regional Entity resource requirements;
- 3. There will be continued industry participation to support key program areas including but not limited to standards development, event analysis, and reliability assessments;
- 4. External factors, including regulatory actions and assessing the impacts of new technologies will continue to affect resource needs and allocation;
- 5. ERO, industry and regulatory resources will focus on improvements in the standards development process;
- 6. Critical infrastructure protection will continue to be a priority in the United States and Canada;
- Continued refinement of risk-based methodologies to support more effective and efficient compliance monitoring and enforcement will mitigate compliance resource needs;
- 8. The frequency of compliance audits will transition to be more reflective of a registered entity's reliability risk profile;
- 9. Current trends in the number of new alleged standards violations each month will continue (e.g., violations of Order 693 standards gradually trending downward and violations of cyber security standards continuing to increase);
- 10. The level of event review and analysis will increase with the implementation of an advanced application of cause analysis; cause coding, data analysis and risk control collection, to facilitate quality aggregate trending and identification of causal factors and

- emerging reliability risks to support reliable operation of the bulk power system. This effort is not expected to materially impact resource requirements; and
- 11. Significant investments will be required over the planning period to develop and implement program area and enterprise-wide applications to support business needs, including compliance, registration and tracking systems and other project, data management and analysis tools to provide greater cost efficiency and uniformity across the ERO Enterprise.

2013 Key Deliverables

Consistent with the list of priority items emerging from its strategic planning initiative, the following is the list of significant NERC deliverables for 2013.

Reliability Standards

- Work with industry to implement process changes to improve efficiency and timeliness
 of high priority reliability risk mitigating standards.
- Implement process changes to facilitate the removal of administrative requirements where feasible and improve throughput of standards addressing emerging reliability risks while reducing burdens on industry.
- Increase standards development coordination with compliance and enforcement
- Facilitate the consideration of internal controls programs by registered entities in the standards development process
- Support the three-year Standards Development Plan.¹⁷
- Reduce backlog of FERC directives, as well as improve tracking and reporting of directives implementation.
- Improve the quality of standards drafting, training and communications.
- Track and report standards process results on a quarterly basis.

Compliance Operations

- Develop a compliance trial program which provides an opportunity for mitigation while achieving compliance, as well as an opportunity to validate compliance measures and procedures.
- Develop risk-based compliance monitoring approaches to maximize reliability benefits and improve efficiencies.
- Continue education programs regarding effective compliance programs and risk controls.
- Continue to improve oversight of Regional Entity activities, including facilitating the development of highly qualified compliance and audit staff.
- Improve consistency and transparency.
- Increase support for standards activities to foster the development of standards with increased reliability benefit while minimizing compliance risk uncertainties.

¹⁷ Standards Development Plan

Enforcement

- Achieve greater efficiencies in enforcement processing by focusing attention and resources on cases having the most significant impact on reliability.
- Sustain and expand the FFT process.
- Reduce outstanding caseload of previously identified Possible Violations and Alleged Violations.
- Identify the causes and trends in violations.

Reliability Assessments

- Issue reliability assessment reports, guidelines, recommendations and alerts.
- Develop risk control strategies and plans to address existing and emerging reliability risks.
- Support standards development process and response to FERC Directives.
- Provide support and leadership to the Planning Committee, the Standing Committees' subcommittees, working groups, and task forces.
- Build and sustain an enterprise reliability assessment and performance analysis team.
- Subject to final regulatory action, finalize Bulk Electric System and consequential load loss exception processes.

Reliability Risk Management

- Use of more sophisticated cause codes for analysis.
- Refinement of risk-based methodologies to support more effective and efficient identification of reliability risks.
- Provide timely publication of lessons learned and recommendations and track responses to recommendations.
- Refine the criteria and process for self-analysis of events and disturbances to promote continuous improvement and information sharing.
- Facilitate the dissemination and sharing of information regarding lessons learned and industry innovations in the area of human performance.

Situation Awareness

 Increase the awareness and exchange of information among stakeholders regarding threats to bulk power system reliability based on data which is collected and analyzed through use of state of the art software tools.

Critical Infrastructure Protection

- Support
 - CIP standards development
 - Regional Entity audit oversight and assistance
 - The Critical Infrastructure Protection Committee
 - Training and awareness initiatives
 - Electricity Sub-sector Coordinating Council
 - CIP Compliance Working Group
- Continue to enhance information sharing and dissemination of bulk power system threat and vulnerability information through Electricity Sector Information Sharing and Analysis Center (ES-ISAC).
- Conduct security incident analysis and information sharing.

Training and Education

- Training and education programs, including:
 - Development and implementation of clear and technically sound reliability standards;
 - Key lessons learned and trends from events and analyses;
 - Risk-based assessment methods;
 - Effective compliance cultures with practices, procedures and controls to address reliability risks; and
 - Effective root, apparent and common cause analysis methods.
- Implement upgrades to the system operator certification and continuing education database.

Information Technology

- Design and deploy a common, enterprise-wide technology platform.
- Design a reliable, stable, secure environment for data gathering and reporting through a single repository of data; Phase I data warehouse design.
- Implement enhanced disaster recovery of critical IT resources.
- Implement a laptop backup application.
- Implement Phase II of the NERC public website upgrade.
- Enhance or replace applications supporting key business processes.

Overview of Funding Requirements

Now in the third year of the three-year plan first set forth in 2011, NERC's 2013 Business Plan and Budget reflects the resources required for NERC to continue to deliver on its mission. NERC's 2013 Business Plan and Budget also reflects the ongoing efforts of NERC to better define program area requirements and allocate resources in order to make more meaningful and demonstrable contributions to improvements in the reliability of the bulk power systems in North America. NERC has enhanced the depth of information provided in its 2013 Business Plan and Budget to improve transparency by providing significantly more detail regarding departmental activities and costs, including the relationship of these activities to furthering the goals of section 215 of the Federal Power Act.

NERC's 2012 Business Plan and Budget presented a three-year budget forecast which reflected a leveling off of incremental resource needs in 2013. NERC's 2013 budget forecast is consistent with this previously forecasted trend and NERC anticipates this trend to continue through 2015 absent major unanticipated events.

The following sections of the 2013 Business Plan and Budget describe in detail the resources needed in 2013 for NERC to continue to carry out its mission. The 2013 funding requirements reflect the costs of ongoing operations, including but not limited to personnel costs based on projected 2012 year-end headcount, contracts for office space, software licensing, third party data management, communication and other services to support operations, as well as the operation and maintenance of infrastructure investments. Incremental funding requirements in 2013 are primarily driven by resources required to fund investments in additional technology and applications to facilitate improved business processes, as well as resource additions to support standards development, Regional Entity oversight, reliability risk assessment and training and education initiatives. The 2013 funding requirements for these items are partially offset by savings realized from the completion, elimination, or reduction in the scope of various other program area initiatives, as well as savings associated with reduction in costs of personnel costs, including significant savings resulting from changes to employee benefit and retirement programs.

NERC is projecting an overall 2013 increase of approximately \$1.2M in total operating expenses and capital expenditures, which is approximately 2.2 percent over 2012 and represents NERC's lowest year-over-year budget increase since becoming the ERO. Total 2013 projected operating expenses and capital expenditures are approximately \$1.0M (1.9 percent) less than the 2013 projection contained in NERC's 2012 Business Plan and Budget.

Penalty funds received in 2012 and a reduction in NERC's working capital reserves will reduce NERC's 2013 assessments funding approximately \$3.1M (6.0 percent) below NERC's 2012 assessments. After taking into account the application of NERC's policies regarding the allocation of United States penalty funds¹⁸, the allocation of certain compliance and enforcement costs¹⁹, and using 2011 net energy for load data, assessments will be

¹⁸ Accounting, Financial Statement and Budgetary Treatment of Penalties Imposed and Received for Violations of Reliability Standards, December 8, 2008

¹⁹ Expanded Policy on Allocation of Certain Compliance and Enforcement Costs, July 29, 2008

approximately \$3.1M (6.8 percent) lower for United States entities, \$67.8k (1.5 percent) higher for Canadian entities, and \$7.0k (5.9 percent) higher for Mexican entities.

NERC is proposing to decrease working capital reserves by approximately \$2.0M in 2013. Management has also developed and the NERC Board of Trustees approved a Working Capital and Operating Reserve Policy, the provisions of which are set forth in Exhibit C, together with 2013 budgeted working capital and operating reserve amounts.

Management has prepared preliminary budget projections for 2014 and 2015. These projections reflect close to a zero (0) percent increase in 2014 and a nominal 2.1 percent increase in 2015. These projections are preliminary and subject to change. Further information regarding the assumptions underlying these projections may be found on page 31.

Cost of Current Operations and Additional Resource Requirements

Building on previous business planning initiatives, including feedback from the Board and stakeholders, the first step NERC took in preparing its 2013 budget was to undertake a comprehensive review of existing resource allocation to ensure alignment with the ERO's strategic goals and objectives. Departmental staffing, consulting, and contractor costs were also thoroughly reviewed, as were travel and meeting expenses and other operating costs. During 2011, NERC management implemented a new employee performance management program to better align individual and departmental performance with corporate goals and objectives. This process, which has now been institutionalized, also provided and will continue to provide an opportunity for management to evaluate and address weaknesses in existing resource capabilities. In early 2012, management implemented a new time reporting system which tracks all employee time and includes the ability to track time by function, major activities and project. This capability will be utilized as a tool to both understand and evaluate resource utilization and make more informed decisions regarding future resource allocation and resources needs. Management is also continuing to review and will be implementing further improvements in operating practices and expense controls in order to achieve additional operating efficiencies.

After completing a comprehensive review of existing staffing, management reviewed the costs associated with existing operations, including opportunities to reduce contractor, consulting and other operating expenses. Similar to the budget presentation format used in 2011 and 2012 the costs associated with NERC's existing operations are referred to as NERC's "base operating budget." The base operating budget excludes funding requirements for working capital reserves. The 2013 base operating budget is approximately \$49.6M or approximately \$3.5M less than NERC's approved 2012 budget. This reduction is primarily due to savings in two areas, personnel costs and contractor and consulting expenses. Reductions in personnel costs are primarily the result of lower projected salary (\$1.6M), benefits (\$223k) and retirement (\$840k) expense. Reductions in contractor and consulting expense (\$1.7M) are primarily the result of the termination of the Interchange Distribution Calculator (IDC) contract, together with completion of work under existing contracts.

NERC's total projected 2013 budget is approximately \$54.3M which, as previously indicated, represents an increase of approximately \$1.2M or 2.2 percent over the company's 2012 budget. The company's 2013 budget for personnel expense is approximately \$745k lower than 2012. This reduction is inclusive of the costs of proposed personnel additions in 2013. The 2013 contract and consulting budget is approximately \$529k higher than 2012. Additional detail regarding the contract and consulting costs by department is provided below, as well as in Section A and Exhibit B.

The 2013 budget includes increased rent expense of \$453k, reflecting the amortization of the lease costs for NERC office space over the term of the leases and the estimated cost of increasing leased space in Atlanta, and a \$150k increase in professional services for outside legal support in connection with the five-year performance assessment of NERC. The 2013 budget also includes a \$1.0M increase in capital expenditures for IT infrastructure, which is discussed further below and in Section A under Administrative Services.

The cumulative effect of the decrease in the cost of current operations, together with proposed incremental 2013 resource additions, is presented in the table below followed by the summary of the proposed additional resource requirements by department.

	Α			В	С	= B + C	
2012 8	Base Operating Budget		Cha	13 Projected ange in Base rating Budget	Projected inc(dec) in Staffing and Programs	Total Projected Increase 2013 v 2012 Rudget	Total Projected 2013 Budget
\$ 	24,800,833 1,524,935 3,190,308 3,489,736 33,005,812	Salaries Payroll Taxes Benefits Retirement Total Personnel Expense	\$	(1,585,329) (126,804) (222,801) (839,932) (2,774,867)	61,579 112,434 52,784	\$ (744,667) (65,225) (110,367) (787,148) \$ (1,707,407)	24,056,166 1,459,710 3,079,941 2,702,588 \$ 31,298,405
\$	736,000 2,787,870 348,910	Meetings Travel Conference Calls	\$	306,000 (124,370) (31,100)	\$ - 75,000	\$ 306,000 (49,370) (31,100)	1,042,000 2,738,500 317,810
\$	3,872,780	Total Meeting Expense	\$	150,530	\$ 75,000	\$ 225,530	\$ 4,098,310
\$	6,368,000 300,094 1,619,220	Consultants and Contracts NERCnet Contract IDC Contract	\$	(393,926) - (1,161,634)	\$ 2,084,500	\$ 1,690,574 - (1,161,634)	8,058,574 300,094 457,586
\$	8,287,314	Contracts and Consultants	\$	(1,555,560)	\$ 2,084,500	\$ 528,940	\$ 8,816,254
\$	2,304,257 2,838,819 2,005,000 26,200	Office Rent Office Costs Professional Services Miscellaneous	\$	191,407 342,696 136,331 (4,700)	\$ 261,176 150,000	\$ 452,583 342,696 286,331 (4,700)	2,756,840 3,181,515 2,291,331 21,500
\$	7,174,276	Operating Expenses	\$	665,734	\$ 411,176	\$ 1,076,910	\$ 8,251,186
\$	-	Non-Operating Expenses		50,000		\$ 50,000	\$ 50,000
\$	772,090 -	Computer & Software CapEx Network Equipment Furniture & Fixtures	\$	-	\$ 784,010 216,000	\$ 784,010 216,000	1,556,100 216,000
\$	772,090	Capital Expenditures	\$		\$ 1,000,010	\$ 1,000,010	\$ 1,772,100
\$	53,112,272	Total Base Operating Budget	\$	(3,464,163)	\$ 4,638,146	\$ 1,173,983	\$ 54,286,255

The following is a brief summary of 2013 additional personnel, and contractor and consulting needs by department. Additional detailed information by department is provided in Section A.

- Standards The standards department is proposing to add three (3) positions in 2013, including two (2) standards development advisors and one (1) technical writer. The standards development advisors will allow the department to increase the number of concurrent projects that can be processed. The technical writer will help improve standards quality, which should also improve compliance outcomes and efficiency. \$150k has been added to the contractor and consulting budget for additional resources to support the Standards Process Improvement Initiative.
- Compliance Operations, Organization Registration and Registration One (1) position transferred to another program area and no additional personnel needs are projected²⁰. Consulting support will be required for auditor training and Regional Entity audit oversight. Consulting resources to support training are budgeted under the Training, Education and Operator Certification Program. \$120K in consulting resource to support Regional Entity audit oversight are budgeted as part of the consulting support for NERC's risk management and internal controls framework described further under Administrative Services. This is consistent with the 2012 budget.
- Enforcement No additional personnel needs are projected. Resources required for developing improved data management and analysis systems are budgeted under IT in Administrative Services.
- Reliability Assessment and Performance Analysis (RAPA) One (1) position was added in 2012 to support the development of risk control strategies. One (1) position is proposed to be added in 2013 to provide additional engineering support required to evaluate and prioritize risks and support standards development. \$685k in consulting support has been budgeted to support RAPA initiatives in 2013, a \$313k decrease from RAPA's 2012 budget. The contractor and consulting funding includes software licensing and maintenance fees for the generator, transmission, demand response, spare equipment, and other databases, as well as contractor support for special reliability assessments. A more detailed explanation of contractor and consulting support costs is provided under the Reliability Assessment and Performance Analysis discussion in Section A. Additional specialized consulting support may be required to support the Bulk Electric System exception process. These additional resources will be included as part of the projected contingency operating reserve component of working capital and contingency operating reserve guidelines.
- Training, Education, and Operator Certification One (1) position is proposed to be added to provide administrative support, the cost of which will be paid through operator certification and testing fees and will not impact assessments. Approximately \$850k in contractor and consulting support is included in the 2013 budget to support training, education and operator certification, representing an increase of approximately \$253k over 2012 budgeted levels. A significant portion of this increase

_

²⁰ However, additional CIP auditors will be added to the Critical Infrastructure Department to support oversight of regional entity CMEP activities.

(\$250k) is to fund improvements in the system operator certification and continuing education database. Working capital additions resulting from user fees received for operator training and certification programs exceeding 2011 program area costs will be used to fund this database upgrade. This funding approach is consistent with the Rules of Procedure and is further discussed in the proposed working capital and contingency operating reserve guidelines.

- Event Analysis One (1) position was added in 2012 to support the Events Analysis department. \$120k is budgeted for outside contractor and consulting support of significant events, such as the 2011 Southwest outage. This is consistent with the amount included in the 2012 budget.
- Situation Awareness No additional personnel are proposed in 2013. Approximately \$2.7M is budgeted for consultants and contractors, including \$2.0M in funding for contracts that support North American Synchro-Phasor Initiative (NASPI), various software tools used to monitor or evaluate reliability or events, software and services support for NERC's secure alert system and costs to support the operation and maintenance of SAFNR. \$460K is budgeted to support the IDC prior to termination and the transition of that contract to IDC users. The Situation Awareness budget also includes approximately \$300k for NERC's share of a third-party secure communications network used to support NERC's situation awareness function. Total 2013 contractor and consulting support for the Situation Awareness department is approximately \$1.1M less than in the 2012 budget, primarily due to elimination of IDC contract costs when the contract expires on March 31, 2012 and the IDC users will directly assume responsibility for the cost of operating and maintaining the IDC.

Critical Infrastructure Protection — One (1) additional position is budgeted in 2013 to support Regional Entity audit oversight, which will result in a total of five (5) CIP auditors supporting this activity. Two (2) Cyber Security Specialist positions will also be added in 2013, one of which will be assigned to the ES-ISAC team. These two cyber security specialists will research, analyze, and disseminate information regarding significant cyber and physical security incidents and the specialist assigned to the ES-ISAC will also support access to operations center positions in the Industrial Control Systems Cyber Emergency Response Team and at the DHS National Incident Coordination Center in Washington, DC. These resources are required to stand watch on the National Cybersecurity and Communications Integration Center floor on a rotating schedule. \$785k is budgeted in 2013 for consulting and contractors to support CIP department activities, which is a \$10k decrease from 2012.21 Contractor and consulting support services are to assist in the preparation of a cyber risk preparedness assessment, to provide continued support for the Electricity Sub-sector Coordinating Council (ESCC), and to plan and conduct a grid security exercise similar to the Grid-X exercise which was successfully conducted in 2011. Contractor and consulting support is also included for the build-out and operation of the ES-ISAC, including secure portal services and communications, cyber incident analysis, threat modeling, information reporting, and other services more fully described in Section A under ES-ISAC.

_

²¹ This reduction is primarily due to the reclassification of a software expenses from contractors and consultant to Office Costs.

- Administrative Services One (1) position is proposed to be added in 2013 to support SharePoint applications development and administration. One (1) position was added to the Finance and Accounting area to provide facilities management. These two additions are offset by a reduction in other positions budgeted in the administrative services area, one of which is a retiring executive and a reduction of one (1) position supporting the Human Resources area. In addition, five (5) staff transferred from other program areas to provide IT project management and administrative and internal controls support as further described in Administrative Services below. Approximately \$2.7M is budgeted in 2013 for contractors and consultants to support various IT infrastructure and applications needs, representing an increase of approximately \$1.3M over 2012. These contractor and consulting resources will:
 - Support major improvements to NERC's website;
 - Conduct security vulnerability testing;
 - Provide design and integration services; support applications development including improvement in the compliance data base and standards balloting applications;
 - Provide project management, support and maintenance services;
 - Conduct quality assurance testing;
 - Provide data warehouse and common technology platform design;
 - Review existing applications and scope solutions to business needs; and
 - Provide disaster recovery and electronic file backup services.

An additional amount of \$288k is budgeted for contractors and consultants to support Human Resources needs including staff training, compensation consulting, employee, industry and Board effectiveness surveys and automated employee support services, including benefits enrollment and employee self-service automation. The contractor and consulting budget for Human Resources is in line with 2012 budgeted amounts. The final component of contractor and consulting support in the Administrative Services area is for NERC's Canadian affairs representative and is consistent with 2012 budgeted levels. Additional detail regarding contractor and consulting support for the Administrative Service area is provided under Administrative Services in Section A. Outside legal services are budgeted under professional services and have been increased \$150k over the 2012 budget level to provide funding for additional legal support in connection with NERC's five-year performance assessment.

To further improve the transparency and openness of NERC's business plan and budgeting process as compared to previous years, a detailed spreadsheet with a listing of proposed 2013 contract and consulting costs by department, as well as a comparison to 2012 budgeted amounts, is included in Exhibit B.

Working Capital and Contingency Operating Reserves

Working closely with the Finance and Audit Committee of the Board of Trustees management developed a working capital policy and guidelines applicable to the use of operating reserves which are not required to satisfy cash flow requirements or for categories of expenditures that are not included as part of the company's approved annual budget but become necessary during the course of the year. The policy:

- Separates the concept of working capital from operating reserves;
- Establishes criteria and authorities for funding and access to working capital and operating reserves and transfers of reserves between accounts;
- Establishes controls and authorities regarding the reallocation of budgeted funds;
- Establishes a separate operating reserve applicable to funds received in support of the System Operator Certification Program;
- Establishes controls regarding annual headcount and FTE budgets; and
- Establishes transparent reporting requirements.

The final form of Working Capital and Operating Reserve Policy is set forth in Exhibit C, together with 2013 budgeted Working Capital and Operating Reserve amounts.

2013 Funding and Assessment Forecast

NERC's 2013 budget results in a \$1.2M or 2.2 percent increase in operating costs and capital expenditures over NERC's 2012 budget. The chart below provides a breakdown of the relative contributions of the cost of current operation, proposed 2013 resource additions and application of penalty funding to produce a \$3.06M (6.0 percent) reduction in assessments. The chart also reflects a \$1.7M reduction in working capital, a \$250k reduction in revenues for third party licensing of GADS software discussed above under Reliability Assessments and Performance Analysis, and a \$347.3k use of working capital to fund an update of the System Operator Certification and Continuing Education Database (SOCCED), which will reduce operating reserves generated from excess fees collected in prior years. Actual assessments for United States, Canadian and Mexican entities will vary after taking into account polices regarding the allocation of certain compliance and enforcement costs. The following preliminary calculation of proposed changes in assessments reflects these policies.

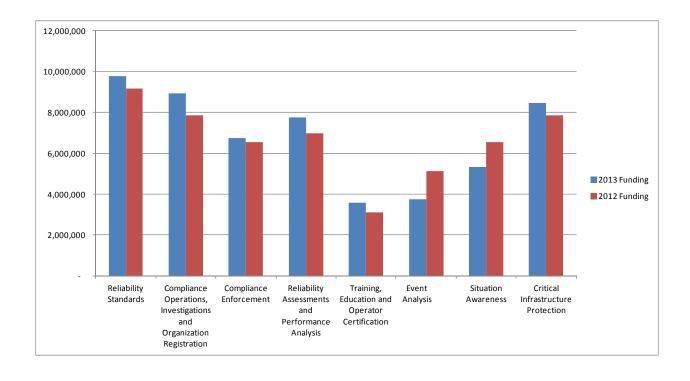
			% of Total
Change in Total Budget 2013 v 2012			2012 Budget
Current Operations	\$	(3,464,163)	-6.5%
Proposed 2013 Resource additions	_\$	4,638,146	8.7%
	<u>\$</u>	1,173,983	2.2%

Increase (Decrease) in 2013 Assessment			% of 2012 Assessments
Due to current operations	Ś	(3,464,163)	
Due to proposed resource additions	•	4,638,145	
Due to Penalty Offset		(2,512,500)	
Due to Reduction in Working Capital		(1,686,309)	
Use of Working Capital - System Operator Testing and Certification - Estimated fees		, , , , ,	
less than budgeted expenses		(347,290)	
Due to increased Workshop Fees		(316,000)	
Due to reductions in revenues for GADS software		250,000	
Due to reductions in System Operator Testing Fees and Certificate Renewal Fees		381,000	
Total	\$	(3,057,116)	-6.0%
Decrease for US entities		(3,095,965)	-6.8%
Increase for Canadian entities		31,783	1.5%
Increase for Mexico entities		7,066	5.9%

The following charts and tables show, (1) the breakdown of funding requirements by department, including allocation of administrative services costs (2) relative increases by department, (3) 2012 and 2013 FTEs and headcount by department, and (4) a comparative Statement of Activities.

Total Budget	Budget 2012*	Projection 2012*	Budget 2013	Change 2013 Budget v 2012 Budget	% Change
Reliability Standards	9,156,601	8,469,326	9,775,088	618,487	6.8%
Compliance Operations, Investigations and Organization Registration*	7,860,024	6,821,532	8,928,994	1,068,970	13.6%
Compliance Enforcement, Reporting, Tracking and Analysis	6,528,040	6,127,367	6,725,004	196,964	3.0%
Reliability Assessments and Performance Analysis	6,968,860	7,550,243	7,762,436	793,576	11.4%
Training, Education and Operator Certification	3,098,130	3,253,881	3,571,766	473,636	15.3%
Event Analysis*	5,126,471	5,739,401	3,738,430	(1,388,041)	-27.1%
Situation Awareness	6,534,397	6,304,552	5,324,311	(1,210,086)	-18.5%
Critical Infrastructure Protection	7,839,749	7,396,830	8,460,227	620,478	7.9%
Total Budget	53,112,272	51,663,132	54,286,256	1,173,984	2.2%

^{*}The 2012 budget and projected expenses from September to December, 2012 of the Event Investigations Team have not been calculated and are therefore included with the 2012 Budget and Projection for Event Analysis.



Total FTE's by Program Area	Budget 2012	Transfers In(Out)	Projection 2012	Total FTEs 2013 Budget	Change from 2012 Budget
STATUTORY					
Operational Programs					
Reliability Standards	24.92	(1.67)	22.31	26.50	1.58
Compliance Operations, Investigations and Organization Registration	21.66	2.34	18.20	24.00	2.34
Compliance Enforcement, Reporting, Tracking and Analysis	21.00		18.48	21.00	-
Reliability Assessments and Performance Analysis	16.50	1.00	16.78	18.75	2.25
Training, Education and Operator Certification	6.75		6.54	8.00	1.25
Event Analysis	13.00	(5.00)	14.25	9.50	(3.50)
Situation Awareness	8.17	(1.67)	5.67	6.50	(1.67)
Critical Infrastructure Protection	17.00		16.03	19.25	2.25
Total FTEs Operational Programs	129.00	(5.00)	118.26	133.50	4.50
Administrative Programs					
Technical Committees and Member Forums	-		-	-	-
General & Administrative	7.00	2.00	9.40	8.00	1.00
Legal and Regulatory	13.00	1.00	12.39	14.00	1.00
Information Technology	12.75	3.00	15.97	16.75	4.00
Human Resources	6.00	(2.00)	4.00	3.00	(3.00)
Finance and Accounting	9.00	1.00	10.79	11.00	2.00
Total FTEs Administrative Programs	47.75	5.00	52.55	52.75	5.00
Total FTEs	176.75	_	170.81	186.25	9.50

	201	L2 Bud			on, and 201	3 Bu	dget				
			STA	TUTO	DRY						
							Variance				Variance
						20:	12 Projection			2	013 Budget
			2012		2012	v 2	2012 Budget		2013	v 2	2012 Budget
			Budget		Projection		ver(Under)		Budget	C	ver(Under)
Funding			_		_	-			_		
	ERO Funding										
	NERC Assessments	\$	50,661,272	\$	50,661,271	\$	(1)	\$	47,604,156	\$	(3,057,11)
	Penalty Sanctions		-		-				2,512,500		2,512,500
	Total NERC Funding	\$	50,661,272	\$	50,661,271	\$	(1)	\$	50,116,656	\$	(544,61
	Membership Dues		-		-		-		-		-
	Testing Fees		2,061,000		2,108,200		47,200		1,680,000		(381,00
	Services & Software		250,000		135,500		(114,500)		-		(250,00
	Workshops		120,000		340,700		220,700		436,000		316,00
	Interest		20,000		20,000		(0)		20,000		-
	Miscellaneous		-		1,806		1,806		-		-
Total Fund	ding (A)	\$	53,112,272	\$	53,267,477	\$	155,205	\$	52,252,656	\$	(859,61
Expenses											
жрение	Personnel Expenses										
	Salaries	\$	24,800,833	Ś	23,245,401	\$	(1,555,432)	\$	24,056,166	\$	(744,66
	Payroll Taxes	Ψ.	1,524,935	Ψ.	1,397,780	Ψ.	(127,155)	Ψ.	1,459,710	Ψ.	(65,22
	Benefits		3,190,308		2,479,453		(710,855)		3,079,941		(110,36
	Retirement Costs		3,489,736		2,420,586		(1,069,150)		2,702,588		(787,14
	Total Personnel Expenses	Ġ	33,005,812	Ś	29,543,220	Ś	(3,462,592)	\$	31,298,405	\$	(1,707,40
	•	<u>, , , , , , , , , , , , , , , , , , , </u>	33,003,812	٠,	23,343,220	,	(3,402,332)	<u>,</u>	31,238,403	-	(1,707,40
	Meeting Expenses										
	Meetings	\$	736,000	\$	896,421	\$	160,421	\$	1,042,000	\$	306,00
	Travel		2,787,870		2,287,311		(500,559)		2,738,500		(49,370
	Conference Calls		348,910		270,718		(78,192)		317,810		(31,100
	Total Meeting Expenses	\$	3,872,780	\$	3,454,449	\$	(418,331)	\$	4,098,310	\$	225,530
	Operating Expenses										
	Consultants & Contracts	\$	8,287,314	\$	9,022,974	\$	735,660	\$	8,816,254	\$	528,940
	Office Rent	Ψ.	2,304,257	Ψ.	2,784,036	Ÿ	479,779	Ψ.	2,756,840	Ψ.	452,58
	Office Costs		2,838,819		3,062,803		223,984		3,181,515		342,69
	Professional Services		2,005,000		2,767,025		762,025		2,291,331		286,33
	Miscellaneous		26,200		21,896		(4,304)		21,500		(4,70
	Depreciation		1,900,717		1,609,827		(290,890)		1,579,801		(320,91
	Total Operating Expenses	Ġ	17,362,307	٠	19,268,559	\$	1,906,252	\$	18,647,242	\$	1,284,93!
	Total Operating Expenses		17,302,307	_	19,208,339	<u></u>	1,500,252	<u></u>	10,047,242	<u>~</u>	1,204,33
	Total Direct Expenses	\$	54,240,899	\$	52,266,228	\$	(1,974,671)	\$	54,043,957	\$	(196,942
	Indirect Expenses	\$		\$	-	\$		\$	-	\$	
	p										
	Other Non-Operating Expenses	\$	-	\$	68,903	\$	68,903	\$	50,000	\$	50,000
Total Expe	enses (B)	\$	54,240,899	\$	52,335,131	\$	(1,905,768)	\$	54,093,957	\$	(146,942
Change in	Assets	\$	(1,128,627)	\$	932,345	\$	2,060,972	\$	(1,841,301)	\$	(712,674
Fixed Asse	atc										
A.	Depreciation	\$	(1,900,717)	\$	(1,609,827)	\$	290,890	\$	(1,579,801)	\$	320,91
	Computer & Software CapEx	,	772,090	-	734,358	*	(37,732)	7	1,556,100	•	784,01
	Furniture & Fixtures CapEx		772,030		212		212		1,550,100		704,01
	Equipment CapEx		_		90,958		90,958		216,000		216,00
	Leasehold Improvements				112,299		112,299		210,000		210,00
	Allocation of Fixed Assets	÷		ċ		ċ		,		ċ	
	ALLO ALLOLO FIXEU ASSEIS	\$	-	\$	0	\$	0	\$		\$	
			14 405								
	n Fixed Assets (C)		(1,128,627)	_	(672,000)	_	456,627	_	192,299	_	
		\$	(1,128,627) 53,112,272	\$	(672,000) 51,663,132	\$	456,627 (1,449,140)	\$	192,299 54,286,256	\$	1,320,920 1,173,98
TOTAL BU	n Fixed Assets (C)	\$ \$	"	\$ \$		\$ \$	-	\$ \$		\$ \$	1,173,98
OTAL BU	n Fixed Assets (C) DGET (=B + C)	\$ \$	"		51,663,132		(1,449,140)		54,286,256		

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expenses Total Personnel Expenses are projected to decrease approximately \$1.7M from 2012. In addition to phasing the timing of new hires in 2013, NERC assumed three percent personnel attrition rate based on current trends. Salary and Payroll Tax expenses are projected to be lower in 2013 than in 2012 even though 9.5 FTEs are being added due to lower average costs per FTE. As reflected in Table B-4 on page 115, the average cost per FTE for salary and payroll tax expense are projected to be \$129,161 and \$7,837 respectively in 2013, which is less than the average costs in the 2012 budget by \$11,155 and \$790 respectively. As previously indicated, changes to NERC's employee benefit and retirement plans also resulted in lower average costs per FTE in 2013. The average cost per FTE for employee benefit plans is projected to be \$1,513 lower and the average cost per FTE for retirement plans is projected to be \$5,233 lower in 2013 compared to the 2012 budget. In total, the average total personnel costs per FTE are projected to be \$18,692 lower in 2013 compared to the 2012 budget.
- Meetings, Travel and Conference Calls Meetings expenses include the cost of catering, audio visual and meeting rooms for all meetings and workshops sponsored by NERC. Meetings expense does not include NERC employees' travel to attend the meeting. All business travel is recorded as Travel Expense. The 2013 budget for Meetings Expense is \$306k higher than 2012 primarily due to an increase in the number of workshops and by the number of attendees. The increase in workshop expenses is offset by higher funding from workshop fees.

Operating Expenses

- Contracts and Consultants A detailed listing of all Contracts and Consulting projects is included in Exhibit B and is further detailed in each Program in Section A.
- Office Rent Scheduled increases in rent for NERC's Atlanta and Washington, DC offices, as well as projected costs associated with the exercise of an option to lease additional space in Atlanta. The company's Atlanta office is almost 100% occupied. The company is adding staff to the Standards department during Q4 of this year and in 2013, as well as projecting limited additions to Standards staff located in Atlanta in 2014 and 2015. It's also expected that in the future NERC will continue to replace departing telecommuting staff with staff based in-house where feasible. The favorable lease terms which the company negotiated several years ago continue to be very attractive in the current market, which has seen some increase over 2011, and will apply to the option space. Similar to the terms of the existing base lease, the option includes provisions for a tenant improvement allowance, which is expected to be sufficient to cover the expense of building out and furnishing the space. The lease of the option space will not become effective until receipt of all necessary corporate approvals and FERC approval of the company's 2013 Business Plan and Budget.
- Office Costs Primarily related to higher maintenance and service agreements for network equipment, computers and software licenses.

- Professional Services \$150k related to the five-year performance assessment of NERC.
- Miscellaneous Expenses NERC is not planning or budgeting for a year-end holiday party in 2013. NERC may have year-end employee meetings and the associated expenses will be recorded as meeting and/or travel expenses, as applicable and described above. Table B-9 on page 115 details the budget for employee rewards and recognition, planned activities for community responsibility and employee engagement and other miscellaneous expenses.
- **Fixed Assets** As further detailed in Section A under Information Technology, the variance is for planned investments in infrastructure for a centralized data repository and for disaster recovery.

Projections for 2014-2015

The 2014 budget is projected to be approximately \$307k (0.6 percent) less than the 2013 budget. The 2015 budget is projected to be approximately \$1.2M (2.1 percent) higher than the 2014 budget.

2014 Assumptions

- Personnel Increases \$2.8M due to salary increases, increased benefits costs and 6.0 new positions (3.75) FTEs: 2.0 Standards Development Advisors and 1.0 Technical Writer; 1.0 Risk Control Strategy and Standards Coordinator in RAPA; 1.0 Reliability Engineer in Events Analysis and Investigations; and 1.0 SharePoint Developer in IT. The remaining 1.75 FTEs is the effect of 2013 new hires being on staff for the full year.
- Contracts and Consultants Decreases \$2.3M
 - Situation Awareness decreases \$1.5M due to elimination of IDC contract (\$457k), completion of NASPI contract (\$810k), and a reduction in the cost of the SAFNR contract (\$223k)
 - RAPA decreases \$245k due to RADS Assessment Database development completed in 2013 and reduction in contract support to study the reliability effects of geomagnetic disturbance (GMD).
 - CIP decreases \$135k; a grid security exercise is not planned for 2014 (\$200k), offset by increases in ESCC support and Cyber Risk Preparedness Assessments.
 - IT decreases approximately \$620k due to projected lower funding requirements for multiple projects.

2015 Assumptions

No additional personnel were included in the projection since it was not possible to predict incremental resource needs for 2015 with any degree of accuracy and at this point are assumed to be primarily driven by unanticipated external factors and efforts to improve the efficiency of current operations and resource utilization. Budgeted salary adjustments and projected increases in benefits costs add approximately three percent (\$1M) to the total budget.

Statement						and Change d 2015 Budge		ig C	apitāl			
		2013 Budget		2014 Projection		\$ Change 14 v 13	% Change 14 v 13		2015 Projection		\$ Change 15 v 14	% Change 15 v 14
Funding		•		•		-						
ERO Funding		47.66	_	F0 000			0	_	50 000 T	_	070	
NERC Assessments	\$	47,604,156	\$	52,239,494	\$	4,635,337	9.74%	\$	53,209,726	\$	970,233	1.8%
Penalty Sanctions Total NERC Funding	ć	2,512,500 50,116,656	Ś	52,239,494	Ś	(2,512,500) 2,122,837	-100.00% 4.2%	\$	53,209,726	Ś	970,233	1.8%
Total NEIC Landing	3	30,110,030	,	J2,233,434	ڔ	2,122,03/	4.270	ş	33,203,120	ą	310,233	1.0%
Membership Dues		-				-					-	
Testing Fees		1,680,000		1,665,000		(15,000)	-0.89%		1,650,000		(15,000)	-0.9%
Services & Software		-				-					-	
Workshops		436,000		436,000		-	0.00%		436,000		-	0.0%
Interest Miscellaneous		20,000		20,000		-	0.00%		20,000		-	0.0%
Miscerianeous Total Funding (A)	5	52,252,656	\$	54,360,494	Ś	2,107,837	4.0%	\$	55,315,726	\$	955,233	1.8%
See Service (C)	4	32,232,030	<u>, , </u>	34,330,434	γ_	-,-07,037	7.0/0	٠,	33,313,720	ų	JJJ,233	1.0/0
expenses												
Personnel Expenses												
Salaries	\$	24,056,166	\$	26,128,797	\$	2,072,631	8.6%	\$	26,873,501	\$	744,704	2.9%
Payroll Taxes		1,459,710		1,581,570		121,860	8.3%		1,614,049		32,479	2.1%
Benefits		3,079,941		3,432,779		352,837	11.5%		3,706,580		273,802	8.0%
Retirement Costs Total Personnel Expenses	\$	2,702,588 31,298,405	\$	2,931,057 34,074,203	\$	228,469 2,775,797	8.5% 8.9%	\$	2,894,320 35,088,450	\$	(36,737) 1,014,247	-1.3% 3.0 %
Total Personner Expenses		31,230,403		34,074,203	7	2,773,737	0.570		33,000,430	,	1,014,247	3.070
Meeting Expenses												
Meetings	\$	1,042,000	\$	1,042,000	\$	-	0.0%	\$	1,042,000		-	0.0%
Travel		2,738,500		2,738,500		-	0.0%		2,738,500		-	0.0%
Conference Calls		317,810		317,810		-	0.0%		317,810		-	0.0%
Total Meeting Expenses	_\$_	4,098,310	\$	4,098,310	\$	-	0.0%	\$	4,098,310	\$	-	0.0%
Operating Expenses												
Consultants & Contracts	\$	8,816,254	\$	6,481,917		(2,334,337)	-26.5%	\$	6,425,305		(56,612)	-0.9%
Office Rent		2,756,840		2,605,676		(151,165)	-5.5%		2,605,676		-	0.0%
Office Costs		3,181,515		3,307,791		126,276	4.0%		3,235,287		(72,504)	-2.2%
Professional Services		2,291,331		2,182,278		(109,053)	-4.8%		2,182,278		-	0.0%
Miscellaneous		21,500		21,000		(500)	-2.3%		21,000		-	0.0%
Depreciation	_	1,579,801	_	1,696,930	_	117,129	7.4%	_	1,969,314	_	272,384	16.1%
Total Operating Expenses	\$	18,647,242	\$	16,295,592	\$	(2,351,650)	-12.6%	\$	16,438,860	\$	143,268	0.9%
Total Direct Expenses	\$	54,043,957	\$	54,468,105	\$	424,148	0.8%	\$	55,625,620	\$	1,157,516	2.1%
Indirect Expenses	\$	-	\$	-				\$	-	\$	-	
Other Non-Operating Expenses	\$	50,000	\$	50,000	\$	-	0.0%	_	50,000		-	0.0%
Total Expenses (B)	\$	54,093,957	\$	54,518,105	\$	424,148	0.8%	\$	55,675,620		1,157,516	2.1%
Change in Assets	\$	(1,841,301)	\$	(157,611)	\$	1,683,690	-91.4%	\$	(359,894) \$	(202,283)	128.3%
Fixed Assets	ć	(1 570 004)	ć	(1 606 030)	¢	(117 120)	7 40/	ć	- (1.060.314	۰ ،	(272.204)	16.49/
Depreciation Computer & Software CapEx	\$	(1,579,801) 1,556,100	>	(1,696,930) 1,556,100	>	(117,129)	7.4% 0.0%	\$	(1,969,314 1,556,100) >	(272,384)	16.1% 0.0%
Furniture & Fixtures CapEx		1,556,100		1,220,100		-	0.0%		1,350,100		-	0.0%
Equipment CapEx		216,000		216,000			0.0%		216,000		-	0.0%
Leas ehold Improvements				_10,000		-	0.070		_10,000		-	0.070
Allocation of Fixed Assets												
nc(Dec) in Fixed Assets (C)	\$	192,299	\$	75,170	\$	(117,129)	-60.9%	\$	(197,214) \$	(202,283)	0.0%
TOTAL BUDGET (=B + C)	\$		\$	54,593,275		307,019	0.6%		55,478,406		1,157,516	2.1%
TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)	\$	(2,033,600)	1	(232,781)		1,800,819	-88.6%	1	(162,680	1	70,101	-30.1%
FTFs		186.25		101 75		5 50			10/ 00		2 25	
FTEs		186.25		191.75		5.50			194.00		2.25	

Section A — 2013 Business Plan and Budget

Reliability Standards

R	-	Standards Prog whole dollars)	ram										
Increase 2012 Budget 2013 Budget (Decrease)													
Total FTEs		24.92		26.50		1.58							
Direct Expenses	\$	5,307,943	\$	5,134,738	\$	(173,205)							
Indirect Expenses	\$	4,011,842	\$	4,581,241	\$	569,399							
Other Non-Operating Expenses	\$	-	\$	-	\$	-							
Inc(Dec) in Fixed Assets	\$	(163,184)	\$	59,109	\$	222,293							
TOTAL BUDGET	\$	9,156,602	\$	9,775,088	\$	618,486							

Background and Scope

NERC's Reliability Standards Program develops and maintains standards designed to ensure the reliability of the bulk power system in North America. The Reliability Standards Program carries out the ERO's statutory responsibility to develop, adopt, obtain approval of, and modify as and when appropriate, mandatory reliability standards (both continent-wide standards and regional reliability standards) for the reliable planning, operation and critical infrastructure protection of the North American bulk power system. This statutory responsibility is set forth in section 215(d) of the Federal Power Act as well as 18 C.F.R. §39.5. The Commission-approved ROP governing the operation of the Reliability Standards Program are ROP section 300 and Appendices 3A, 3B and 3D.

NERC's ANSI-accredited standards development process was reaccredited in 2011 and found to be open, balanced, and transparent. The process is very labor intensive with respect to the NERC and Regional staff and the industry technical experts upon which it relies heavily. Industry technical experts scope, draft, review and ultimately approve through a multi-cycle balloting and commenting process, the new or revised NERC Reliability Standards for adoption by NERC's Board of Trustees and filing with regulatory authorities in the United States and Canada.

NERC standard development advisors, coordinators and other standards staff facilitate standards drafting team activities, assist the drafting teams in maintaining adherence to the development process, and ensure that the quality of documents produced are appropriate for approval by industry and the NERC Board of Trustees. NERC manages the work of over 200 industry contributors serving on standards drafting, interpretation and other project teams for the development of NERC standards through its standards development program. Additionally, hundreds of industry volunteers within registered entities and other entities review and comment on the products of these teams.

The standards program also provides the eight Regional Entities with the mechanism to process regional standards when reliability gaps are detected at the regional level. The NERC standards staff supports each of the eight Regional Standards Development Processes by providing such services as technical advice, final quality review of regional standards, presentation to the NERC Board of Trustees and preparation of regional standards petition materials for submission to the applicable regulatory authorities in the United States and Canada for adoption.

An extensive regulatory interface capability provides active engagement with FERC standards staff in an effort to resolve the historical FERC standards directives. Additionally, projects that may lead to standards modifications, but which are not yet ripe for specific standards drafting team assignment include examples such as the Order 754 project examining single point of failure.²²

Key Standards Production Efforts in 2012

At the request of the Commission, through its processes and with the tremendous support of the industry, NERC successfully created and submitted a proposed new definition of the Bulk Electric System and an accompanying exception process to manage it effectively through its Rules of Procedure. The definition will clarify assets and applicability which should help registered entities better fulfill their obligations under the Reliability Standards. Standards modifications in the area of Critical Infrastructure Protection, Real-Time Operations, Disturbance and Sabotage Reporting are other high priority efforts for 2012.

Key process-related focus areas in 2012 included:

Standard Process Improvement Initiative

At the request of the NERC Board of Trustees, the Member Representatives Committee formed a Standards Process Input Group (SPIG) and sought industry feedback on ways to improve the quality, timeliness, efficiency and effectiveness of the standards development process, as well as the importance and significance of meeting ANSI requirements. The SPIG developed a proposal²³ calling for significant change in the approach used to plan overall ERO execution strategy, including a new approach designed to decide whether a risk issue should be directed towards standards development as the vehicle for mitigation. This will be undertaken through the establishment of a Reliability Issues Steering Committee (RISC), which will review risks and decide on a comprehensive risk mitigation strategy - through the use of standards, guidance, training, other vehicles, or a combination of these. The Board of Trustees has endorsed this proposal, and implementation is underway in 2012 with the capability expected to be fully operational in 2013. Some of the proposed changes are expected to increase the throughput of standards; however, it is unlikely the workload in the standards function will decrease as a result. Workload will increase due to the identified need for advanced project management skills and training, more comprehensive meeting facilitation, and the applications of more specialists with technical writing skills.

-

²² http://www.nerc.com/files/2012 Directives Report complete.pdf

http://www.nerc.com/docs/mrc/Standard Process Input Group-May 9 2012 FINAL.pdf

Formalize Rapid Revision Process

The Standards Committee used the draft "Rapid Revision" process in 2011 to successfully develop a permanent modification to a standard as an alternative to processing a request for interpretation. During the first quarter of 2012, the Standards Committee identified three additional requests for interpretation as candidates for Rapid Revision. The Standards Committee expects to use these additional projects to complete "field testing" of the draft procedure and will then formalize the Rapid Revision process in the Reliability Standards development process. This process uses the normal standard development process, but the initial formal 30-day comment period is waived because a "Rapid Revision" project is defined as a narrow revision to a standard that should not require as much industry technical vetting as more comprehensive revisions.

Internal Controls in Standards Development

In addition to the Standards Process improvement efforts, NERC staff is also working with stakeholders to facilitate registered entity internal controls programs as part of the standards development process. Historically, the ERO's standards and compliance enforcement framework and related processes focused on the individual instances of non-compliance with standards without taking into account the existing or absence of the registered entity's internal compliance controls program. For standards that cover a high volume process, compliance enforcement processes focused on individual instances of noncompliance may not sufficiently support the intended reliability objective, create significant administrative burdens and costs due to the enormous amount of data that must be organized and retained and do not necessarily assure future performance. The consideration of internal controls in standards development is a forward looking mechanism. Integrating internal controls recognition into standards development will facilitate a more programmatic approach to compliance auditing, reduce reliance on enforcement of individual instances of non-compliance, and reduce the administrative burdens and costs to both stakeholders and the ERO in connection with compliance enforcement.

Cost Effectiveness Analysis

The SPIG has also recommended that an effort to implement a cost effectiveness review of standards proposals be undertaken. The Standards Committee Process Subcommittee has formed a small team to review an initiative by Northeast Power Coordinating Council (NPCC) to consider cost effectiveness during the development of proposed regional standards. The small team is developing a procedure that will allow consideration of cost impacts associated with reliability standards during the standard development process.

Realignment of Quality Review to Occur Earlier in Standards Development

While the results of the quality review step added to the standards process have improved the overall quality of standards posted for comment, drafting teams and quality review volunteers have recommended moving the support provided by reviewers earlier in the process, before the team finalizes its initial draft of a proposed standard. The Standards Committee plans to assign additional industry personnel to newly formed drafting teams to provide legal and compliance support as the initial draft of the standard is developed. This modification improves efficiency in the standards development process.

Project Management

A structured project management environment has been created to manage standards development. The standards staff is working with the Standards Committee to ensure that the number and complexity of standards posted for comment and ballot at the same time do not exceed the ability of stakeholders to provide constructive, timely comments needed to reach technical consensus.

2013 Goals and Deliverables

In 2013, NERC will focus standards development in two areas: (1) develop risk-based standards focused on key reliability outcomes under the prioritization process first adopted in 2011 and (2) meet regulatory obligations for standards development and revisions, as specified in regulatory directives. Significant department activities will include:

- Working with industry to implement process changes emanating from the SPIG process and the Reliability Issues Steering Committee to improve the efficiency and timeliness of standards development such that high priority reliability risk mitigating standards may be targeted for completion. The objective of a one-year standards development cycle will be pursued.
- Implementing process changes proposed by the FERC in 2012 to identify and slate for removal administrative requirements from existing standards where feasible and improve the throughput of the standards development process, particularly with respect to emerging reliability risks while reducing the burden on industry.
- Supporting the three-year Standards Development Plan, including development of prioritized standards and the continuing transition to results-based standards.
- Responding on an accelerated basis to (and reducing the backlog of) FERC standards related directives. Current forecasts predict 2018 for completion of the backlog, which is deemed to be too long.
- Supporting the tracking and reporting on the status of directives and filing the required Directives Report with the Commission.
- Providing technical comments in the standards development process.
- Increasing coordination with compliance and enforcement functions in standards development by bringing compliance considerations into the standards drafting process through simultaneous drafting of RSAWs and technical guides to aid industry application of standards.

Resource Requirements

Personnel

As part of a three-year plan, commencing in 2010, the NERC Standards Program area began to re-align its organization based on key drivers for success (improved quality and timeliness in standard development, improved accuracy and quality of web-based information, and improved stakeholder outreach); to create clear accountability for accomplishing the program

mission at the strategic and tactical level; to enhance organizational efficiency in decision-making and execution; and to create a sustainable level of program activities and output.

NERC Standards Program Area management is also continually considering ways to improve the efficiency of standards development activities. In 2010, NERC gained regulatory approval of the new *Standard Processes Manual* which adopted changes, consistent with ANSI requirements, for standards development and provided the potential to shorten standards development timeframes. In 2011, NERC finished and gained approval of the initial standards development prioritization effort. Also in 2011 and continuing into 2012, NERC initiated the standards "rapid development" initiative intended to assist in the development of key standards in a shorter amount of time (targeted for a year or less). However, even with these recent process improvements, there continues to be wide spread recognition that further changes in the standards development process to improve quality and increase through-put are needed.

Additionally, management proposes to increase staff to allow an appropriate focus in the areas of project management, facilitation, and technical writing (all areas recommended by the SPIG). This will include hiring additional resources with the appropriate credentials, as well as training and/or credentialing existing personnel.

Management proposes adding three (3) additional personnel to the Standards Program area in 2013. The three additional positions and their functions are:

- Two standards development advisors to increase the number of concurrent standards development projects that can be processed in support of the corporate goals of developing technically sufficient results-based reliability standards, working with industry to develop options to improve the efficiency and timeliness of standards development, as well as develop technical references or application guides for reliability standards to ensure clarity and facilitate implementation.
- One standards specialist with technical writing skills to aid drafting teams in the drafting of standards and associated documents developed during the standard development process. This resource addition will facilitate improvement in the quality of the standards from the initiation of the effort (rather than relying solely on drafting teams drawn from the industry and reduce the inefficiency resulting from subsequent revisions during later stages in standards processing). The standards specialist will help drafting teams document the technical justification for proposed requirements, will help drafting teams develop effective webinar presentations, and will also provide assistance in verifying the accuracy of drafting team documents posted for public review. This additional resource support will enable NERC to improve the quality of standards to reduce ambiguity, and improve compliance and reliability outcomes.
- The overall increase of 1.58 FTEs is the result of phasing of new hires during the year and the elimination of the chief reliability officer position and support staff which was partially allocated to this program area.

Contractors and Consultants

\$150k has been included in the 2013 contractor and consulting budget to support the SPIG initiatives described above.

	Statement of Activities 2012				on, and 201			g	Supreur		
			RELIABILIT								
			2012 Budget		2012 Projection	201 v 2	Variance 2 Projection 012 Budget ver(Under)		2013 Budget	20 v 2	Variance 013 Budget 2012 Budget Over(Under)
Funding		_		_		_		_		_	
	ERO Funding		0.155		0.4==	_			• • •	_	
	NERC Assessments	\$	9,152,737	\$	9,152,737	\$	-	\$	9,156,330	\$	3,59: 510.78:
	Penalty Sanctions Total NERC Funding	\$	9,152,737	\$	9,152,737	\$		\$	510,788 9,667,118	\$	510,78 514,38
	.ota .tene i ullullig	<u> </u>	J,134,/3/	<u>, , , , , , , , , , , , , , , , , , , </u>	J,136,131	٠,		<u>,</u>	118, 100, د	. پ	314,38
	Membership Dues		-		-		-		-		-
	Testing Fees		-		-		-		-		-
	Services & Software		-		40.55		40.55		401-55		40
	Workshops		-		40,500		40,500		104,000		104,000
	Interest Miscellaneous		3,864		3,773 341		(91) 341		3,970		10
Total Fund		- ¢	9,156,601	Ś	341 9,197,351	\$	341 40,750	\$	9,775,088	<u>\$</u>	618,48
		<u> </u>	-,0,001	Ţ	166,1021	<u>, , , , , , , , , , , , , , , , , , , </u>	70,/30	ų	000رد ۱ تارد	٠,	J10,46
Expenses											
	Personnel Expenses Salaries	\$	3,454,036	\$	2,923,323	\$	(520 742)	\$	3,335,519	\$	/110 54
	Salaries Payroll Taxes	\$	3,454,036 222,559	Þ	2,923,323 187,744	ş	(530,713) (34,815)	Ş	3,335,519 213,052	ې	(118,51) (9,50)
	Payron Taxes Benefits		403,907		318,533		(85,374)		350,484		(53,42
	Retirement Costs		489,648		339,904		(149,744)		362,334		(127,314
	Total Personnel Expenses	\$		\$	3,769,504	\$	(800,646)	<u></u> \$	4,261,388	\$	(308,76
	Meeting Expenses										
	Meeting Expenses Meetings	\$	107,850	\$	148,350	\$	40,500	\$	164,000	\$	56,15
	Travel	Þ	447,625	Ş	305,674	ب	(141,951)	ب	372,500	Ą	(75,12
	Conference Calls		108,500		72,795		(35,705)		108,500		(73,123
	Total Meeting Expenses	\$	663,975	\$	526,818	\$		\$	645,000	\$	(18,97
	Operating Expenses Consultants & Contracts	\$	15,000	\$		\$	(1E 000)	ċ	150,000	¢	125.00
	Consultants & Contracts Office Rent	\$	15,000	>	=	Þ	(15,000)	\$	150,000	\$	135,00
	Office Costs		- 57,818		- 88,046		- 30,228		- 77,850		20,032
	Professional Services				88,046 684		30,228 684		- 11,030		۵۰,03 <i>،</i> -
	Miscellaneous		1,000		1,000		-		500		(50
	Depreciation			_		_		_			
	Total Operating Expenses	\$	73,818	\$	89,730	\$	15,912	\$	228,350	\$	154,532
	Total Direct Expenses	\$	5,307,943	\$	4,386,052	\$	(921,891)	\$	5,134,738	\$	(173,20
	·										
	Indirect Expenses	<u>\$</u>	4,011,842	\$	4,165,963	\$	154,121	\$	4,581,241	\$	569,39
	Other Non-Operating Expenses	\$	-	\$		\$	-	\$	-	\$	
Total Expe	enses (B)	\$	9,319,785	\$	8,552,015	\$	(767,770)	\$	9,715,979	\$	396,19
Change in	Assets	\$	(163,184)	\$	645,336	\$	808,520	\$	59,109	\$	222,29
Eived •	.te										
Fixed Asse	ets Depreciation	\$	-	\$	-	\$	_	\$	-	\$	
	Computer & Software CapEx	ş	-	ڔ	-	¥	-	Y	-	Ţ	-
	Furniture & Fixtures CapEx		-		-		_		-		-
	Equipment CapEx		-		-		-		-		-
	Leasehold Improvements		-		-		-		-		-
	Allocation of Fixed Assets	\$	(163,184)		(82,689)		80,495		59,109		222,29
Inc(Dec) in	n Fixed Assets (C)		(163,184)	_	(82,689)		80,495	_	59,109		222,29
	DGET (=B+C)	\$		\$	8,469,326	\$	(687,275)	Ś	9,775,088	\$	618,48
		÷	- ,- 30,001	ć					2,2,2,000	ć	010,40
IO IAL CHI	ANGE IN WORKING CAPITAL (=A-B-C)	<u>\$</u>		<u> </u>	728,025	\$	728,025	\$	-	<u> </u>	
	FTEs		24.92		22.31		(2.61)		26.50		1.5

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Personnel** Total Personnel Expenses are projected to decrease in 2013 due to lower average salary costs and lower benefit and retirement costs that are the result of changes to NERC's employee benefit and retirement plans.
- Meetings Includes the cost of workshops sponsored by the Standards Program. In 2012 and prior years, workshop expenses and the offsetting fees collected were budgeted in the Training Department but in 2013, workshop expenses and the offsetting fees are budgeted in the Program or Department sponsoring the event. In addition to workshops, Meeting Expenses also includes costs of the Standards Committee meetings and standards drafting team meetings.
- **Contractors and Consultants** The increase is to support the SPIG initiatives as described above.

Compliance Monitoring and Enforcement and Organization Registration and Certification

The Compliance Monitoring and Enforcement and Organization Registration and Certification Program carries out the ERO's statutory responsibility to monitor, enforce and achieve compliance with mandatory bulk power system reliability standards that have been developed, adopted and approved through the Reliability Standards Development program and placed into effect pursuant to orders of the Commission or to applicable governmental authorities in North America. This statutory responsibility is set forth in section 215(e) of the Federal Power Act as well as 18 C.F.R. §39.7. The Compliance Monitoring and Enforcement and Organization Registration and Certification Program includes the Organization Registration function, which is necessary to monitoring and enforcing compliance with mandatory reliability standards because it provides for the registration of bulk power system users, owners and operators as responsible to perform specified reliability functions to which requirements of mandatory reliability standards are applicable, thereby identifying the specific entities that are responsible to comply with the requirements of specific reliability standards. The Compliance Monitoring and Enforcement and Organization Registration and Certification Program also includes the Organization Certification function, which is necessary to monitoring and enforcing compliance with mandatory reliability standards because bulk power system users, owners and operators performing certain reliability functions (specifically, reliability coordinators, transmission operators, and balancing authorities) must be certified as having the personnel, knowledge, facilities, programs and other qualifications to carry out these important responsibilities. Requirements and activities for the Compliance Monitoring and Enforcement and Organization Registration and Certification Program are embodied in the following Commission-approved sections and appendices of the NERC ROP: ROP sections 400 (Compliance Monitoring and Enforcement), and 500 (Organization Registration and Certification), and Appendices 4A, 4B, 4C, 4D, 5A and 5B.

For 2011 and 2012, the Compliance Monitoring and Enforcement and Organization Registration and Certification Program was divided into three departments for operational and financial reporting purposes: (1) the Compliance Operations department; (2) the Enforcement department; and (3) Event Analysis and Investigations. Each of these departments continues to operate and has separate personnel and budgets. In 2012, NERC undertook an internal reorganization and grouped the Event Analysis department and Situation Awareness department under common leadership to better align the technical expertise within NERC to evaluate the reliability risk of events and disturbances. Financial information is being reported at the department level in order to facilitate year over year comparison.

Compliance Operations

Co	Compliance Operations (in whole dollars)											
	2	012 Budget		2013 Budget		Increase (Decrease)						
Total FTEs		21.66		24.00		2.34						
Direct Expenses	\$	4,733,724	\$	4,787,043	\$	53,320						
Indirect Expenses	\$	3,487,018	\$	4,149,048	\$	662,030						
Other Non-Operating Expenses	\$	-	\$	-	\$	-						
Inc(Dec) in Fixed Assets	\$	(360,718)	\$	(7,098)	\$	353,621						
TOTAL BUDGET	\$	7,860,024	\$	8,928,994	\$	1,068,971						

Background and Scope

NERC's Compliance Operations department works jointly with the Regional Entities to ensure that mandatory compliance monitoring programs are effective and efficient. The department also supports industry efforts to establish and maintain targeted internal standards compliance programs.

The Compliance Operations department is responsible for the following activities and functions:

- ERO registration and certification programs, including education programs that support industry compliance, and the integration of internal controls;
- Development of the annual Compliance Monitoring and Enforcement Program (CMEP)
 Implementation Plan and Actively Monitored List (AML)
- Oversight of the Regional Entities' delegated compliance functions including:
 - CMEP planning, implementation, and reporting
 - Compliance operations and coordination
 - Auditor training
- Development and maintenance of Reliability Standards Audit Worksheets (RSAWs); and
- Support for the Operating (OC) and the Compliance and Certification Committees (CCC).
- Investigating bulk power system events in support of NERC's compliance operations, oversight and enforcement activities

The department is making headway on its priority to streamline processes and products related to compliance monitoring activities in order to increase industry-wide consistency in practices and clarify compliance expectations.

One major achievement the department has made is the development of a risk-based compliance monitoring program for audited reliability standards. NERC and the Regional

Entities refined the tiered approach for initial audit scope based on a greater analysis of historical compliance and enforcement data, events analysis data, major event review, and top reliability risks. Providing Regional Entities the ability to focus compliance monitoring on an accurate, targeted, where-needed basis is essential for maximizing industry resources and focusing on the safety and reliability of the bulk power system.

2013 Goals and Deliverables *Registration Efficiencies*

Throughout 2013, the Compliance Operations department, in coordination with the Regional Entities, will continue registered entity mapping activities to ensure the registry criteria is accurate and that gaps and duplicative registration and compliance monitoring do not occur. NERC takes its obligation seriously to ensure that all entities that should be registered are accounted for.

Part of that obligation includes enabling the registration process to be flexible and costeffective. This is one way to increase the likelihood that applicable entities of all sizes and resource levels are able to become registered. Appropriate registration is critical to compliance monitoring activities and to enforcement activities, because it equates to better use of resources at both the registered entity level in the implementation of compliance programs, and at the Regional level in regard to overall compliance monitoring efforts.

Effective Compliance Programs and Reliability Risk Controls

The Compliance Operations department will continue efforts to ensure that all registered entities understand their compliance obligations and how compliance will be assessed. NERC staff will continue its work in reducing the variety of compliance documents currently produced and making the primary compliance tool the Reliability Standard Audit Worksheet (RSAW). An RSAW must provide sufficient information so that an auditor is able to assess compliance; as well, an entity should be able to utilize an RSAW as a tool to measure its compliance and prepare for an audit. NERC Compliance staff will continue its collaboration with industry early in the standards development process to provide suggestions to the drafting teams to include information on how compliance will be assessed. This will better ensure that an RSAW is in fact a supplement to the standard; and not expansive or additive to the requirements. After the NERC Board of Trustees approves a reliability standard and before the standard's effective date, NERC will conduct compliance trials to provide auditors and industry clear expectations of compliance.

NERC's long-term goal is for registered entities to have effective compliance programs and internal controls. Greater consideration of internal controls in the compliance monitoring program is a proactive and forward-looking method of supporting reliability. NERC, the Regional Entities, and industry collaborated to improve the risk-based compliance monitoring program. The result is an Entity Impact Evaluation template that will support a consistent, risk-based approach to how registered entities can be assessed and how compliance monitoring activities may be scoped. As this component of the risk-based compliance monitoring program matures, NERC will rely on industry volunteers for participation.

Effective Compliance Monitoring

The core concept of risk-based compliance monitoring is to provide guidance to Regional Entities regarding how to appropriately scope compliance monitoring activities and methods (frequency and scope of standards to be monitored) based on each entity's potential impact to the bulk power system. Through continued refinement of the risk-based compliance monitoring program, NERC seeks to ensure that registered entities are monitored in a cost-effective manner. Through pilot testing, NERC will identify and assess alternative risk-based approaches to monitoring compliance, such as the use of sampling methods. The ERO will encourage registered entities to use the Entity Impact Evaluation template as a self-assessment tool and to engage in discussions with their Regional Entities on appropriate compliance monitoring activities. The ERO will continuously assess the Actively Monitored List based on reliability trends, risks, and historical information and data to ensure that the focus remains on the most critical reliability standards.

Auditor Training

NERC will develop highly qualified and trained compliance operations and auditing staffs at NERC and the Regional Entities by: (1) increasing the qualifications for auditing, investigations, enforcement, certification evaluation, and other essential compliance roles; (2) improving training for certification teams; and (3) providing training on auditing, investigating, root cause, and human factors analysis. NERC will continue to conduct two ERO Compliance Enforcement Authority auditor workshops a year, each followed by a CIP auditor technical workshop. Two additional CIP auditor workshops will be held, for a total of four in 2013. Two auditor workshops for industry will also be conducted. NERC will hold two audit team lead courses per year and ensure all new ERO auditors complete initial integration training prior to participating in an audit.

NERC compliance auditor training is based on the United States Government Accountability Office (GAO) Generally Accepted Government Auditing Standards (GAGAS) for performance audits. The compliance auditor training material will continue to be improved based on feedback from compliance audit experiences and changes to the GAO GAGAS, the CMEP, and other NERC Rules of Procedure. A major focus for auditor training in 2013 will also include the consideration of internal controls at the entity and in auditing processes.

Support to Standards Development

In an effort to mitigate the need for additional compliance guidance documents after the implementation of a standard, the Compliance Operations department will provide greater support upfront during the standards development process. One way this will be accomplished is by providing compliance and enforcement information, statistics, and perspectives to standard drafting teams to foster the development of standards that provide an increased reliability benefit and clarifying compliance risks. For each Standards Authorization Request that is approved in 2013, NERC Compliance will similarly provide drafting teams with information to consider in the development of an RSAW.

Compliance application consistency issues or trends that arise either by CEA staff or from industry will continue to be assessed and passed to the NERC standards department for inclusion in the standards issue database.

Regional Entity Audit Oversight

NERC staff will oversee approximately 32 Regional Entity audits in 2013—generally two per Region for CIP and two per Region for operations and planning standards. The Compliance Operations department will also conduct two Key Reliability Standard Spot Checks—one for an operations and planning standard, and one for a CIP standard.

Investigation of Events

The Compliance Operations Department also includes personnel dedicated to the investigation of bulk power system events in support of NERC's compliance operations and enforcement activities.

Resource Requirements

The Compliance Operations department is not proposing the addition of staff or an increase in its contractor and consulting budget in 2013. The increase in FTEs is due to: (1) the transfer of 6.0 FTEs from Events Analysis dedicated to the investigation of bulk power system events; (2) the elimination of the chief reliability officer position and support staff, which had been partially allocated to the Compliance Operations department in 2012; (3) the transfer of one position to the Information Technology Department; and (4) the transfer of one position to the corporate support function in within the General and Administrative Program Area. The department's budget for outside auditor support has been consolidated with the contractor and consulting budget for NERC's risk management and internal control function within the Finance department.

Statement of Activit				nditures ar ion, and 20			rkinį	g Capitai		
COMPLIANCE OPERATION							CERTI	FICATION		
	•					Variance				Variance
					20:	12 Projection			20	13 Budget
		2012		2012	v 2	2012 Budget		2013	v 2	012 Budget
		Budget*	F	rojection*		ver(Under)		Budget	0	ver(Under)
Funding ERO Funding										
NERC Assessments	\$	7,990,371	\$	7,990,371	\$	-	\$	8,422,798	\$	432,427
Penalty Sanctions		-	\$		·			462,601	·	462,601
Total NERC Funding	\$	7,990,371	\$	7,990,371	\$	-	\$	8,885,399	\$	895,028
Membership Dues		-		_		_		-		_
Testing Fees		-		-		-		-		-
Services & Software		-		-		-		-		-
Workshops		-		36,025		36,025		40,000		40,000
Interest		3,358		3,078		(280)		3,596		238
Miscellaneous		-		278		278				-
Total Funding (A)	\$	7,993,729	\$	8,029,752	\$	36,023	\$	8,928,994	\$	935,265
xpenses										
Personnel Expenses										
Salaries	\$	3,022,812	\$	2,404,759	\$	(618,053)	\$	3,202,041	\$	179,229
Payroll Taxes		191,988		151,248		(40,740)		202,103		10,115
Benefits		353,659		245,736		(107,923)		325,579		(28,080
Retirement Costs Total Personnel Expenses	<u> </u>	423,911 3,992,369	Ś	262,416 3,064,159	\$	(161,495) (928,210)	\$	368,031 4,097,754	\$	(55,880 105,38 5
·	<u>, </u>	3,332,303	<u>,</u>	3,004,133	<u>,</u>	(320,210)	<u>, , </u>	4,031,134		103,30.
Meeting Expenses Meetings	\$	31,175	\$	84,785	\$	53,610	\$	80,000	\$	48,825
Travel	Ą	416,000	ڔ	252,022	Ą	(163,978)	ڔ	440,500	Ą	24,500
Conference Calls		34,235		27,327		(6,908)		34,235		24,300
Total Meeting Expenses	\$	481,410	\$	364,134	\$		\$	554,735	\$	73,325
Operating Expenses				-						
Consultants & Contracts	\$	_	\$	9,780	\$	9,780	\$	_	\$	_
Office Rent	,	_	7	-	*	-	•	_	*	_
Office Costs		39,063		49,857		10,794		73,424		34,361
Professional Services		-		558		558		-		-
Miscellaneous		2,000		2,000		-		500		(1,500
Depreciation		218,882		197,203		(21,679)		60,630		(158,252
Total Operating Expenses	\$	259,945	\$	259,399	\$	(546)	\$	134,554	\$	(125,391
Total Direct Expenses	\$	4,733,724	\$	3,687,691	\$	(1,046,033)	\$	4,787,043	\$	53,319
Indirect Expenses	\$	3,487,018	\$	3,398,500	\$	(88,518)	\$	4,149,048	\$	662,03
munect expenses	<u>, 3</u>	3,467,018	<u>,</u>	3,398,300	<u>, , </u>	(88,518)	,	4,145,048	<u>, , </u>	002,03
Other Non-Operating Expenses	\$	-	\$	-	\$	-	\$	-	\$	-
otal Expenses (B)	<u>\$</u>		\$	7,086,191	\$	(1,134,551)			\$	715,34
Change in Assets	<u>\$</u>	(227,013)	<u> </u>	943,561	\$	1,170,574	<u> </u>	(7,098)	\$	219,91
ixed Assets										
Depreciation		(218,882)		(197,203)		21,679		(60,630)		158,25
Computer & Software CapEx		-		-		-		-		-
Furniture & Fixtures CapEx		-		-		-		-		
Equipment CapEx		-		-		-		-		
Leasehold Improvements		-		-		-		-		
Allocation of Fixed Assets	\$	(141,836)	\$	(67,456)		74,380		53,532		195,36
nc(Dec) in Fixed Assets (C)	\$	(360,718)	\$	(264,659)	\$	96,059	\$	(7,098)	\$	353,62
OTAL BUDGET (=B + C)	\$	7,860,024	\$	6,821,532	\$	(1,038,492)	\$	8,928,994	\$	1,068,97
TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)	\$	133,705	\$	1,208,220	\$	1,074,515	\$	-	\$	(133,70

^{*}The 2012 Budget and projected expenses from September to December, 2012 of the Event Investigations Team have not been calculated and are therefore not included with the 2012 Budget or 2012 Projection for Compliance Operations, Investigations and Organization Registration and Certification.

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

Personnel Expenses – The increase in Salary and Payroll Tax expense is related to an increase of 2.34 FTEs in the department due to transferrs from other departments in 2012. Lower average costs per FTE for Benefits and Retirement due to changes in NERC's employee benefit and retirement plans resulted in lower projected costs in 2013. Meetings expense includes the cost of the Compliance Auditor workshops and meetings of the Compliance and Certification Committee. \$40k in projected workshop fees offset the \$48.8k increase in meetings expense.

Compliance Enforcement

Coi	(in v	nce Enforcement vhole dollars)	2013 Budget	Increase (Decrease)
Total FTEs		21.00	21.00	-
Direct Expenses	\$	3,284,789	\$ 3,047,746	\$ (237,042)
Indirect Expenses	\$	3,380,765	\$ 3,630,417	\$ 249,652
Other Non-Operating Expenses	\$	-	\$ -	\$ -
Inc(Dec) in Fixed Assets	\$	(137,515)	\$ 46,841	\$ 184,355
TOTAL BUDGET	\$	6,528,039	\$ 6,725,004	\$ 196,966

Background and Scope

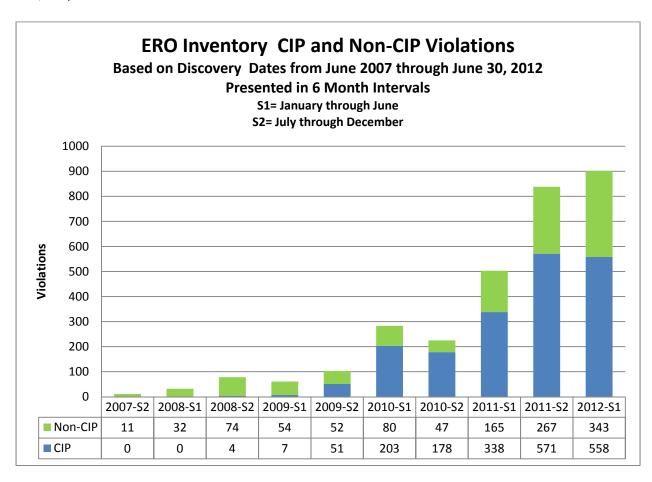
NERC's Compliance Enforcement department conducts all of NERC's enforcement activities, including:

- Docketing of all possible violations coming into the NERC enforcement program;
- Processing of compliance violation matters arising out of NERC-led investigations and audits;
- Reviewing all mitigation plans accepted and dismissals approved by Regional Entities;
- Processing of all compliance violations arising out of Regional Entity compliance, enforcement and monitoring activities; and
- Analyzing compliance statistics.

A priority for this department is to achieve greater efficiencies in enforcement processing by ensuring Possible Violations are mitigated and, at the same time, focusing both NERC and Regional Entity compliance enforcement resources on the cases that have the greatest impact on the reliability of the bulk power system.

NERC and the Regional Entities have made steady progress in closing out older cases in the outstanding caseload (violations that have not been filed with FERC, including those on hold

due to related jurisdictional issues). ²⁴ Through June 30, 2012, NERC has reduced its outstanding caseload of violations discovered prior to January 1, 2011 (excluding those on hold due to related jurisdictional issues) by approximately 50 percent. As reflected in the figure below, less than ½ percent of the currently active violations were discovered in 2007 (11 of 3,035), less than 4 percent (110 of 3,035) were discovered in 2008, and about 5 percent (164 of 3,035) were discovered in 2009. Thus, about 74 percent of the current caseload is comprised of violations that were discovered in the 18-month period January 2011 to June 2012 and 57 percent (1,739 of 3,035) were discovered in the last 12 months.



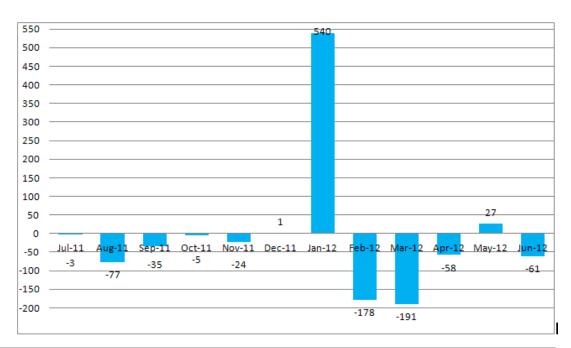
2013 Goals and Deliverables Increased Processing Efficiencies

Throughout 2013, NERC Compliance Enforcement will seek to develop further mechanisms to enhance processing efficiency. NERC has introduced two new concepts in enforcement processing through its Compliance Enforcement Initiative (CEI): the Spreadsheet NOP (SNOP), and Find, Fix, Track, and Report (FFT). These new approaches are designed to expedite and streamline violation processing, which allows focus to be re-directed to those risks that have the greatest impact on the reliability of the bulk power system. Implementation of these

²⁴ A summary of NERC and the Regional Entity caseload showing all current outstanding violations, summarized by state and Region as of June 30, 2012, is set forth following the Statement of Activities for this department. On July 19, 2012, the Commission issued its order upholding the assessment of a penalty against a federal entity. N. Am. Elec. Reliability Corp., 140 FERC ¶ 61,048 (2012). The cases on hold were awaiting the issuance of that decision. Requests for rehearing and a motion for stay remain pending before the Commission.

initiatives has reduced the overall ERO enforcement caseload and should allow NERC to close out cases more expeditiously to provide timely lessons learned to the industry. In recent months, due to the new CEI processes, the monthly processing rate (which includes both filed and dismissed violations) has resulted in more violations being processed than submitted in nine of the last 12 months, as shown in the chart below.

Violation Processing Within 12 Months



	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12
New	211	166	262	247	212	203	693	229	168	106	194	149
Dismissed	89	123	79	93	105	57	24	269	209	39	53	68
Filed	125	120	218	159	131	145	129	138	150	125	114	142
Total Dismissed and Filed	214	243	297	252	236	202	153	407	359	164	167	210
Violation Processing	-3	-77	-35	-5	-24	1	540	-178	-191	-58	27	-61

Sustain and Expand CEI Processes

Throughout the remainder of 2012 and into 2013, NERC Compliance Enforcement will be focusing efforts on ensuring the sustainability and expandability of the FFT process. Sustainability requires that there be consistency in application. NERC intends to promote consistency through a series of training and outreach sessions for Regional Entity enforcement and compliance staff on the identification and disposition of possible violations as FFTs. Expandability not only applies to who may identify FFTs but also an expansion of the effectiveness of the program. Beginning in 2013, NERC will be expanding FFT identification to CEA compliance staff. CEA compliance staff will be able to recommend possible violations for FFT treatment to CEA enforcement staff. NERC anticipates that expanding FFT identification will broaden the range of issues that will be afforded FFT treatment much earlier in the compliance monitoring and enforcement process. This earlier identification will likely improve

mitigation results as there will be an increased incentive to mitigate minimal risk issues earlier on to qualify for FFT treatment. Faster identification and application of mitigation activities will result in improved reliability.

Reduction of Outstanding Caseload

Another aspect of caseload management is the timely processing of all violations, particularly those that pose greater risk to the bulk power system, and to provide lessons learned to the industry. Early dissemination of violation information to registered entities will enable them to learn from prior events and violations so they may take action to eliminate similar risks that may occur elsewhere on the bulk power system. There are approximately 793 possible violations spanning 2007 through 2010 (including those on hold due to related jurisdictional issues) of CIP and non-CIP standards that have not been filed with FERC. NERC Compliance Enforcement has initiated an effort to identify these aging possible violations and to identify the reason for their processing delay and identify which possible violations pose the greatest risk to reliability. Compliance Enforcement plans to work with the Regional Entities to significantly reduce this prior caseload by bringing the possible violations to closure and thereby provide information on prior violations to registered entities throughout the remainder of 2012 and in 2013.

Violation Trend Analysis

In 2013, Compliance Enforcement also plans to identify the causes and trends of violations in enforcement cases. Over the past five years, NERC has been collecting violations processing information in its Compliance Reporting and Tracking System (CRATS) database. This database now contains a significant amount of information pertaining to the facts and circumstances, risk evaluation and mitigation activities of prior violations. Review and evaluation of this information can yield insight into the effectiveness of NERC and the Regional Entities' training programs, registered entities application of past lessons learned and the NERC Reliability Standards in ensuring reliability, and thereby support the ERO's statutory responsibility to monitor, enforce and achieve compliance with mandatory reliability standards by bulk power system users, owners, and operators. Analysis of the information contained in NERC's CRATS database should enable NERC Compliance Enforcement to provide guidance on where additional training may be needed or where revisions to the standards could promote greater clarity.

Resource Requirements

Personnel

Departmental and Regional Entity resource enforcement capabilities have increased through the addition of staff over the past several years. Beginning in September 2011, NERC also introduced several new concepts in enforcement processing through its Compliance Enforcement Initiative. These new approaches are designed to expedite and streamline violation processing for minimal risk violations, which allow focus to be re-directed to those areas that have the greatest impact on the reliability of the bulk power system. It is still too early in the implementation of these approaches to determine the degree of overall efficiencies that will be gained. However, it is anticipated that the result will be a downward pressure on future enforcement staffing requirements in the 2014-2015 timeframe. As this timeframe is

approached, enforcement objectives and the commensurate resource requirements will be reevaluated. No further enforcement resource additions are being proposed by NERC in 2013.

Contractor Expenses

No contractor or consulting resources are proposed within the group for 2013. Resource requirements associated with improvements to the applications supporting the department's compliance reporting, analysis and tracking needs have are budgeted under the IT department.

	Statement of Activitie 201		et & Proje	ctio	n, and 201			ing (capital		
Funding		2012 Budget		2012 Projection		Variance 2012 Projection v 2012 Budget Over(Under)		2013 Budget		Variance 2013 Budget v 2012 Budget Over(Under)	
b	ERO Funding										
	NERC Assessments	\$	6,442,202	\$	6,442,202	\$	-	\$	6,317,083	\$	(125,11
	Penalty Sanctions Total NERC Funding	Ś	6,442,202	\$ \$	6,442,202	\$		\$	404,776 6,721,858	\$	404,77 279,65
	•	<u>_</u>	0,442,202	Ţ	0,442,202			<u>, , , , , , , , , , , , , , , , , , , </u>	0,721,030		273,03
	Membership Dues Testing Fees		-		-		-		-		-
	Services & Software		_		_		-		-		_
	Workshops		-		-		-		-		-
	Interest		3,256		3,125		(131)		3,146		(11
	Miscellaneous	_	<u> </u>	_	282		282		-		-
otal Fund	ding (A)	\$	6,445,458	\$	6,445,610	\$	152	\$	6,725,004	\$	279,54
Expenses											
	Personnel Expenses	¢	2,310,485	ċ	1 067 734	ċ	/242 7541	ċ	2 152 270	ċ	(150.44
	Salaries Payroll Taxes	\$	158,938	\$	1,967,734 126,973	\$	(342,751) (31,965)	\$	2,152,370 140,794	\$	(158,11 (18,14
	Benefits		334,684		245,172		(89,512)		274,883		(59,80
	Retirement Costs		329,353		210,686		(118,667)		247,200		(82,15
	Total Personnel Expenses	\$	3,133,460	\$	2,550,565	\$	(582,895)	\$	2,815,246	\$	(318,21
	Meeting Expenses										
	Meetings	\$	-	\$	100	\$	100	\$	5,000	\$	5,00
	Travel		128,000		148,484		20,484		186,000		58,00
	Conference Calls		-		6,620		6,620		-		-
	Total Meeting Expenses	\$	128,000	\$	155,204	\$	27,204	\$	191,000	\$	63,00
	Operating Expenses										
	Consultants & Contracts	\$	-	\$	-	\$	-	\$	-	\$	-
	Office Rent		-		-		-		-		-
	Office Costs		23,329		37,828		14,499		41,000		17,67
	Professional Services Miscellaneous		-		480 1,000		480 1,000		- 500		- 50
	Depreciation		_		-		-		-		-
	Total Operating Expenses	\$	23,329	\$	39,308	\$	15,979	\$	41,500	\$	18,17
	Total Direct Expenses	\$	3,284,789	\$	2,745,076	\$	(539,713)	\$	3,047,746	\$	(237,04
	Indirect Expenses	\$	3,380,765	\$	3,450,784	\$	70,019	\$	3,630,417	\$	249,65
	·		· ·		,		,		· · ·		,
	Other Non-Operating Expenses	<u> \$ </u>		\$	-	\$	-	<u>\$</u>	-	\$	-
Total Expe	enses (B)	\$	6,665,554	\$	6,195,861	\$	(469,693)	\$	6,678,163	\$	12,60
Change in	Assets	<u>\$</u>	(220,096)	\$	249,749	\$	469,845	\$	46,841	\$	266,937
ixed Asse	ets										
	Depreciation		-		-		-		-		-
	Computer & Software CapEx		-		-		-		-		-
	Furniture & Fixtures CapEx		-		-		-		-		
	Equipment CapEx		-		-		-		-		
	Leasehold Improvements		-		-		-		-		
	Allocation of Fixed Assets	\$	(137,515)	\$	(68,494)		69,021		46,841		184,35
nc(Dec) ir	n Fixed Assets (C)	\$	(137,515)	\$	(68,494)	\$	69,021	\$	46,841	\$	184,35
OTAL BU	JDGET (=B + C)	\$	6,528,039	\$	6,127,367	\$	(400,673)	\$	6,725,004	\$	196,96
OTAL CH	IANGE IN WORKING CAPITAL (=A-B-C)	\$	(82,582)	\$	318,243	\$	400,824	\$	_	\$	82,58

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Personnel Expenses** Related to lower average salary expense per FTE and due to changes to NERC's employee benefit and retirement plans as previously described.
- **Travel Expenses** Related to having full staff for the entire year.

A summary of NERC and the Regional Entity caseload showing all current outstanding violations, summarized by state and region as of June 30, 2012, is set forth in the table below.

	FERC Enforceal						
Region	Assessment and Validation	Confirmation and NERC Enforcement Action	Settlement	Filed and Awaiting Closing Actions	Completed and Closed	Dismissed	Total
FRCC	90	0	5	59	273	169	596
MRO	117	0	7	48	191	123	486
NCEA	17	0	0	8	41	62	128
NPCC	180	2	22	15	220	46	485
RFC	577	13	0	166	554	245	1555
SERC	450	19	108	42	372	201	1192
SPP	253	2	41	73	295	177	841
TRE	261	18	44	46	165	130	664
WECC	252	203	354	181	1398	1768	4156
TOTAL	2197	257	581	638	3509	2921	10103

Reliability Assessment and Performance Analysis

Reliability Assessments and Performance Analysis (in whole dollars)									
	2	2012 Budget	2	2013 Budget		Increase (Decrease)			
Total FTEs		16.50		18.75		2.25			
Direct Expenses	\$	4,437,752	\$	4,516,620	\$	78,868			
Indirect Expenses	\$	2,656,316	\$	3,241,444	\$	585,128			
Other Non-Operating Expenses		-	\$	-	\$	-			
Inc(Dec) in Fixed Assets	\$	(125,208)	\$	4,372	\$	129,580			
TOTAL BUDGET	\$	6,968,860	\$	7,762,436	\$	793,575			

Background and Scope

NERC's Reliability Assessments and Performance Analysis (RAPA) program carries out the ERO's statutory responsibility to conduct assessments of the reliability and adequacy of the bulk power system in North America. This statutory responsibility is embodied in section 215 of the Federal Power Act as well as 18 C.F.R. §39.11. The following sections of NERC's Commission-approved ROP pertain to the activities of the RAPA program: ROP sections 801 through 806 and 809 through 811. Further, as described in greater detail below, the activities of the RAPA program also support identification of reliability performance issues and areas of concern, (including equipment performance and reliability issues) for possible consideration in the development of new mandatory reliability standards or modification of existing standards through the Reliability Standards Development Program.

The RAPA program conducts annual seasonal and long-term reliability assessments, designed to assess existing and planned short and long-term resource adequacy and operating reliability. Further, the program identifies and assesses probability and severity of risks to reliability performance, measures progress in improving current reliability, tracks leading indicators of future reliability, develops risk control solutions, measures success of these solutions and provides risk-informed information into NERC's standards and compliance processes. Finally, RAPA provides engineering expertise on protection and control along with system analysis and modeling to simulate and study system disturbances, develop reliability guidelines, and support NERC Reliability Standards development. To support these activities, RAPA maintains detailed databases measuring the planned and ongoing reliability performance of generation, transmission and demand response resources.

RAPA also identifies and analyzes key emerging issues that may affect reliability, such as market practices; legislation; regulation; technology developments; high-impact, low-frequency (HILF) events; industry trends; interconnection-wide modeling improvement; and proposed public policy measures. RAPA documents these in special reliability assessments.

RAPA's resource needs are driven and supported by NERC's strategic plan, regulatory directives, the Board of Trustees, the Member Representatives Committee; and the Electricity Subsector Coordination Council; and the Planning, Operating, Critical Infrastructure Protection, Standards, and Compliance and Certification Committees' strategic work plans, as well as their subcommittees, working groups, and task forces.

Based on NERC and industry priorities, and to meet business planning goals, a number of issues and initiatives are not being pursued in 2013: probabilistic analysis of reserve margins for NERC's Long-term Reliability Assessment will be completed every two years rather than annually (none in 2013), the smart grid follow-on work plan will be taken up in 2014, transmission availability information (TADS) for 100-199 kV elements will be delayed until BES definition is completed, and wind generator availability information (GADS) will be reprogrammed to the 2014-2015 time frame. To further, to improve effectiveness and efficiency, in 2013 RAPA will consolidate four reports into NERC's annual State of Reliability Report: the Post-Seasonal Reliability Assessment along with individual reports on transmission, generator and demand response data systems (TADS, GADS and DADS, respectively).

Further, RAPA will continue to leverage its activities with other organizations to amplify results and magnify the effectiveness of its efforts. For example, the Electric Power Research Institute (EPRI), Institute of Electrical and Electronic Engineers (IEEE) and the North American Transmission Forum (NATF) are providing a coordinated platform for NERC's GMD activities. Additionally, RAPA will continue to collaborate with the NATF on TADS, and both EPRI and IEEE on variable generation integration. Further, RAPA is partnering with the Interstate Natural Gas Association of America (INGAA) and the Natural Gas Supply Associations (NGSA) to study and address interdependency of gas and electric systems.

2013 Goals and Deliverables

- Issue reliability assessment reports, guidelines, recommendations and alerts as needed.
 - One 10-year Long-Term Reliability Assessment
 - Two seasonal assessments: Summer and Winter
 - Report on geomagnetic disturbance (GMD) bulk electric system effects and vulnerability assessment
 - Up to two additional special assessments addressing key reliability issues, such as:
 - Environmental regulations
 - o Gas and electric interdependency and coordination
 - Changing resource mix
 - One Annual State of Reliability Report
 - Oversight of Generating, Transmission and Demand Response Availability Data Systems (GADS, TADS, and DADS), along with the Spare Equipment Database.

- Strengthen data collection and validation processes by designing, creating, testing, and implementing data checking systems for reliability assessment and risk analysis
- Provide quarterly updates on trends and measures of bulk electric system reliability
- Develop a risk registry and develop a systematic prioritization process. Develop control strategies and plans to address the highest priority existing or emerging risks to bulk electric system reliability.
- Support NERC Reliability Standard development and response to FERC Directives by providing technical and system analysis expertise.
- Support development of reliability standards to address deficiencies or needs revealed by reliability assessments and performance analysis.
- Provide support and leadership to the Planning Committee, and Standing Committees' subcommittees, working groups, and task forces serving the Standing Committees.
- Build and sustain an enterprise reliability assessment and performance analysis team.
- Depending on regulatory action, finalize Bulk Electric System and consequential load loss exception processes.

Resource Requirements

The department has not proposed incremental personnel or new contractor and consulting resources associated with the implementation of the bulk electric system (BES) exception process due to the uncertainty of the timing and impact on NERC's resource requirements. However, the BES exception process has been identified as a contingency for which operating reserves might be used to assist in the BES implementation process if necessary. For further information regarding the company's proposed Working Capital and Operating Reserve Policy and the amounts included for contingencies like BES please refer to Exhibit C.

Personnel

During 2012 the department added an engineer to support the reliability and system analysis activities and one engineer to spearhead NERC's bulk electric system risk identification and control strategy. The chart above reflects 2.25 FTE additions due to the full year effect of the timing of personnel additions in 2012.

In 2013, to further strengthen NERC's bulk electric system reliability risk processes, the department is proposing to add a risk control coordination specialist. This position will support NERC's initiatives to identify, evaluate and prioritize bulk power system risks as well as supporting NERC's special risk control project teams by providing project management and high-level risk measurement.

Contractor Expenses

The total projected contractor and consultant expenses for the department are projected at \$685k, which is below 2012 budgeted levels. The types of contractor and consultant resources required are generally consistent with historic needs and include support for the following:

• Geomagnetic Disturbance (GMD) Vulnerability Assessment

GMD is a concern to the North American bulk electric system due to potential to cause system disturbances and equipment damage. In an extreme case, GMD may cause wide spread electric disruption and damage a limited number of long-lead time equipment, such as transformers. Industry needs a clear understanding of the probable storm activity and system impact based on fact-based analysis to develop appropriate mitigation solutions. Additionally, an understanding of available technologies and operating procedures is needed to limit the extent and duration of GMD impact. This project's 2013 objectives are:

- Determine the likely impact of an extreme event on the North American bulk power system based on present system configuration, protection capability, and practices.
- Identify technologies and operating procedures available today to mitigate equipment damage, reduce the extent of the interruption, and speed recovery.

Scenario Consultant – Addressing Standing and Emerging Issues

NERC will continue to develop ad-hoc Special and/or Scenario Assessments which are developed through the Emerging Issues process currently established in the LTRA. Scenario assessments provide detailed quantitative and qualitative analyses which "stress" the reference planning case of the North American bulk power system. Scenario analysis can indicate the relative sensitivity of the *Reference Case* to changes in prespecified conditions and may provide some insight into risks to Regional reliability. Based on feedback from FERC and industry, a deeper understanding is desired of the potential reliability implications from a focused spectrum of *Reference Case* sensitivities to measure the robustness of the *Reference Case* and to study potential impacts of scenarios on reliability.

Scenarios for Special Assessments are unknown at this time, but will focus on key reliability issues, such as:

- Environmental regulations;
- Gas and electric interdependency and coordination; and
- Changing resource mix.

Generator Controls Modeling

Interconnection modeling and system protection and control improvement activities will continue into 2013. Work in 2013 will require engaging subject matter expert contractors in generation protection and control.

_

²⁵ Special Assessments are ad-hoc assessments focused on specific industry issues (emerging or standing). For these assessments, detailed quantitative and qualitative analysis, beyond what is included in the annual long-term and seasonal reliability assessments, is examined. These reports are generally published separately from the annual long-term and seasonal reliability assessments.

Scenario Assessments are ad-hoc assessments focused on specific, hypothetical industry conditions. For these assessments, detailed quantitative and qualitative analysis is performed which "stress" the Reference Case. Scenario assessments will be included as part of the annual long-term and seasonal reliability assessments to provide a sensitivity of potential outcomes.

Databases and Availability Systems

 Reliability Availability Data System (RADS) Assessment Database – Continued Development

FERC has directed NERC to consider establishing permanent databases that could be automatically populated with: (i) new transmission projects data from the REs, (ii) generation interconnection queue data, and (iii) other data relevant for reliability assessment. The goal of the RADS is meet these requirements, ²⁶ facilitating the collection of assessment area generation and transmission data used to quantify and analyze the reliability of the bulk power system in a standard, uniform method. The technical side of the RADS project, including database design, contractor selection, and acceptance testing will be managed cooperatively with the Regional Entities through the NERC Project Management Office (PMO). Specifications of the data to be collected in this system will be developed by the Reliability Assessment Data Working Group (RADWG). The RADS project was initiated and funded in NERC's FERC approved 2012 budget. These incremental funds will lead to its completion in 2013.

Metrics and Benchmarking Database – Enhancements and Maintenance Collects, records, and retrieves reliability metric information that quantifies characteristics of adequate level of reliability. The metric trends and performance analysis serve as technical input to Reliability Standards and project prioritization, compliance process improvement, event analysis, reliability assessment, and critical infrastructure protection.

- Collects and tracks spare long-lead time transformer information to used strengthen industry resiliency to withstand a significant event that damages large amounts of long lead time equipment The database provides industry a vital tool of communication and coordination for tracking spare equipment This ability will be extremely helpful in the aftermath of a HILF event, such as coordinated attack or extreme weather. Maintenance of the SED is specifically provided for in section 1003.2.4 of NERC's Commission-approved ROP.
- Generation Availability Data System (GADS) Enhancements and Maintenance Collects, records, and retrieves operating information on power plant availability, including event, performance, and design data. The information is used to support equipment reliability and availability analyses, as well as risk-informed decision making, including the reliability and adequacy of the bulk power system and the potential need for development of new or modified reliability standards. The 2013 budget reflects a reduction of \$250k in revenue from licensing the GADS software to third parties, which NERC no longer plans to actively pursue. In the event that NERC does receive revenue from third parties, these revenues will be captured as part of working capital.

_

²⁶ The Commission's directives to establish such databases are an example of an ERO activity that, as stated in the ERO Certification Order, is statutory because it is required by Commission order.

■ Transmission Availability Data System (TADS) – Enhancements and Maintenance Collects, records, and retrieves information used to measure transmission availability and performance. This data is important to assessing the reliability and adequacy of the bulk power system and can also provide information indicating the need for development of new or modified reliability standards. The data reporting tool collects information about the transmission lines and transformers operating above 200kV, including outage details and cause codes

Demand Response Availability Data System (DADS) – Enhancements and Maintenance

Collects demand response enrollment and event information to measure performance including its contribution to improved reliability, providing industry with a consistent basis for projecting contributions of dispatchable and non-dispatchable demand response supporting resource projections and operational reliability. Further, this data is important to assessing the reliability and adequacy of the bulk power system and can provide information indicating the need for development of new or modified reliability standards.

Exhibit B includes additional information regarding the amount of proposed contractor and consulting funding to support each of the above areas, together with a comparison to 2012 budgeted amounts.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget RELIABILITY ASSESSMENTS and PERFORMANCE ANALYSIS

	RELIADILI	II Y ASSES	SIVIEN IS a	na i	PERFORIVIA	NCE .	ANALYSIS				
							Variance				Variance
							2 Projection				013 Budget
			2012		2012		012 Budget		2013		2012 Budget
Funding			Budget		Projection	0	ver(Under)		Budget		Over(Under)
runding	ERO Funding										
	NERC Assessments	\$	6,716,302	\$	6,716,302	\$	-	\$	7,358,220	\$	641,918
	Penalty Sanctions		-		-				361,407		361,407
	Total NERC Funding	\$	6,716,302	\$	6,716,302	\$	-	\$	7,719,627	\$	1,003,325
	Members hip Dues		-		-		-		-		-
	Testing Fees		-		-		-		-		-
	Services & Software		250,000		125,000		(125,000)		-		(250,000)
	Workshops		-		-		-		40,000		40,000
	Interest		2,558		2,838		280		2,809		251
	Miscellaneous	_	-	_	256	_	256	_	-		<u>-</u>
Total Fund	ding (A)	<u>\$</u>	6,968,860	\$	6,844,396	\$	(124,464)	\$	7,762,436	\$	793,576
Expenses											
	Personnel Expenses										
	Salaries	\$	2,189,610	\$	2,250,982	\$	61,373	\$	2,429,590	\$	239,980
	Payroll Taxes		141,720		140,061		(1,659)		150,215		8,496
	Benefits Retirement Costs		266,523 313,238		224,362 258,614		(42,161) (54,624)		262,762 269,736		(3,761) (43,502)
	Total Personnel Expenses	Ś	2,911,090	\$	2,874,019	\$	(37,071)	ς.	3,112,303	\$	201,213
	Total i ersonner Expenses		2,311,030	<u>,</u>	2,074,013	-	(37,071)	<u>,</u>	3,112,303	-	201,213
	Meeting Expenses										
	Meetings	\$	12,500	\$	77,285	\$	64,785	\$	78,000	\$	65,500
	Travel		369,375		356,273		(13,102)		410,000		40,625
	Conference Calls		31,950		25,988		(5,962)		31,950		-
	Total Meeting Expenses	\$	413,825	\$	459,546	\$	45,721	\$	519,950	\$	106,125
	Operating Expenses										4
	Consultants & Contracts	\$	998,000	\$	996,800	\$	(1,200)	\$	685,000	\$	(313,000)
	Office Rent		- 02.676		-		-		-		-
	Office Costs Professional Services		93,676		131,908 498		38,232 498		161,416		67,740
	Miscellaneous		4,000		597		(3,404)		500		(3,500)
	Depreciation		17,161		44,713		27,552		37,450		20,289
	Total Operating Expenses	\$	1,112,837	\$	1,174,516	\$	61,679	\$	884,366	\$	(228,471)
				Ţ							
	Total Direct Expenses	_\$_	4,437,752	\$	4,508,081	\$	70,329	\$	4,516,620	\$	78,868
	Indirect Expenses	\$	2,656,316	\$	3,133,342	\$	477,026	\$	3,241,444	\$	585,128
	Other Non-Operating Expenses	\$	_	Ś	_	Ś	_	Ś	-	\$	-
				-		-	•				
Total Expe	enses (B)	_\$_	7,094,068	\$	7,641,423	\$	547,355	\$	7,758,064	\$	663,996
Change in	Assets	¢	(125,208)	Ġ	(797,027)	\$	(671,819)	\$	4,372	\$	129,580
		<u></u>	(110)100)	<u> </u>	(101)021)	<u> </u>	(072)020)	<u> </u>	.,e	<u> </u>	113,000
Fixed Asse	ots										
i ixeu Asse			(47.464)		(44.742)		(27.552)		(27.450)		(20, 200)
	Depreciation		(17,161)		(44,713)		(27,552)		(37,450)		(20,289)
	Computer & Software CapEx		-		15,726		15,726		-		-
	Furniture & Fixtures CapEx		-		-		-		-		-
	Equipment CapEx		-		-		-		-		-
	Leasehold Improvements		-		-		-		-		-
	Allocation of Fixed Assets	\$	(108,047)	\$	(62,193)	\$	45,854		41,822	\$	149,869
Inc(Dec) in	n Fixed Assets (C)	<u>\$</u>	(125,208)	\$	(91,180)	\$	34,028	\$	4,372	\$	129,580
TOTAL BU	DGET (=B + C)	\$	6,968,860	\$	7,550,243	\$	581,383	\$	7,762,436	\$	793,576
TOTAL CH	ANGE IN WORKING CAPITAL (=A-B-C)	\$	-	\$	(705,847)	\$	(705,847)	\$	-	\$	-
	ETE		16.50		16.70		0.30		1075		2.25
	FTEs		16.50		16.78		0.28		18.75		2.25

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Funding from Services and Software The decrease in funding from Services and Software, which primarily comes licensing the GADS software to third parties, is due to NERC no longer actively pursuing these revenues.
- **Personnel Expenses** Salaries and Payroll Taxes will increase in 2013 due to having 2.25 more FTEs on staff than 2012, while Benefits and Retirement Costs are projected to be lower due to changes to NERC's employee benefit and retirement plans.
- Meeting, Travel and Conferencing Expenses Meetings expense includes costs related to workshops sponsored by the RAPA Program that were previously recorded in the Training Program. The increase in Meetings expense is substantially offset by \$40k in projected Workshop Fees. The increase in Travel expense is related to the additional FTEs budgeted in 2013.
- Contracts and Consultants expense decreased as described above.

Reliability Risk Management

NERC's Reliability Risk Management group carries out the ERO's statutory responsibility to perform assessments (including real-time or near-real-time assessments) of the reliability and adequacy of the bulk power system and, by identifying potential issues of concern relating to system, equipment, entity and human performance that may indicate the possible need to develop new or modified reliability standards. The Reliability Risk Management group includes three primary functions and two departments. The three primary functions include: (1) bulk power system awareness; (2) event analysis; and (3) assessment of human performance challenges affecting bulk power system reliability and identification of improvement opportunities. The functions and resources of this group are directly focused on proactive awareness of BPS system conditions and all BPE events over a threshold of impact, analyzing events and addressing the most significant risks to BPS reliability and ensuring that industry is well informed of system events, emerging trends, risk analysis, lessons learned and expected actions. These functions may also identify areas in which new or enhanced compliance monitoring and enforcement initiatives, pursuant to the ERO's statutory responsibility to monitor, enforce and achieve compliance with mandatory reliability standards, are warranted.

As noted above, the Reliability Risk Management group consists of two departments; the Situation Awareness Department²⁷ and the Event Analysis ns Department²⁸. In the 2012 budget the Situation Awareness department was consolidated under the Situation Awareness and Critical Infrastructure Security Program Area and the budget for the Event Analysis and Investigations department included the budget for both events analysis and events investigations and was consolidated under the Compliance Enforcement and Organizational Registration Program Area.

The Reliability Risk Management group actively engages with and seeks comments and input from the NERC Standing Committees and industry reliability groups regarding operational alerts, technical lessons learned and the development and follow up of effective solutions and interventions to ensure the management of BPS reliability risk.

.

²⁷ This department is now called Bulk Power System Awareness. Situation awareness is a function within this group.

²⁸ Since there is only one person presently dedicated to the human performance function, personnel and other costs associated with this function are consolidated with Events Analysis department costs in order to protect the confidentiality of compensation information.

Situation Awareness Department

Separance -	Situat	ion Awareness whole dollars)		
	2	012 Budget	2013 Budget	Increase (Decrease)
Total FTEs		8.17	6.50	(1.67)
Direct Expenses	\$	5,320,471	\$ 4,193,507	\$ (1,126,964)
Indirect Expenses	\$	1,315,279	\$ 1,123,701	\$ (191,578)
Other Non-Operating Expenses	\$	-	\$ -	\$ -
Inc(Dec) in Fixed Assets		(101,353)	7,103	108,456
TOTAL BUDGET	\$	6,534,397	\$ 5,324,311	\$ (1,210,086)

Background and Scope

The Situation Awareness department works with registered entities to monitor present conditions on the high voltage transmission lines, associated substations and large generators using various software tools and applications. NERC communicates and coordinates with registered entities to notify them of various types of disturbances (hurricanes, tornados, earthquakes, solar flares from the sun, etc.) that could negatively impact their ability to deliver power to homes and businesses. Additionally, when significant BPS disturbances occur, NERC facilitates the coordination of communications between registered entities and applicable governmental authorities.

In 2011, NERC executed a contract for the design, installation and maintenance of the SAFNR V2 platform for the collection and display of key system information from Reliability Coordinators. This platform permits NERC, the Regional Entities, the reliability coordinators and governmental authorities to collect and display key information with common screens and formats. The single approach supports industry by establishing a single data sharing process and protocol as opposed to multiple processes and protocols for NERC, Regions, and governmental authorities thereby eliminating duplication of efforts. During 2012 SAFNR V2 became operational displaying bulk power system data from the 13 Reliability Coordinators from across the three United States interconnections. SAFNR will increase the ERO's awareness of all BPS events above a threshold of impact, ensure reporting and analysis are consistent to allow wide area assessment of trends and risks and ensure Industry is well informed of system events, emerging trends, risks analysis, lessons learned, and expected actions. This platform has not been designed nor is it intended to be used to direct registered entity operations.

The Situation Awareness department also provides funding to support the North American Synchro-Phasor Initiative (NASPI), which was initiated following the August 14, 2003 Northeast blackout. Synchro-Phasors can provide system operators with a critical indication of the health of the bulk power system and help predict weakened areas of the system. In 2010, NERC entered into a contract with the Grid Protection Alliance (GPA) to further advance and support the development and deployment of synchro-phasor technologies. In 2011, NERC and GPA amended their contract to provide that a portion of NERC's funding commitment will be used to

support work GPA was awarded by the Department of Energy (DOE) in December 2010, to develop a secure information exchange gateway for electric grid operations (the "SIEGate Grant"). The primary objective of this project is to develop a secure and flexible "appliance" that will serve as the gateway for all types of real-time data exchanged between a utility control center and other control centers, utilities, and regulatory and oversight entities. In addition to DOE funding, other entities are also providing funding support permitting NERC to further leverage its investment in keeping with NERC's strategy to promote additional third-party funding and leverage investments where practical. NERC expects to conclude its funding of GPA by the end of 2013.

The Situation Awareness budget also includes funding for a number of reliability tools. The following is a further description of these tools:

- Interchange Distribution Calculator (IDC) Used by reliability coordinators to manage interchange transactions and their curtailment during congestion on the bulk power system. NERC does not use the IDC to conduct its operations. With the support of NERC's Standards Oversight and Technology Committee, NERC has provided the IDC vendor with written notice that it will not be renewing the IDC contract when it expires on March 31, 2013. The IDC users will assume responsibility for the costs of operating and maintain the IDC, as well as the related SDX and Book of Flow Gates tools described below, upon expiration of NERC's contract.
- Resource Adequacy (ACE Frequency) Tool provides continuous monitoring of key resource adequacy performance metrics; including pre-established thresholds and limits defined in standards. It alerts Reliability Coordinators and resource subcommittees to critical inadequacies conditions such as major tie error, inaccurate load forecast and inadequate frequency response.
- **Inadvertent Interchange** facilitates the entering of monthly scheduling data and submittal of monthly inadvertent performance standards reports to NERC. It also assists in the monitoring and resolution of reliability issues originated by inadvertent interchange imbalances.
- **NERC Factor Viewer** allows transmission customers in the eastern interconnection to view factors related to information congestion.
- System Data Exchange (SDX) central repository of all scheduled and ongoing generator and transformer outages throughout the eastern interconnection. It provides input to the IDC.
- Book of Flowgates a compendium of flowgates in the Eastern Interconnection and input to the IDC. NERC supports this tool by facilitating certain industry working groups and providing funding to support the development and operations of the book of flowgates by Open Access Technologies as part of the IDC contract described further below.
- **AIE Monitoring Tool** an automatic data collection tool for post analysis of frequency excursions. It is used in major system disturbances as part of the frequency response analysis.

- **Frequency Monitoring and Analysis Tool** detects frequency events and captures key frequency response information for each interconnection.
- Intelligent Alarms Tool detects short-term and long-term frequency deviations using data transmitted to NERC by the Balancing Authorities. When coupled with the FNet²⁹ and Frequency Monitoring and Analysis tools, this tool allows immediate differentiation of the cause of a frequency deviation a generator trip or a scheduling error.

2013 Goals and Deliverables

- Complete Implementation of the SAFNR During third and fourth quarters of 2012, NERC expects to complete and put into production the SAFNR V2 application with NERC, FERC, Regional Entities and the reliability coordinators (RCs) as the users. Beginning in early 2013, all users will have information and data to facilitate wide area situation awareness of the bulk power system (230kV and above) in the United States which is expected to:
 - Ensure that the ERO is aware of all BPS events above a threshold of impact
 - Ensure sharing of information and data to facilitate wide area situational awareness
 - Reduce the need for NERC situation awareness staff engagement with RCs and Regional Entities when events occur or when reliability threats are identified
 - During crisis situations, enhance the ERO's ability to facilitate sharing of information among industry, regions, and government
- Promote Reliability using new NERC Alert System The NERC Alert (Issuance of NERC Advisories, Recommendations and Essential Actions) System being used through December 2012 is a web-based system and, while functional, the system does not meet the needs and requirements of NERC's Reliability Risk Management (RRM) and Electricity Sector Information Sharing and Analysis (ES-ISAC) staff. The current system does not allow for efficient tracking of reports for actions taken and timely updates on progress towards resolving the issues identified in Recommendations and Essential Actions. In July 2012, NERC issued a Request for Proposal (RFP) to replace the existing NERC Alert system. The new NERC Alert system will increase the reliability of the BPS by:
 - Better informing industry of emerging reliability threats and risks to the BPS, and any expected actions
 - Ensures sharing of information and data to facilitate wide area situational awareness.
 - During crisis situations, enhances the ERO's ability to facilitate sharing of information among industry, regions, and government

.

²⁹ **FNet** – Operated by the <u>Power Information Technology Laboratory</u> at the <u>University of Tennessee</u>, FNET is a low-cost, quickly deployable GPS-synchronized wide-area frequency measurement network. High dynamic accuracy Frequency Disturbance Recorders (FDRs) are used to measure the frequency, phase angle, and voltage of the power system at ordinary 120 V outlets. The measurement data are continuously transmitted via the Internet to the FNET servers hosted at the University of Tennessee and <u>Virginia Tech</u>.

- Enhances tracking capability of reports for actions taken and timely updates on progress towards resolving the issues identified in Recommendations and Essential Actions
- Monitor NASPI PMUs Synchro phasor data, coupled with the Real Time Dynamics Monitoring System (RTDMS) can provide valuable situation awareness information on the status of ongoing disturbances of the bulk power system. The NASPI community is working to advance the deployment and use of networked phasor measurement devices. Working with industry and RTDMS vendors, the department's goal is that
 - Time-synchronized, accurate, detailed data on actual grid events and normal system behavior for event analysis will be available resulting in improvements in situation awareness capabilities
 - The ERO and registered entities will have improved capabilities to analyze the sequence of events, root cause, risk to reliability, and mitigation, including quick dissemination of the frequency response and oscillatory behavior of an event
 - These additional capabilities will further improve the efficiency and effectiveness of information sharing between the ERO, industry and governmental authorities during high impact events
- Triage of Event Data- The department will continue to work with the Regional Entities in obtaining and reviewing information from registered entities regarding qualifying events and disturbances as outlined in the ERO Events Analysis Process. These reports are reviewed to verify the accuracy of information, as well as to ensure they include the information necessary for categorizing and cause coding of events. This information will then be used to further improve reliability by advancing:
 - ERO awareness of all BPS events above a threshold of impact
 - Timely dissemination to stakeholders of information regarding events, including aggregate trending and reliability data, as well as lessons learned
 - The accurate verification that reporting and analysis is consistent to allow wide area assessment of trends and risks information
 - Reportable events analysis for sequence of events, root cause, risk to reliability, and mitigation
 - Industry information of system events, emerging trends, risks analysis and lessons learned

Resource Requirements

Personnel

No additional personnel are projected for this group during 2013. The reduction in FTEs is due to the elimination of the chief reliability officer position and support staff which was partially allocated to this department in 2012.

Contractor Expenses

The overall funding of approximately \$2.7M for contractors and consultants to support the Situation Awareness department in 2013 is approximately \$845k below 2012 budget levels, primarily due to the termination of the IDC Contract at the end of March 2013. Approximately \$460k of the \$2.7M budget is for IDC contract costs prior to contract termination and approximately \$300k is for NERC's share of the cost of a secure third-party communications network used to support situation awareness capabilities. The balance of the costs is to support various situation awareness needs, as well as NASPI funding. A detailed breakdown of the 2013 contractor and consulting budget is included in Exhibit B, together with a comparison to 2012 budgeted amounts.

	20.				n, and 2013	J Duu	get				
			SITUATION	AW	ARENESS		Variance				Variance
							2 Projection			2	013 Budget
			2012		2012		012 Budget		2013		2012 Budget
		_	Budget		Projection		ver(Under)		Budget		Over(Under)
Funding											
	ERO Funding		607:00-		6.07.005			,	F 000 01-		(4.004.0:=
	NERC Assessments	\$	6,974,096	\$	6,974,096	\$	-	\$	5,093,049	\$	(1,881,047)
	Penalty Sanctions Total NERC Funding	Ś	6,974,096	\$	6,974,096	\$	-	\$	125,288 5,218,337	\$	125,288 (1,755,759)
	-	<u>,</u>	0,5,7,050	7	5,57.4,030	<u> </u>		<u>, , </u>	3,220,337	<u>, , , , , , , , , , , , , , , , , , , </u>	(1,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
	Membership Dues		-		-		-		-		-
	Testing Fees		-		10 500		10 500		-		-
	Services & Software Workshops		-		10,500 103,175		10,500 103,175		105,000		105,000
	worksnops Interest		3,902		3,902		103,175		974		(2,928)
	Miscellaneous		3,902		3,902 87		- 87		-		(2,920)
Total Fund		\$	6,977,998	\$	7,091,760	\$	113,762	\$	5,324,311	\$	(1,653,687)
Expenses											
	Personnel Expenses Salaries	\$	1,029,015	\$	747,475	\$	(281,540)	¢	856,927	\$	(172,088)
	Payroll Taxes	ڔ	68,901	ڔ	51,029	Y	(17,872)	ڔ	56,925	Ţ	(11,977)
	Benefits		131,509		124,929		(6,580)		87,659		(43,849)
	Retirement Costs		142,882		73,651		(69,231)		98,496		(44,386)
	Total Personnel Expenses	\$	1,372,307	\$	997,084	\$	(375,223)	\$	1,100,007	\$	(272,300)
	. Meeting Expenses										
	Meeting Expenses Meetings	\$	104,570	\$	98,700	\$	(5,870)	\$	198,000	\$	93,430
	Travel	Ý	131,000	Y	50,499	Ψ.	(80,501)	Y	72,500	Ψ.	(58,500)
	Conference Calls		24,175		3,076		(21,099)		24,175		-
	Total Meeting Expenses	\$	259,745	\$	152,274	\$	(107,471)	\$	294,675	\$	34,930
	Operating Expenses			-			_	_			
	Consultants & Contracts	\$	3,588,116	\$	4,067,872	\$	479,756	\$	2,743,180	\$	(844,936)
	Office Rent	•	-		-		-		-		-
	Office Costs		50,950		36,346		(14,604)		47,750		(3,200)
	Professional Services		-		11,728		11,728		-		-
	Miscellaneous		1,500		1,500		-		500		(1,000)
	Depreciation		47,853		43,952		(3,901)		7,395		(40,458)
	Total Operating Expenses	\$	3,688,419	\$	4,161,397	\$	472,978	\$	2,798,825	\$	(889,594)
	Total Direct Expenses	\$	5,320,471	\$	5,310,756	\$	(9,715)	\$	4,193,507	\$	(1,126,964)
	Indirect Expenses	\$	1,315,279	\$	1,058,763	\$	(256,516)	\$	1,123,701	\$	(191,578)
	Other Non-Operating Expenses		•	Ś		\$	•	\$	•	\$	
.	, , ,	<u>\$</u>									
Total Expe		<u>\$</u>	6,635,750	\$	6,369,519	\$	(266,231)		5,317,208	\$	(1,318,542)
Change in	Assets	\$	342,248	\$	722,241	\$	379,992	\$	7,103	\$	(335,145
Fixed Asse	ets										
I IACU MSSE	Depreciation		(47,853)		(43,952)		3,901		(7,395)		40,458
	Computer & Software CapEx		-		-		-,		-		-
	Furniture & Fixtures CapEx		-		-		-		-		-
	Equipment CapEx		-		-		-		-		-
	Leasehold Improvements		-		-		-		-		-
	Allocation of Fixed Assets	\$	(53,500)	\$	(21,015)		32,485		14,498		67,998
Inc(Dec) in	n Fixed Assets (C)	\$	(101,353)	\$	(64,967)	\$	36,386	\$	7,103	\$	108,456
	IDGET (=B+C)	\$	6,534,397	\$	6,304,552	\$	(229,845)		5,324,311	\$	(1,210,086
									J,J_4,J1		
TOTAL CH	IANGE IN WORKING CAPITAL (=A-B-C)	<u>\$</u>	443,601	\$	787,208	\$	343,606	\$	-	\$	(443,601)

8.17

5.67

(2.50)

6.50

FTEs

(1.67)

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expenses The decrease is due to the 1.67 reduction in FTEs in the department.
- **Meetings Expenses** This includes the cost of NASPI workshops, which are offset by \$105k in projected Workshop Fees, and the cost of quarterly OC-PC meetings.
- **Contracts and Consultants** The decrease is due to the termination of the IDC contract as described above.

Event Analysis

	Event Analysis (in whole dollars)									
	2	2012 Budget		2013 Budget		(Decrease)				
Total FTEs		13.00		9.50		(3.50)				
Direct Expenses	\$	3,118,744	\$	2,074,908	\$	(1,043,835)				
Indirect Expenses	\$	2,092,855	\$	1,642,332	\$	(450,523)				
Other Non-Operating Expenses	\$	-	\$	-	\$	-				
Inc(Dec) in Fixed Assets	\$	(85,127)	\$	21,190	\$	106,317				
TOTAL BUDGET	\$	5,126,472	\$	3,738,430	\$	(1,388,042)				

Background and Scope

The Event Analysis and Investigations Group is critical to supporting the ERO's reliability goals through its work to evaluate bulk power system events, undertaking appropriate levels of analysis to determine the causes of the events, promptly assuring tracking of corrective actions to prevent recurrence, and providing lessons learned to the industry. The Event Analysis and Investigations department is divided between two separately staffed groups: (1) the event analysis group and (2) the event investigation group. The event analysis group is responsible for managing all NERC activities with respect to event analysis, assuring consistent, timely, and coordinated results. . The group ensures: (1) reporting and analysis are consistent to allow wide area assessment of trends and risks; (2) all reportable events are analyzed for sequence of events, root cause, risk to reliability and mitigation, and (3) the industry is well informed of system events, emerging trends, risk analysis, lessons learned and expected actions. The event investigation group is responsible for reviewing formal complaints and conducting non-public compliance investigations, as well as assisting in the review of registered entity compliance assessments to verify compliance gaps are assessed in all reportable events. The event investigation group supports NERC's statutory responsibility of reliability standards development and assessing the reliability and adequacy of the bulk power system, as well as the monitoring and enforcing compliance with mandatory reliability standards. 30

2013 Goals and Deliverables

³⁰ See NERC Rules of Procedure sections 807-808 and Appendix 8, as well as Section 400 and Appendix 4C.

- Ensuring that all reportable events are analyzed for sequence of events, root cause, risk to reliability, and mitigation.
- Refinement of risk-based methodologies to support more effective and efficient identification of reliability risks, including the use of more sophisticated cause codes for analysis
- Reporting and analysis are consistent to allow wide area assessment of trends and risks
- Tracking industry accountability for critical reliability recommendations
- Ensuring that industry is well informed of system events, emerging trends, risk analysis, lessons learned and expected actions
- Assessing compliance gaps in all reportable events and addressing if appropriate

Resource Requirements

Personnel

One additional position was added in 2012 to support the identification of emerging reliability risks and development of risk control strategies. The remaining decrease in FTEs is the net result of transferring the Human Performance function from another program area, the full year effect of one position added in 2012, but budgeted as 0.5 FTE, and transferring 6.0 FTEs to Compliance Operations.

Contractor Expenses

Consulting and contractor expenses for this department are primarily related to the retention of subject matter experts to assist in the event analysis program, as well as ongoing investigations. Examples of situations which have required the retention of additional outside consulting resources include the September 8, 2011 Southwest Outage event and the February 1-5 2011 Cold Snap event. \$120k is projected for contractors and consultants for 2013 which is consistent with the 2012 budget. To the extent events arise requiring the use of additional experts, funding will be provided from working capital reserves as further described in management's proposed working capital and contingency operating reserve policy and guidelines.

Human Performance Initiatives within the Reliability Risk Management Group

The Reliability Risk Management group's human performance initiatives will be focused on identifying human error risks and those precursory factors that allow human error to impact system reliability and educating industry regarding those risks and precursors and mitigation methods. These initiatives will also supports compliance and standards training initiatives, as well as trending and analysis to identify emerging reliability risks to the bulk power system and therefore support NERC's performance of its statutory responsibilities to develop standards for the reliable operation of the bulk power system, monitor and enforce compliance with mandatory reliability standards, and assess the reliability and adequacy of the bulk power system.

The NERC human performance initiative will take place in collaboration with industry human performance projects, such as the Western Electricity Coordinating Council's (WECC's) Human Performance Working Group, the North American Transmission Forum's (NATF's) Human Performance Group and the Electric Power Research Institute.

NERC's Training, Education and Operator Certification Department budget includes training opportunities to increase awareness, knowledge and skills on human performance fundamentals; including web-based training development for ERO staff and/or industry on industry human performance fundamentals. NERC's training efforts will also focus on knowledge and skills development in a number of key areas, including human performance error reduction techniques, which may include workshops, webinars and participation in industry training events.

Resource Requirements

As previously described, NERC's 2013 budget includes resources associated with a human performance function which was established by NERC in 2011. Resources associated with this function are budgeted within the Event Analysis and Investigations department. The workshops are expected to operate close to a breakeven basis.

	Statement of Activitie							ing	Capital		
	201	2 Bud			n, and 201	3 Bud	get				
		_	EVENT 2012 Budget*		2012	201 v 2	Variance 2 Projection 012 Budget ver(Under)		2013 Budget	v 2	Variance 013 Budget 2012 Budget Over(Under)
Funding	FRO Franking										
	ERO Funding NERC Assessments Penalty Sanctions	\$	5,073,333 -	\$ \$	5,073,333 -	\$	0	\$	3,501,894 183,113	\$	(1,571,439) 183,113
	Total NERC Funding	\$	5,073,333	\$	5,073,333	\$	0	\$	3,685,006	\$	(1,388,326)
	Membership Dues Testing Fees		-		-		-		-		-
	Services & Software		-		-		-		-		-
	Workshops Interest		2,016		66,000 2,410		66,000 394		52,000 1,423		52,000 (593
	Miscellaneous		-		2,410		218				-
Total Fund	ding (A)	\$	5,075,349	\$	5,141,961	\$	66,612	\$	3,738,430	\$	(1,336,919
Expenses											
LAPENSES	Personnel Expenses										
	Salaries	\$	1,943,198	\$	2,073,632	\$	130,434	\$	1,340,677	\$	(602,520
	Payroll Taxes		125,163		127,894		2,731		82,107		(43,057
	Benefits		212,843		217,755		4,912		125,335		(87,508)
	Retirement Costs	\$	278,926	<u> </u>	228,459 2,647,740	\$	(50,467)	\$	153,189	\$	(125,737)
	Total Personnel Expenses	<u> </u>	2,560,130	<u> </u>	2,647,740	<u> </u>	87,610	<u>\$</u>	1,701,309	<u> </u>	(858,821)
	Meeting Expenses										
	Meetings Travel	\$	10,000	\$	66,584	\$	56,584	\$	62,000	\$	52,000
	Conference Calls		395,000		201,058 16,440		(193,942) 16,440		155,000		(240,000)
	Total Meeting Expenses	\$	405,000	\$	284,082	\$	(120,918)	\$	217,000	\$	(188,000)
	Operating Expenses										
	Consultants & Contracts Office Rent	\$	120,000	\$	150,552 -	\$	30,552 -	\$	120,000	\$	-
	Office Costs		31,614		47,491		15,877		36,100		4,486
	Professional Services Miscellaneous Depreciation		- 2,000 -		438 1,000		438 (1,000)		- 500 -		- (1,500 -
	Total Operating Expenses	\$	153,614	\$	199,481	\$	45,867	\$	156,600	\$	2,986
	Total Direct Expenses	\$	3,118,744	\$	3,131,303	\$	12,559	\$	2,074,908	\$	(1,043,836
	·	\$	2,092,855	\$	2,660,913			\$			
	Indirect Expenses		2,092,855		2,000,913	\$	568,058		1,642,332	\$	(450,523
	Other Non-Operating Expenses	<u>\$</u>	-	\$	- _	\$	- _	\$	-	\$	<u> </u>
Total Expe		<u>\$</u> \$	5,211,599 (136,250)		<u></u>		580,618		3,717,240		(1,494,359
Change in	Assets	<u>, 3</u>	(130,250)	<u> </u>	(650,256)	<u> </u>	(514,006)	<u>\$</u>	21,190	<u> </u>	157,440
Fixed Ass	ets										
	Depreciation		-		=		-		Ē		-
	Computer & Software CapEx		-		-		-		-		-
	Furniture & Fixtures CapEx		-		-		-		-		-
	Equipment CapEx Leasehold Improvements		-		-		-		-		-
	Allocation of Fixed Assets	\$	(85,127)	\$	(52,816)	32,311			21,190		106,317
In a(Do a) in		_						_		_	
	n Fixed Assets (C) IDGET (=B + C)	<u>\$</u> \$	(85,127) 5,126,472	\$	(52,816) 5,739,401	\$	32,311 612,929	\$	21,190 3,738,430	\$	106,317
									3,730,430		
IOTAL CH	IANGE IN WORKING CAPITAL (=A-B-C)	<u>\$</u>	(51,123)	\$	(597,440)	\$	(546,317)	\$	-	\$	51,123
	FTEs		13.00		14.25		1.25		9.50		(3.50)

^{*}The 2012 Budget and projected expenses from September to December, 2012 of the Event Investigations Team have not been calculated and are therefore included with the 2012 Budget or 2012 Projection for Event Analysis.

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Personnel Expenses** The decrease is due to the 3.5 decrease in FTEs in the department. Lower average costs per FTE for Benefits and Retirement due to changes to NERC's employee benefit and retirement plans also reduced projected costs in 2013.
- Meetings and Travel Expenses Meetings expense includes the projected cost of the Human Performance Workshop, which is offset by projected funding from workshop fees. The reduction in budgeted travel expense has been revised downward based on a review of actual and projected 2012 expenses and reflects the decrease in FTEs in the department.

Critical Infrastructure Department

Critical	(in	astructure Depar whole dollars)			Increase
	T	2012 Budget	2013 Budget	Т	(Decrease)
Total FTEs		17.00	19.25		2.25
Direct Expenses	\$	5,214,260	\$ 5,089,407	\$	(124,853)
Indirect Expenses	\$	2,736,810	\$ 3,327,882	\$	591,072
Other Non-Operating Expenses	\$	-	\$ -	\$	-
Inc(Dec) in Fixed Assets		(111,321)	42,937		154,258
TOTAL BUDGET	\$	7,839,749	\$ 8,460,227	\$	620,478

Background and Scope

The Critical Infrastructure Department (CID) supports CIP reliability standards initiatives, the Compliance Operations department's audit oversight function with respect to CIP reliability standards, CIP and cyber information sharing, incident analysis, alerts, system-level risk assessment, and enhanced coordination between industry and our governmental partners.

CID supports several industry-led activities and organizations, including: NERC's Critical Infrastructure Protection Committee, an industry-led committee comprised of industry experts in the areas of cyber security, physical security, and operational security; and the Electricity Sub-sector Coordinating Council, which works closely with Federal Government partners to discuss and identify critical infrastructure protection concepts, processes and resources, as well as to facilitate information sharing about cyber vulnerabilities and threats. For both groups, CID coordinates action items and deliverables the industry members identify and develop. In addition to supporting these industry-led groups, CID representatives participate as members of other industry-led groups, such as the Cross-Sector Cyber Security Working Group, the Industrial Control Systems Joint Working Group, and the Partnership for Infrastructure Security.

The activities of the CID support NERC's ERO statutory responsibilities of reliability standards development, monitoring, enforcing and achieving compliance with CIP standards, and assessing the reliability and adequacy for the bulk power system particularly with respect to cyber security issues, vulnerabilities and threats. Section 1003 of NERC's Commission-approved ROP specifically pertains to the activities of the CID. Section 1003 of the RIP states that "NERC shall coordinate electric industry activities to promote Critical Infrastructure Protection of the Bulk Power System in North America by taking a leadership role in Critical Infrastructure protection of the electricity sector so as to reduce vulnerability and improve mitigation and protection of the electricity sector's Critical Infrastructure," and lists numerous specific functions that NERC shall perform in order to accomplish these goals. Additionally, Appendix 4D of the ROP contains the procedure for requesting and receiving Technical Feasibility

Exceptions to certain CIP reliability standards, which is a process the CID participates in and supports.

2013 Goals and Deliverables

- Support the Standards Program area in CIP standards development to include: continuing engagement with industry on compliance with Version 3; preparing for Version 4 and Version 5 implementation through outreach presentations, webinars, and other training opportunities; and conducting training and outreach to the regional audit staff for audit approaches to both Version 4 and Version 5.
- Support the Compliance Operations department in its oversight of Regional Entity audits to improve the consistency of compliance program results, improve risk-based approaches for auditing and spot checking, and promote a culture of security and compliance through education, transparency, and incentives.
- Continue ES-ISAC capability enhancement and information sharing through portal development and alignment with the broader ISAC community. ES-ISAC functions will include a portal for bi-directional information sharing with government and industry, rapid dissemination of threat and vulnerability information across the industry, a secure repository for security guidelines, incident, threat, and vulnerability information, and an analytical capability to assess potential risks to reliability and develop mitigations for industry consideration.
- Continue to collaborate with government agencies in the United States and Canada to develop more timely dissemination of classified information regarding threats to the bulk power system, including dissemination of information from classified sources in a form that can be provided to and used by the industry.
- Working jointly with Regional Entities, increase the transparency of CIP compliance processes and program results among Regional Entities by deploying shared procedures, training and tools; improve risk-based approaches for CIP auditing to optimize resource utilization; and promote a culture of compliance excellence through education, information, and consistency,
- Conduct security incident analysis and work with industry experts to evaluate, track, and identify lessons learned and security metrics that enhance the sector's security posture,
- Provide support to the Critical Infrastructure Protection Committee (CIPC), CIP Compliance Working Group, Electricity Sub-Sector Coordinating Council (ESCC), and working groups and task forces serving the Standing Committees.
- Apply resources to improve education and outreach related to both CIP standards compliance and general security risk management.
- Host four CIP auditor workshops in 2013 and work jointly with the Compliance Operations department to improve auditor training materials and programs.
- Facilitate) industry and staff training, awareness and security through interactive events such as the annual Grid Security Conference (GridSecCon), the bi-annual Grid Exercise

(GridEx), Cyber Risk Preparedness Assessments (CRPA), and the Sufficiency Review Program (SRP. Successfully support 10 SRPs and activities related to the voluntary White House/DOE Electricity Sub-sector Cybersecurity Maturity Model with the existing CRPA engagement process.

- Provide subject matter expertise and facilitation to Energy Security Public-Private Partnership Group, which is designed to address protected Defense-related mission assurance concerns.
- Provide technical, process facilitation, and critical infrastructure security subject matter expertise to standards development efforts designed to reduce directives, complete a Technical Reference Guide, and deliver CIP Version 5 training and education.
- Support efforts to reduce the NERC/Compliance Enforcement Caseload Index and improve the enforcement case closure rate.
- Offer technical security expertise to assist in system impact characterization and bulk power system risk for significant compliance violations, resulting in better informed bulk power system risk management practice development.
- Foster technical development of risk-based compliance monitoring to maximize reliability benefits and internal controls.
- Contribute technical expertise to establishment of a NERC enterprise-wide cause coding effort designed to inform sector risk-based analytics.

ES-ISAC

Authorities for all ISACs derive from Presidential Decision Directive 63 (PDD-63), which led to establishment of a framework to address critical infrastructure and key resource protection capabilities. ISACs represent a highly focused effort designed to meet these cross-sector information sharing requirements. NERC's activities as the ES-ISAC have been included as statutory activities in all six of NERC's annual business plans and budgets approved to date by the Commission.

The ES-ISAC operates under the requirements and authority set forth in §1003 of the Rules of Procedure which states that NERC shall, among other tasks:

- Serve as the electricity sector's sector coordinator and operate its Information Sharing
 and Analysis Center to gather information and communicate security-related threats
 and incidents within the sector, with United States and Canadian government agencies
 and with other Critical Infrastructure sectors. Improve the capability of the ES-ISAC to
 analyze security threats and incident information and provide situational assessments
 for the electricity sector and government.
- Work closely with the United States Department of Homeland Security, Department of Energy, Natural Resources Canada, and Public Safety and Emergency Preparedness Canada.

 Strengthen and expand these functions and working relationships with the electricity sector, other critical Infrastructure industries, governments, and government agencies throughout North America to ensure the protection of the infrastructure of the Bulk Power System.

NERC's activities as the ES-ISAC comprise an important function in assuring the reliability and security of the bulk power system, and they support NERC's ERO statutory responsibilities. In Order No. 672, the Commission stated that the statutory functions of the ERO include "monitoring the reliability of the Bulk-Power System." By serving as the ES-ISAC, NERC performs a critical role in real-time situation awareness and in protecting the electric industry's critical infrastructure against vulnerabilities. The ES-ISAC information sharing and analytical functions support the reliability of the bulk power system through dissemination of information to the industry regarding threats and vulnerabilities, disturbances, and off-normal occurrences. The information-sharing functions directly move analyses of threats to and impacts on the bulk power system from the ES-ISAC staff to the industry through a variety of means, such as the "Alerts" and "Notification" processes, web portals, webinars, and industry outreach presentations. These activities directly benefit the reliability and security of the bulk power system by educating industry on reliability issues and informing the industry on risks, vulnerabilities and mitigation strategies (as detailed in ROP §1003.1). The ES-ISAC's activities therefore fall squarely within the ERO function identified in Order No. 672 of "monitoring the reliability of the Bulk-Power System."

2013 Resource Requirements

Personnel

CID will have a total of four CIP auditors on staff at the end of 2012. To support projected increases in workload in connection with NERC audit oversight activities, transition to CIP Standards version 4, increased oversight activities, and additional ERO activities the CIP auditors support, CID proposes to add one additional CIP auditor in 2013. This will result in a total of 5 CIP auditors supporting the Compliance Operation Department's and Regional Entity CMEP audit assurance and compliance initiatives. In addition, a CIP Awareness Manager was added in 2012, filling a vacant budgeted position in the department. This position is responsible for developing and leading bulk power system security initiatives, providing program management for security training and exercises, and ongoing program risk assessment activities. The CIP Awareness Manager will also be responsible for conducting security outreach with registered entities. Two Cyber Security Specialist Positions will be added in 2013. Two Cyber Security Specialists will be added to the ES-ISAC team and a 2012 budgeted Cyber Security Specialist will also be added in 2013, one of which will be assigned to the ES-ISAC team. The cyber security specialists will research, analyze, and disseminate information regarding significant cyber and physical security incidents and the specialist assigned to the ES-ISAC will also support access to operations center positions in the Industrial Control Systems Cyber Emergency Response Team and at the DHS National Incident Coordination Center in Washington, DC. These resources are required to stand watch on the National Cybersecurity and Communications Integration Center

³¹ Order No. 672 at P 202.

floor on a rotating schedule. The 2.25 FTE increase in the chart at the beginning of this section is due to projected phasing and timing of hires.

Contractor Expenses

The total projected 2013 CID contractor and consulting budget is \$785k, a decrease of \$10k over the 2012 budget. The following is a description of the major areas of contractor and consulting support. A detailed breakdown of 2013 budgeted costs is set forth in Exhibit B, with a comparison to 2012.

- ESCC Support CID manages the ESCC, which was established under the NIPP framework to foster and facilitate the coordination of sector-wide policy-related activities and initiatives to improve the reliability and resilience of the Electricity Subsector, including physical and cyber security infrastructure. (As noted above, ROP section 1003.1.1 specifies that NERC shall serve as the electricity sector's sector coordinator.) NERC contracted with an industry expert to assist NERC in its support of the ESCC.
- GridEx 2013 Support An exercise designed to validate the readiness of the Electricity Sub-sector to respond to a cyber security incident (CIP-008), strengthen utilities' crisis response functions, and provide input for internal cyber security program improvements. This bi-annual exercise focuses solely on disruptions and recovery from cyber security incidents (CIP-009) to the Electricity Sub-sector and includes subject matter experts from government and industry. Section 1003.1.7 of the NERC ROP specifies that "NERC shall encourage and participate in coordinated Critical Infrastructure Protection exercises, including interdependencies with other Critical Infrastructure sectors."
- 2013 ES-ISAC Members Conference The ES-ISAC is planning a one-day conference in conjunction with NERC's 2013 Grid Security Conference. The purpose of this conference is to focus on the operational aspects of the ES-ISAC by sharing with entities the types of information the ES-ISAC receives from data feeds and other security partners, demonstrating tools the ES-ISAC and other security companies use to track and analyze data, and conducting security training on issues, vulnerabilities, and best practices. The Grid Security Conference is within the scope of NERC's Situation Awareness and Infrastructure Security activities specified in section 1003 of the ROP, including strengthening relationships with federal, state, and provincial governments on CIP matters; working closely with DHS, DOE, Natural Resources Canada and Public Safety and Emergency Preparedness Canada, strengthening and expanding its functions and working relationships with the electricity sector, other Critical Infrastructure industries, governments and government agencies, throughout North America to ensure the protection of the infrastructure of the bulk power system, supporting implementation of the CIP standards through education and outreach, and conducting education and outreach initiatives to increase awareness and respond to the needs of the electricity sector.

- ES-ISAC Secure Portal The ES-ISAC portal build-out is underway in 2012 and includes
 a private, members-only portal to disseminate security information to members and to
 serve as collaboration "zones." The members' portal component will be segregated
 from the compliance and enforcement programs of NERC and include a variety of
 information sharing mechanisms. The portal build-out will allow for bi-directional
 information sharing between the ES-ISAC and industry. Initial build-out costs were
 incurred in 2012 and maintenance costs are required in 2013.
- ES-ISAC Secure Connection for Bi-directional Information Sharing Some emergent situations allow for quick transmission of secure information between the ES-ISAC and DHS' United States Computer Emergency Readiness Team. This transmission occurs through formal and stringent technology requirements.
- Cyber Risk Preparedness Assessment (CRPA) The CRPA is a project designed to assess the current cyber resiliency capabilities of bulk power system entities and the adequacy of existing reliability mechanisms related to the unique nature of cyber threats. Through these assessments, the ES-ISAC can target key areas for improvement and share areas of best practices with industry. The CRPA also provides the opportunity to educate participants and, through carefully defined deliverables, share effective practices and impart knowledge to all bulk power system entities. The cost to conduct a CRPA is based on contractor hourly fees, prepared materials, and travel expenses.
- Attack Tree Threat Modeling Attack trees are hierarchical, graphical diagrams that show how low-level hostile activities interact and combine to achieve an adversary's objectives, usually with negative consequences for the attack victim. This tool provides the results needed to justify security choices to company executives and security practitioners. The product is equally applicable to information technology and physical security. The 2013 expenses to maintain this software is \$7,500 and is budgeted under Office Costs, which is where computer supplies and maintenance are reported.
- **Reporting Services ES-ISAC** This service gives ES-ISAC staff increased understanding of continuing trends, breaking news, and implications to the bulk power system.
- Aurora Webinars and Reporting NERC and the ES-ISAC have been working since 2007 to address the Aurora Vulnerability, a significant supply chain vulnerability that impacts digital protective control devices, which protect generators and motors in use throughout the bulk power system.
- Analytic Capabilities A software service that provides cyber awareness and continuous monitoring, and helps organizations protect against targeted attacks by gathering, correlating, and analyzing threat information from within their own networks, supply chains, and the rest of the Internet. This tool provides real-time internet communications visibility and analytics.
- Base Line Patterns and Analysis A technique where abnormal conditions, such as malicious software from a compromised system communicating to command and control locations that are globally dispersed, are determined by comparing to patterns established during normal conditions. This capability requires specialized tools and analysis to develop.

• Integration Support Services for Visual Analytical Tools – ES-ISAC personnel will utilize a visual analytical tool to bring together different representations, or overlays, of data. This capability requires that various data streams are "integrated", which requires the assistance of specialized consultants.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget

CRITICAL INFRASTRUCTURE DEPARTMENT

	C	RITICAL	. INFRASTR	UCT	URE DEPAR	RTME	NT					
							Variance				Variance	
							2 Projection			2013 Budget		
			2012		2012		012 Budget		2013		2012 Budget	
Funding			Budget		Projection	0	ver(Under)		Budget		Over(Under)	
ruilullig	ERO Funding											
	NERC Assessments	\$	7,396,148	\$	7,396,148	\$	-	\$	7,991,299	\$	595,151	
	Penalty Sanctions		-		-				371,044		371,044	
	Total NERC Funding	\$	7,396,148	\$	7,396,148	\$	-	\$	8,362,343	\$	966,195	
	Membership Dues		-		-		-		-		-	
	Testing Fees		-		-		-		-		-	
	Services & Software		-		-		-		-		-	
	Workshops		-		95,000		95,000		95,000		95,000	
	Interest		-		-		-		2,884		2,884	
	Miscellaneous	_	-	_	245		245	_	 			
Total Fund	ding (A)	_\$_	7,396,148	\$	7,491,393	\$	95,245	\$	8,460,227	\$	1,064,079	
Expenses												
	Personnel Expenses											
	Salaries	\$	2,946,168	\$	2,579,910	\$	(366,258)	\$	2,853,871	\$	(92,297)	
	Payroll Taxes		169,764		158,809		(10,955)		172,586		2,822	
	Benefits		280,269		224,257		(56,012)		250,885		(29,384	
	Retirement Costs	_	409,489		265,266		(144,223)	_	312,315		(97,174)	
	Total Personnel Expenses	\$	3,805,690	\$	3,228,242	\$	(577,448)	<u>\$</u>	3,589,657	\$	(216,033)	
	Meeting Expenses											
	Meetings	\$	104,570	\$	143,000	\$	38,430	\$	145,000	\$	40,430	
	Travel		440,000		316,785		(123,215)		420,000		(20,000)	
	Conference Calls Total Meeting Expenses	\$	24,000	\$	32,000		8,000	_	24,000	\$	- 20 420	
	Total Meeting Expenses	<u> </u>	568,570	<u> </u>	491,785	\$	(76,785)	<u> </u>	589,000	<u> </u>	20,430	
	Operating Expenses											
	Consultants & Contracts	\$	795,000	\$	600,270	\$	(194,730)	\$	785,000	\$	(10,000)	
	Office Rent		-		-		-		-		-	
	Office Costs		45,000		104,382		59,382		125,250		80,250	
	Professional Services		-		468		468		-		-	
	Miscellaneous		-		302		302		500		500	
	Depreciation Total Operating Expenses	\$	840,000	\$	1,042 706,464	\$	1,042 (133,536)	\$	910,750	\$	70,750	
	Total Operating Expenses	,	840,000	<u>,</u>	700,404	,	(133,330)	<u> </u>	310,730	<u>, , , , , , , , , , , , , , , , , , , </u>	70,730	
	Total Direct Expenses	\$	5,214,260	\$	4,426,491	\$	(787,769)	\$	5,089,407	\$	(124,853)	
	Indirect Expenses	\$	2,736,810	\$	2,993,294	\$	256,484	\$	3,327,882	\$	591,072	
	Other Non-Operating Expenses	\$	-	\$	-	\$	-	\$	-	\$	-	
Total Expe	enses (B)	\$	7,951,070	\$	7,419,785	\$	(531,285)	\$	8,417,290	\$	466,220	
Change in	Assets	\$	(554,922)	\$	71,608	\$	626,529	\$	42,937	\$	597,859	
Fixed Asse					(4.042)		(4.042)					
	Depreciation Computer & Software CapEx		-		(1,042)		(1,042)		-		-	
	Furniture & Fixtures CapEx		-		37,500		37,500		-		-	
	Equipment CapEx										_	
	Leasehold Improvements		_		_		_		_		_	
	Allocation of Fixed Assets	\$	(111,321)	\$	(59,413)		51,908		42,937		154,258	
	Anocation of Fixed Assets	٠	(111,321)		(59,415)		31,306		42,937		134,236	
Inc(Dec) in	n Fixed Assets (C)	\$	(111,321)	\$	(22,955)	\$	88,366	\$	42,937	\$	154,258	
TOTAL BU	IDGET (=B + C)	\$	7,839,749	\$	7,396,830	\$	(442,919)	\$	8,460,227	\$	620,478	
TOTAL CH	ANGE IN WORKING CAPITAL (=A-B-C)	\$	(443,601)	\$	94,562	\$	538,163	\$	-	\$	443,601	
	FTEs		17.00		16.03		(0.97)		19.25		2.25	
	==		17.00		10.03		(0.57)		13.23		2.23	

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expenses The decrease in Salaries and Payroll Taxes is due to lower average salaries per FTE in the department. Lower average costs per FTE for Benefits and Retirement due to changes to NERC's employee benefit and retirement plans resulted in lower projected costs in 2013.
- **Meetings** expense includes the cost of the Grid Security Conference, which is offset by \$95k in projected funding from workshop fees, and quarterly Critical Infrastructure Protection Committee meetings.
- Office Costs Primarily related to increases in cell phone and air card charges due to having more FTEs on staff and related to annual maintenance costs for software used to support activities of the ES-ISAC.

Training, Education, and Operator Certification

Training, Educ		and Operator (whole dollars)	Cert	ification										
	2012 Budget 2013 Budget													
Total FTEs		6.75		8.00		1.25								
Direct Expenses	\$	2,055,655	\$	2,170,906	\$	115,251								
Indirect Expenses	\$	1,086,675	\$	1,383,016	\$	296,341								
Other Non-Operating Expenses	\$	-	\$	-	\$	-								
Inc(Dec) in Fixed Assets	\$	(44,201)	\$	17,844	\$	62,045								
TOTAL BUDGET	\$	3,098,130	\$	3,571,766	\$	473,637								

Background and Scope

NERC's Training and Education Program provides oversight and coordination of the delivery of training programs that support the ERO's statutory responsibilities. This program provides training to NERC and Regional Entity staff members, including compliance auditors, relating to their job responsibilities. It also provides training and education to industry participants on the requirements of reliability standards and the compliance monitoring and enforcement process. Further, this program provides training to industry participants on the reliability standards development process, thereby helping to support the more efficient and effective development of mandatory reliability standards. The Training and Education Program therefore supports the performance of NERC's statutory ERO responsibilities to develop, adopt and obtain approval of reliability standards and to monitor, enforce and achieve compliance with the mandatory standards. Section 901 of the NERC ROP addresses the Training and Education Program's activities in these areas.

NERC's Training and Education Program also supports NERC's System Operator Certification and Continuing Education (SOCCED) programs, which ensure that personnel operating the bulk power system have the skills, training, and qualifications needed to operate the system reliably. NERC maintains the credentials required to work in system control centers across North America for over 6,000 system operators. The requirements of the SOCCED programs are encompassed in Sections 600 and 901 and Appendix 6 of the NERC ROP as well as in Article XII of the NERC Bylaws. NERC's system operator certification exam is designed to test specific knowledge of job skills and reliability standards. It also prepares operators to comply with requirements of reliability standards and appropriately operate the BPS during normal and emergency operations. Certification exams are created by the Personnel Certification Governance Committee, an industry group of operations experts, trainers, and supervisors. Under the PCGC oversight, the Examination Working Group periodically updates and publishes new exams. Once an operator passes the certification exam, certification is maintained by completing NERC-approved continuing education courses and activities. The Personnel

Subcommittee, composed of industry training experts, provides oversight of the Continuing Education program.

2013 Goals and Deliverables

In response to stakeholder and Regional Entity feedback, training and education opportunities will be further expanded and focused for NERC, Regional Entities and registered entities. For registered entities, this training and education will focus on objectives related to various reliability standards including how to best comply with standards and improve bulk power system reliability, as well as cyber related topics. For NERC and Regional Entity staff, the training and education will focus on consistent audit and investigation techniques and standards compliance reviews, including the Compliance Enforcement Initiative/FFT processing and other improvements in compliance and enforcement practices. NERC will continue to offer training in auditor skills to promote continued development of auditing expertise. NERC will leverage information technology systems to better deliver and share common training products and information with regional and registered entities. Other training will focus on knowledge and skills development in a number of key areas, including:

- Critical Infrastructure Protection standards information;
- Development and implementation of clear and technically sound reliability standards;
- Key lessons learned and trends from events;
- Identified themes from trending and common cause analyses;
- Risk-based assessment methods;
- Effective compliance cultures with practices, procedures and controls to address reliability risks;
- Effective root, apparent and common cause analysis methods;
- Quality improvement of registered entity self-reporting and self-certification;
- Currently-monitored standards;
- Entity registration process, issues, and alternatives;
- Human performance fundamentals; and
- Systematic approach to training

NERC will continue to provide learning opportunities through workshops hosted by the Regional Entities. NERC will also host workshops, webinars, and training courses, as well as use vendors to develop training modules and supplement internal training resources, as NERC designs and implements further NERC-hosted electronic training and educational opportunities. NERC's Training and Education group will also continue to advance and improve the skills of NERC's operating staff. NERC's Human Resources department will continue to budget and manage the delivery of more traditional corporate employee training and continuing education programs.

Resource Requirements

Personnel

One (1) position will be added to provide administrative support, the cost of which will be funded through operator certification and testing fees. The 1.25 FTEs in the chart above is the result of reflecting the full year effect of a phasing in of 2012 personnel additions.

Contractor Expenses

The total proposed consulting and contractor expenses of approximately \$850k in 2013 represents an increase of approximately \$252k over 2012 levels. This increase is primarily the result of a multi-year project to continue improvements to the SOCCED database as recommended in the three year assessment. The project will provide improved and efficient interface and ease of use for system operators & supervisors, trainers, training providers, and staff, including automating many features currently done manually and/or individually.

Further detail in support of the proposed 2013 contractor and consulting budget to support Training, Education and Operator Certification is set forth in Exhibit B, including a comparison to 2012 budgeted amounts. The primary areas of contractor and consulting support include:

- Testing services to develop, administer, proctor, score, and support system operator certification exams across North America.
- Ongoing hosting and maintenance fees for the SOCCED database.
- Improvements to the SOCCED database described above.
- Supplemental support to Continuing Education Review Panel industry volunteers to review and audit over 2,500 individual learning activities and provider applications received each year.³²
- Audit team leader soft skills training delivered by certified NERC staff and/or consultants to support effective dialogue and communications between audit teams and registered entities will be provided quarterly using vendor licensed materials.
- Vendor supported BPS technical training for select NERC staff, including auditors, technical and support staff.
- Auditor training by recognized auditing specialists for NERC and Regional Entity staff to promote continued development of compliance staff.
- Web based training development for ERO staff and/or industry, including standards applications, risk assessment training, industry human performance fundamentals, and BPS events lessons learned.

Use of Working Capital Funds for System Operator Certification and Continuing Education Database Upgrades

Under the approved Working Capital and Operating Reserves Policy, that in the event NERC realizes higher levels of funding from operator certification testing and renewal fees above

-

³² Review and approval of learning activity applications results in over 400,000 hours of continuing education per year for the industry's certified system operators.

incurred expenses, this excess funding will be set aside as an operating reserve and used solely for operator training and certification needs as determined by management and the Personnel Certification Governance Committee. This is consistent with the requirements of Section 602.4.10 of the Rules of Procedure. Expenditures of these funds would be reported as part of NERC's quarterly variance reporting to the Finance and Audit Committee, which reports are also posted on NERC's website and reviewed on conference calls or meetings of the committee which are open to the public. The projected \$250K in 2013 costs for improvements to the System Operator Certification and Continuing Education Database are proposed to be funded through use of excess working capital reserve additions resulting from higher than anticipated revenues from system operator certification and continuing educations program fees compared to program costs. This is part of a multiyear project that is estimated to cost approximately \$600k.

As further described in Exhibit C, NERC is projecting a \$1.750M operating reserve balance for the System Operator Certification Program by the end of 2012. Given the size of this projected balance, the Personnel Certification Governance Committee has decided to reduce fees for system operator exams and certificate renewals. The total reduction in the operating reserve balance for the System Operator Certification Program, after taking into account the revised fees and projects funded from reserves, is projected to be \$347.3k.

	2012	Budget	& Project	ion,	and 201	3 Buc	lget				
	TRAINING,										
							Variance				Variance
							2 Projection				2013 Budget
			2012		2012	v 2	012 Budget		2013	٧	2012 Budget
			Budget	P	rojection	0	ver(Under)		Budget		Over(Under)
Funding	ERO Funding										
	NERC Assessments	\$	916,083	\$	916,083	\$	1	\$	1,449,793	\$	533,711
	Penalty Sanctions	*	-	,	-	,	_	,	93,484	*	93,484
	Total NERC Funding	\$	916,083	\$	916,083	\$	1	\$	1,543,277	\$	627,195
	Membership Dues		-		-		-		-		-
	Testing Fees		2,061,000	:	2,108,200		47,200		1,680,000		(381,000
	Services & Software		-		-		-		-		-
	Workshops		120,000		-		(120,000)		-		(120,000
	Interest		1,047		1,106		59 100		1,199		152
Total Fund	Miscellaneous ding (A)	Ś	3,098,129	Ś	100 3,025,488	\$	100 (72,641)	Ś	3,224,476	\$	126,347
		<u>, , </u>	3,030,123	<u> </u>	3,023,400	<u>, , </u>	(72,041)	<u> </u>	3,224,470	 _	120,347
Expenses	Personnel Expenses										
	Salaries	\$	879,333	\$	792,205	\$	(87,128)	Ś	837,645	\$	(41,688
	Payroll Taxes	*	57,024	Ψ.	50,428	Y	(6,596)	Ψ.	54,087	Ψ.	(2,937
	Benefits		108,672		98,814		(9,858)		112,397		3,725
	Retirement Costs		119,778		79,193		(40,585)		94,203		(25,575
	Total Personnel Expenses	\$	1,164,807	\$ 1	1,020,640	\$	(144,167)	\$	1,098,332	\$	(66,475
	Meeting Expenses										
	Meetings	\$	124,450	\$	36,000	\$	(88,450)	\$	30,000	\$	(94,450
	Travel		48,000		62,306		14,306		70,000		22,000
	Conference Calls	\$	58,100	\$	26,914	\$	(31,186)	\$	27,000	\$	(31,100
	Total Meeting Expenses		230,550	<u> </u>	125,220	<u> </u>	(105,330)	<u> </u>	127,000	ş	(103,550
	Operating Expenses										
	Consultants & Contracts	\$	596,448	\$	810,501	\$	214,053	\$	848,574	\$	252,126
	Office Rent Office Costs		63,600		- 92,791		- 29,191		- 96,500		32,900
	Professional Services		-		7,500		7,500		-		32,300
	Miscellaneous		250		250		-		500		250
	Depreciation		-		-		-		-		-
	Total Operating Expenses	\$	660,298	\$	911,042	\$	250,744	\$	945,574	\$	285,276
	Total Direct Expenses	\$	2,055,655	\$:	2,056,901	\$	1,246	\$	2,170,906	\$	115,251
	Indirect Expenses	\$	1,086,675	٠٠	1,221,219	\$	134,544	Ś	1,383,016	\$	296,341
	•		1,080,073		1,221,219		134,344		1,383,010		•
	Other Non-Operating Expenses	<u>\$</u>	-	\$	-	\$	-	\$	-	\$	-
Total Expe	enses (B)	\$	3,142,330	\$ 3	3,278,120	\$	135,790	\$	3,553,922	\$	411,592
Change in	Assets	\$	(44,201)	\$	(252,632)	\$	(208,431)	\$	(329,446)	\$	(285,245
Fixed Asse											
	Depreciation		-		-		-		-		-
	Computer & Software CapEx Furniture & Fixtures CapEx		-		-				-		-
	Equipment CapEx				_		_		_		-
	Leasehold Improvements				-		-		-		-
	Allocation of Fixed Assets	\$	(44,201)	\$	(24,240)		19,961		17,844	\$	62,045
Inc(Doc) :-		Ś	(44,201)	<u> </u>	(24,240)	\$		\$		\$	-
	n Fixed Assets (C)						19,961		17,844		62,045
IOTAL BU	DGET (=B + C)	\$	3,098,129	\$ 3	3,253,881	\$	155,752	\$	3,571,766	\$	473,637
TOTAL CH	ANGE IN WORKING CAPITAL (=A-B-C)	\$	_	\$	(228,392)	\$	(228,392)	\$	(347,290)	Ġ	(347,290

6.75

6.54

(0.21)

8.00

FTEs

1.25

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Testing Fees** The decrease is due to a reduction in fees for system operator tests and certificate renewals, as described above.
- Meetings Expense In 2012, all NERC-sponsored workshops and the projected funding from workshop fees were budgeted in the Training Department. In 2013, the projected funding from workshop fees and workshop expenses are recorded in the Program sponsoring the workshop.
- **Contracts and Consultants** The increase is for the upgrade of the SOCCED database as described above.

Administrative Services

Administrative Services (in whole dollars)													
		Increase (Decrease)											
Total FTEs		47.75		52.75		5.00							
Total Direct Expenses	\$	20,767,559	\$	23,079,081	\$	2,311,523							
Inc(Dec) in Fixed Assets	\$	(844,731)	\$	297,774	\$	1,142,505							
Less: Other Funding Sources					\$	-							
Total Allocation to Statutory Programs as Indirect Expenses	\$	19,922,828	\$	23,376,855	\$	3,454,028							
Funding Requirement for Working Capital	\$	(0)	\$	(1,686,309)	\$	(1,686,309)							

Program Scope and Functional Description

NERC's Administrative Services area includes the budget for all business and administrative functions of the organization, including (1) technical committees and member forums, (2) General and Administrative, which includes Board of Trustees fees and expenses, the president and chief executive officer and support staff, communications and governmental affairs, and office rent (3) Legal and Regulatory, (4) Human Resources, (5) Information Technology, (6) Finance and Accounting, and general administrative expenses necessary to support program area activities. These functions are necessary to the existence and functioning of the organization and support the performance of NERC's ERO statutory activities. The costs of the Administrative Services functions are allocated to the five statutory programs. The resource requirements and comparative budget information for each of these functions is described further below. Costs incurred for these services are allocated as an indirect expense across NERC's other program areas.

Technical Committees and Members' Forum Program

While NERC management and staff will continue to interact with and support numerous reliability related forums, including but not limited to the North American Transmission Forum and Generator Forum, NERC's 2013 budget does not contain specific funding for any additional forum activities.

General and Administrative

Gen	 and Administrat whole dollars)	ive		
	2012 Budget		2013 Budget	Increase (Decrease)
Total FTEs	7.00		8.00	1.00
Total Direct Expenses	\$ 6,800,249	\$	7,325,556	\$ 525,307
Inc(Dec) in Fixed Assets	\$ (255,775)	\$	(350,526)	\$ (94,751)
Working Capital Requirement	\$ -	\$	(1,686,309)	\$ (1,686,309)

Background and Scope

The General and Administrative area is responsible for the administration and general management of the organization. Expenses allocated in this area include office rent, personnel and related costs of the CEO, a senior advisor to the CEO, the CEO's executive assistant, communications and public relations staff, and costs related to the Board of Trustees.

The following table details the Board of Trustees costs included in the total costs of the General and Administrative area. The increase in the 2013 budget for quarterly Board of Trustee Meetings is based on a slight increase in 2012 costs compared to budget which was not known at the time the 2012 Projection was developed. The 2012 Projection and 2013 Budget for Trustee Travel are based upon 2011 actual results and the 2012 YTD trend, both of which reflect increased Board of Trustee attendance as observers at Regional Entity board meetings, as well as participation in key stakeholder meetings Travel expense includes the cost of travel, lodging and meals, consistent with employee travel expenses. The 2012 budget and projection for trustee search fees is for two new trustees to be appointed in 2013. Actual search fees in excess of budget are expected to be funded in 2012 from operating reserves and will be included in future variance reports.

Board of Trustee Expenses	Budget 2012	Projection 2012	Budget 2013	2	2013 v 2012 Budget	Variance %
Meetings and Travel Expenses						
Quarterly Board Meetings	\$ 224,000	\$ 224,000	\$ 234,000	\$	10,000	4.46%
Trustee Travel	110,000	155,000	155,000		45,000	40.91%
Total Board of Trustees Meetings and Travel Expenses	334,000	379,000	389,000		55,000	16.47%
Professional Services					-	
Independent Trustee Fees	980,000	980,000	980,000		-	0.00%
Trustee Search Fees	75,000	75,000	-		(75,000)	-100.00%
Total Board of Trustee Professional Services Expenses	1,055,000	1,055,000	980,000		(75,000)	-7.11%
Total Board of Trustee Expenses	\$ 1,389,000	\$ 1,434,000	\$ 1,369,000	\$	(20,000)	-1.44%

Statement of Acti							ing	Capital			
				on, and 201 MINISTRAT		lget					
	GLI	2012 Budget		2012 Projection		Variance 2012 Projection v 2012 Budget Over(Under)		2013 Budget		Variance 2013 Budget v 2012 Budget Over(Under)	
unding	_									,	
ERO Funding											
NERC Assessments Penalty Sanctions	\$	-	\$	-	\$	-	\$	(1,686,309)	\$	(1,686,30	
Total NERC Funding	\$	-	\$		\$		\$	(1,686,309)	\$	(1,686,30	
Manch and in Dura									•		
Membership Dues Testing Fees		-		-		-		_		-	
Services & Software		-		_		_		_		_	
Workshops		_		_		_		_		_	
Interest		-		-		-		_		-	
Miscellaneous			_								
otal Funding (A)	\$	-	\$	-	\$	-	\$	(1,686,309)	\$	(1,686,30	
xpenses						_	_	_		·	
Personnel Expenses											
Salaries	\$	1,561,193	\$	1,793,637	\$	232,445	\$	1,342,080	\$	(219,11	
Payroll Taxes		67,331		77,007		9,676		60,640		(6,69	
Benefits		208,278		190,443		(17,835)		156,238		(52,04	
Retirement Costs	_	236,295		92,019		(144,276)		175,179		(61,11	
Total Personnel Expenses	<u>\$</u>	2,073,097	\$	2,153,106	\$	80,010	\$	1,734,136	\$	(338,96	
Meeting Expenses											
Meetings	\$	224,000	\$	224,600	\$	600	\$	260,000	\$	36,00	
Travel		265,120		321,651		56,531		322,000		56,88	
Conference Calls		57,500		50,292		(7,208)		57,500		-	
Total Meeting Expenses	\$	546,620	\$	596,543	\$	49,923	\$	639,500	\$	92,88	
Operating Expenses											
Consultants & Contracts	\$	-	\$	-	\$	-	\$	150,000	\$	150,00	
Office Rent		2,304,257		2,784,036		479,779		2,756,840		452,58	
Office Costs		480,500		456,983		(23,517)		507,000		26,50	
Professional Services		1,130,000		1,265,096		135,096		1,132,053		2,05	
Miscellaneous		10,000		10,050		50		5,500		(4,50	
Depreciation	_	255,775		378,783		123,008		350,526		94,75	
Total Operating Expenses	\$	4,180,532	\$	4,894,947	\$	714,415	\$	4,901,919	\$	721,38	
Total Direct Expenses	\$	6,800,249	\$	7,644,597	\$	844,348	\$	7,275,556	\$	475,30	
Indirect Expenses	\$	(6,800,249)	\$	(7,705,597)	\$	(905,348)	\$	(7,325,556)	\$	(525,30	
Other Non-Operating Expenses	\$	-	\$	61,000	\$	61,000	\$	50,000	\$	50,00	
otal Expenses (B)	\$	-	\$	_	\$	0	\$	-	\$		
hange in Assets	\$	-	\$	-	\$	(0)	\$	(1,686,309)	\$	(1,686,309	
ixed Assets Depreciation		(255,775)		(378,783)		(123,008)		(350,526)		(94,75	
Computer & Software CapEx		(233,773)		(370,703)		(123,000)		(330,320)		(34,73	
Furniture & Fixtures CapEx		_		212		212		_		_	
Equipment CapEx				-		-		-		-	
Leasehold Improvements				112,299		112,299		-		-	
Allocation of Fixed Assets	\$	255,775	\$	266,272		10,497		350,526		94,75	
nc(Dec) in Fixed Assets (C)	\$	-	\$		\$	0	\$		\$		
OTAL BUDGET (=B + C)	\$	-	\$	-	\$	0	\$	-	\$		
OTAL CHANCE IN MODULE CARTAL (4 2 2)					Ļ	(0)	,	/4 COC 222'	÷	14 000 00	
OTAL CHANGE IN WORKING CAPITAL (=A-B-C)	<u> </u>	-	Ş		<u> </u>	(0)	\$	(1,686,309)	\$	(1,686,30	

7.00

9.40

2.40

8.00

FTEs

1.00

Summary of Variances by Category - 2013 Budget Compared to the 2012 Budget

- **Personnel Expenses** The average cost of all personnel expense categories is lower in 2013 as previously explained.
- Meetings This includes the cost of quarterly Board of Trustee and Member Representatives Committee meetings, ERO executive staff meetings, and employee meetings.
- **Consultants and Contracts** The budget to support external affairs was moved from the Legal and Regulatory Program to Government Relations which is part of the General and Administrative Program. The legal department formerly provided oversight of these activities prior to the company hiring a senior external affairs professional.
- Rent The increased rent expense reflects the amortization of the lease costs for NERC
 office space over the term of the leases and the estimated cost of increasing leased space in
 Atlanta.
- Miscellaneous Expenses The 2012 budget included \$10k for employee rewards and recognition expenses, which has been budgeted in Human Resources in 2013. This budget is intended to cover the token gifts to retiring employees, condolence flowers a death in the family, and similar types of expenses. \$5k of the 2013 Budget for Miscellaneous Expenses included in this Program is for a new initiative of Community Responsibility and Employee Engagement. These funds would be used to purchase items like tee shirts and/or box lunches for employees volunteering to support local community charitable activities in Atlanta and Washington, D.C. A new account has been added to the System of Accounts to track expenses of this initiative. (Refer to Table B-9 on page 119). A budget is not being presented for, nor does the company expect to incur, expenses for employee entertainment.

Legal and Regulatory

Legal and Regulatory (in whole dollars)												
	2012 Budget			2013 Budget	Increase (Decrease)							
Total FTEs		13.00		14.00		1.00						
Total Direct Expenses	\$	4,021,294	\$	4,045,729	\$	24,435						
Inc(Dec) in Fixed Assets	\$	_	\$		\$	-						
Working Capital Requirement	\$	-	\$	-	\$	-						

Background and Scope

The Legal and Regulatory department provides legal and regulatory support to the organization. This department's workload is largely derivative of and supports the work of several of the NERC's key program areas. Increasing demands are being placed on this group from three

primary areas: compliance operations, investigations, and standards. In the compliance operations area, there are increased requests for legal support for significant audits. In the investigations area, there are increasing calls for legal support for investigation teams. In standards, there are increasing calls for legal participation with drafting teams, drafting assistance and quality review of standards projects. In addition, recent FERC orders indicate a need for increased resources devoted to the development of filings for approval of standards.

In addition, this department is also responsible for providing a wide range of legal support to the NERC management team regarding antitrust, corporate, commercial, insurance, contract, employment, real estate, copyright, tax, legislation and other legal matters, the needs for which are growing as the NERC and the ERO mature and legal support needs become broader and more complex.

Resource Requirements

One FTE was transferred to Legal and Regulatory in 2012 to provide administrative support for the Washington, DC office. No additional staff is proposed to be added to the legal and regulatory areas in 2013.

Outside law firms and consultants supporting this area are budgeted and tracked as Professional Services. The 2013 Professional Services budget is \$950K for 2013, an increase of \$200K over the 2012 budget, of which \$150k is to support the next ERO Performance Assessment.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget **LEGAL and REGULATORY** Variance Variance 2012 Projection 2013 Budget 2012 2012 v 2012 Budget 2013 v 2012 Budget Over(Under) Budget Projection Over(Under) Budget Funding **ERO Funding** NERC Assessments \$ \$ \$ \$ \$ Penalty Sanctions \$ **Total NERC Funding** Membership Dues Testing Fees Services & Software Workshops Interest Miscellaneous Total Funding (A) Expenses **Personnel Expenses** Salaries 2,317,740 2,266,547 \$ (51,193)\$ 2,325,293 7,553 **Payroll Taxes** 118,966 116,701 (2,265)119,177 211 Benefits 249,428 167,961 (81,467) 185,835 (63,593) 261,724 **Retirement Costs** 327,545 243,161 (84,384) (65,821) **Total Personnel Expenses** 3,013,679 2,794,370 (219,309) \$ 2,892,029 (121,650) **Meeting Expenses** \$ \$ 5,000 \$ \$ 5,000 \$ Meetings 5,000 Travel 74,000 113,463 39,463 144,500 70,500 **Conference Calls** 3,200 1,500 (1,700)3,200 82,200 119,963 37,763 152,700 70,500 **Total Meeting Expenses Operating Expenses** \$ **Consultants & Contracts** 141,750 141,750 \$ \$ \$ (141,750)Office Rent Office Costs 32,915 55,959 23,044 50,500 17,585 **Professional Services** 750,000 1,350,000 600,000 950,000 200,000 Miscellaneous 750 750 500 (250) Depreciation **Total Operating Expenses** 925,415 1,548,459 623,044 1,001,000 75,585 **Total Direct Expenses** 4,021,294 4,462,792 4,045,729 441,498 24,435 **Indirect Expenses** (4,021,294) (4,462,792) (441,498) (4,045,729) (24,435) Other Non-Operating Expenses Total Expenses (B) 0 (0) **Change in Assets** (0) \$ Λ **Fixed Assets** Depreciation Computer & Software CapEx Furniture & Fixtures CapEx Equipment CapEx Leasehold Improvements Allocation of Fixed Assets \$ Inc(Dec) in Fixed Assets (C) \$ TOTAL BUDGET (=B + C) \$ \$ \$ O \$ \$ (0)

FTEs

TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)

1.00

0

\$

14.00

(0) \$

(0.61)

\$

13.00

12.39

Summary of Variances by Category - 2013 Budget Compared to the 2012 Budget

- **Personnel Expense** As previously described, the decrease is due to lower average costs per FTE and changes to NERC's employee benefits and retirement plans.
- **Travel** Legal staff travel will increase due to increased participation in standards drafting team meetings and ERO legal working group meetings.
- **Consultants and Contracts** The budget for support of external affairs was moved from Legal and Regulatory to the General and Administrative Program.
- Professional Services This is \$200K over the 2012 budget and \$150k of which is included in the 2013 Budget to support the next ERO performance assessment.

Information Technology

Inf				
				Increase
	 2012 Budget		2013 Budget	(Decrease)
Total FTEs	12.75		16.75	4.00
Total Direct Expenses	\$ 6,629,579	\$	7,978,705	\$ 1,349,126
Inc(Dec) in Fixed Assets	\$ (588,185)	\$	649,098	\$ 1,237,283
Working Capital Requirement	\$ (0)	\$	-	\$ 0

Background and Scope

NERC's Information Technology Department is responsible for planning, designing, implementing and operating technology in support of the ERO's goals and objectives. An important IT initiative in 2013 involves the implementation of a centralized data repository with the necessary infrastructure to accept inbound data and catalog this data in one location for access across the ERO. The data repository will provide the necessary visibility to information required by NERC and the Regional Entities in order to gain better data intelligence and collaboration and effectively and efficiently perform key functions.

The ERO has many methods by which to obtain data required to ensure the reliability of the bulk electric system. However there presently is no one single location in which to capture and mine data across the ERO to give broad spectrum visibility across multiple disciplines: standards, compliance operations, enforcement, critical infrastructure protection, event analysis, reliability risk assessment and management. Implementation of a single data repository designed to capture information across disciplines within the ERO sets the stage for improved reporting, data consistency, improved efficiency and adherence to regulatory requirements. The next phase of implementation will leverage tools such as Microsoft SharePoint 2010 in addition to other business intelligence tools to create applications for both NERC and the Regional Entities for a single, holistic look at data across the ERO. The resulting single repository of data will be more efficient across NERC and the Regional Entities, coupled

with lower resource utilization required in support of the current multi-database, multi-application infrastructure.

NERC's 2013 IT budget sets the framework to commence implementation of a single data repository. The proposed contract, consulting, operations and maintenance budget amounts are tailored to ensure the building blocks are in place to support this and other strategic ERO initiatives and applications started in 2012.

Utilizing recommendations from the Deloitte and Touche "IT Architecture" study conducted in Q4/ 2011, NERC embarked upon an aggressive strategy to design and implement a development strategy following industry best practice for application development. Implementation of a development, QA and production environment sets the stage, in collaboration with the Regional Entities and PMO to create consistent applications deemed strategic to the ERO. A survey of NERC and the Regional Entities identified 95 applications either in use, or items requested in support of ERO functions. In order to reduce the backlog of those applications deemed strategic to the ERO, it will require a concentrated effort by NERC, the Regional Entities and contract and consultant resources working in concert to conduct indepth business analysis of requirements, development of request for proposal and consideration of in-house development, or outsourced development by contract and consultant Several of the applications identified during the survey are resources, as applicable. substantial in nature and will require a multi-year approach to define, develop and implement throughout the ERO. As applications are defined, additional development, QA and production hardware will be required to enhance the virtual environment.

2013 Goals and Deliverables

- (Multi-year effort) With the Regional Entities and external consulting support, deploy a common, enterprise-wide technology platform that embraces the requirements of Regional Entities and stakeholders for reliable, secure, efficient, and cost-effective systems and services.
- (Multi-year effort) design a data warehouse capability single repository of data designed to provide a reliable, stable, secure environment for reporting across multiple disciplines e.g., RAPA, Compliance, Standards, Enforcement, etc.
- Implement disaster recovery of critical IT resources (e.g., Exchange (email), NERC forward facing web-site, MS SQL, etc.)
- Laptop backup application back up files and folders on the desktop, or in folders other than the "my documents" folder
- Implement Phase II NERC public web-site upgrade. Multi-lingual support, Business Intelligence capabilities, mobile support, enhanced user management, etc.
- (Multi-year effort) Reduce backlog of 95+ NERC and ERO projects currently identified as business needs to the Project Management Office.
- Re-write ERO Membership Service Agreement application, which is a specialized version
 of the NERC My Account described below. The ERO Membership Service Agreement

application captures additional information that may not be required by the NERC My Account Service.

- Re-write NERC My Account Service Agreement application, which is a single user
 account that, when granted rights, allows the user to request access to multiple secured
 NERC sites. The registration process collects the required information from the
 requestor to allow the NERC resource to vet the request and determine if the requestor
 should be granted access to the requested secure site.
- Re-write User Management Program (UMP) Service Agreement application. UMP provides external persons who need or desire access to NERC tools a way to request approved access. The UMP application is archaic in its approach to delivery of user access and rewriting the application using SharePoint 2010 will greatly reduce NERC employee manual input.

Resource Requirements

To accomplish the goals and objectives described above, additional resources will be required as further described below.

Personnel

In 2012, three positions which were previously under the chief reliability officer and allocated among several Program areas were transferred to the Information Technology department when the chief reliability officer position was eliminated. The reason for this transfer was based on an independent consultant's recommendation as part of a corporate process improvement initiative to create a Project Management Office (PMO) within the Information Technology department. The PMO is responsible for managing the identification, prioritization, design and deployment of IT applications supporting various departmental business needs, as well as supporting the common IT business needs of NERC and the Regional Entities. The individuals who were transferred were each involved in the management of IT applications supporting various program areas, including compliance database and standards balloting redesign, as well as process improvement and enterprise architecture redesign initiatives. Only one additional Information Technology resource will be added in 2013, a SharePoint Administrator/Developer with responsibility for developing business applications in SharePoint 2010 and Visual Studio 2010. The role will be a dual capacity function and will need to possess strong SharePoint administration background along with experience developing and maintaining Enterprise class applications in a SharePoint environment. The role will be instrumental in replacing several internal NERC applications to increase efficiency and productivity. The role will also be leveraged to ensure ERO Enterprise class applications are designed consistent with SharePoint best practices.

In addition to the one (1) resource being added in 2013, the existing compliment of Information Technology resources are optimized following industry best practice for service support:

 Information Technology Support Center (ITSC) provides reactive support for help desk assistance for all NERC employees and requests as received from entities for access to NERC resources.

- System and Network Administration senior level resources are responsible for proactive support and strategic implementation of system, network and security across the enterprise.
- Development senior level resources are responsible for designing and creating applications across NERC and the ERO to increase collaboration, reduce duplication of effort and improve data intelligence capabilities.
- Project Management junior and senior level resources are responsible for gathering business requirements and translating into technology scope for creation by development or outsourcing as appropriate.

Contractor Expenses

The following is a list of the 2013 budgeted contractor and consulting expenditures, the cost of which are set forth in Exhibit B. The overall 2013 budget for contractors and consultants represents a \$1,303,000 increase over the 2012 budget.

- NERC Website Design Major initiative to complete redesign and rewrite of the NERC public website using SharePoint 2010. The effort will entail usage of multiple contract resources with knowledge of SharePoint governance rules for document management; to include metadata tagging, quality assurance and exposure to the public facing website.
- Re-write ERO Membership Service Agreement application, which is a specialized version
 of the NERC My Account described below. The ERO Membership Service Agreement
 application captures additional information that may not be required by the NERC My
 Account Service.
- Re-write NERC My Account Service Agreement application, which is a single user
 account that, when granted rights, allows the user to request access to multiple secured
 NERC sites. The registration process collects the required information from the
 requestor to allow the NERC resource to vet the request and determine if the requestor
 should be granted access to the requested secure site.
- Re-write User Management Program (UMP) Service Agreement application. UMP provides external persons who need or desire access to NERC tools a way to request approved access. The UMP application is archaic in its approach to delivery of user access and rewriting the application using SharePoint 2010 will greatly reduce NERC employee manual input.
- Security Vulnerability Testing Ongoing intrusion detection and vulnerability testing of
 the NERC public website, NERC network and systems. Testing is conducted by an
 outside vendor using the latest intrusion techniques to test the security of the NERC
 network. Multiple attempts are made to gain access and any vulnerabilities identified
 are documented and provided to NERC Information Technology for rapid remediation.
- Infrastructure Design and Integration Hardware and software required to support development and ongoing NERC production activities. Multiple infrastructure items are targeted in the 2013 budget to include: server and laptop replacement, remote access,

improved storage capability, Local and wide-area network monitoring and alerting, virtualization and consolidation.

- **Compliance Database** Redesign of the compliance database modules: Standards, Registration and Technical Feasibility Exception (TFE) using SharePoint 2010.
- **Standards Balloting** Complete re-write of the Standards Balloting application using SharePoint 2010. The initial re-write and redesign of the application will be completed in 2012, but additional capability will be built into the application in 2013 for greater ease of commenting and response capability for Registered Entities.
- Project management, application development, support and maintenance (listed as Contractor Project Manager, Contractor Business Analyst and Contractor programming and development support on Exhibit B).
- Project management tools designed to track and monitor project, resource and budget adherence across NERC. The tool would also be used by the Standards team as a replacement for the existing tool which lacks core capability and functionality to track activities.
- Quality Assurance Testing Quality Assurance (QA) for applications created by development or by outside contractors. The tool would allow for writing of QA scripts in plain English to test user screens for full functionality versus manual QA of the application. QA tools would greatly decrease coding errors and increase user satisfaction with the final product.
- Data Warehouse Design A data warehouse is commonly used as a consolidated location for massive volumes of data. In this context a data warehouse would be created leveraging best of class hardware and consulting services to stream data into a consolidated database accessible across the ERO. The data warehouse would be constructed in such a manner to build upon efforts started in 2012 to consolidate the multiple databases and streams of information into a consolidated warehouse allowing for the creation of applications and mining of data in a centralized repository for increased data sharing across a broad spectrum of disciplines e.g., RAPA, Compliance, Standards, etc.
- **Common Technology Platform** Through collaboration and information sharing among NERC and the Regional Entities a concentrated effort would be initiated to choose a best of class application designed to provide a secure, easy to use ERO application.
- Studies and Assessments Vendor studies and assessments that would be required in the event an application or database could not be delivered by NERC in-house development due to resource or time constraints. Studies and assessments are required in many instances to map out existing applications to the associated database and to gather technology requirements in order to scope the best technical solution for the business need.
- Disaster Recovery Hardware and applications required to set up an initial disaster recovery site as a backup option in the event the NERC primary data center is unavailable. Primary business tools such as critical grid alerting tools, Microsoft

Exchange, remote telephony and other tools designed to ensure the continued operation of NERC business entities would be part of the initial design.

 Backup of Electronic Files – Purchase of greatly improved backup and recovery software designed to backup Microsoft Exchange, Laptop and Server data to meet retention and storage requirements.

2013 IT Operating and Capital Expense Budget

As indicated above, 2013 IT planning was based on a multi-year strategy designed to reduce complexity, improve productivity and gain a consolidated view of data across the ERO. Several criteria were considered during the planning phase to include a NERC IT Architecture study conducted by Deloitte and Touche in the fourth quarter of 2011, the need for visibility to aggregate data across the ERO and vastly improved collaboration among NERC and the Regional Entities.

The NERC IT Architecture study determined that many of the ERO applications designed in prior years were shown to be in silos and unable to look across multiple disciplines in order to obtain an aggregate view of events or trending across the grid. Implementation of enterprise-class tools such as SharePoint, SQL Server 2008, Virtualization and centralized data warehouse capability was deemed critical to provide greater productivity and efficiency, enhanced visibility to data and vastly improved collaboration.

In addition to setting the stage for implementation of core technologies in 2013, IT initiatives in 2012 were built using industry-standard best practices designed to build upon many of the recommendations of the Deloitte and Touche IT Architecture study. Tools such as SharePoint 2010, workflow automation – K2 Black Pearl in addition to best practices for centralized management and methodology through the Project Management Office, along with development, Quality Assurance and Production build the framework for 2013 operating and capital budget request described in greater detail below.

The 2013 IT operating and capital budget builds on industry best-practices and are focused on greater visibility, accountability and reliability of data across multiple disciplines.

2013 IT Operating Expenses

A summary of the major categories of IT Operating Expenses are set forth in the following table followed by a discussion.

Office Costs	Budget 2013
Telephone	\$ 175,000
Internet	335,000
Computer Supplies and Maintenance	
Computers	3,000
Computer Supplies	116,900
Maintenance & Service Agreements	1,226,325
Software	37,500
Total Office Costs	\$ 1,893,725

Telephone Expenses

Office telephone costs are items associated with cellular phone, mobile laptop cellular air card, bonded T1 Voice over Internet Protocol (VoIP) data circuits and conference calling expenses.

- NERC-issued cell phones are provided to employees to ensure access and productivity before, during and after business hours and cost is minimized by leveraging pooled minutes. Individual NERC employees are provided with a basic pooled cell phone plan of 450 minutes including a basic-level subscription for texting and data. This plan is designed to ensure persons who travel frequently have additional cell phone minutes, by taking advantage of limited usage by employees who travel less frequently. In addition, employees are encouraged to connect via wireless whenever possible to reduce cellular charges for data usage. The basic texting plan is provided for those instances when calling or email is not optimal. Cellular calling costs are included in the telephone expense item.
- Mobile laptop cellular air cards are provided to ensure connectivity while traveling or in locations where wireless connectivity is unavailable. Employees are encouraged whenever possible to connect via wireless versus cellular to reduce usage fees. Wireless or cellular connectivity to the NERC network is enabled using virtual private network technology to ensure maximum security, logging and encryption.
- Information Technology support persons are required to be available for support 24x7x365 that in almost all instances requires access to systems and network via secure internet connectivity. Included in the line item "telephone" are those monthly costs associated with internet access for systems, application, network and security to enable IT resources to provide support, conduct emergency and non-emergency patching of systems, routers, firewalls, etc., as required to ensure the stability of the NERC technology environment.
- Conference calling is conducted via an external service provider in order to minimize internal hardware, Information Technology support, and internal conference lines capable of providing access to an external audience. Information Technology conference calling, webinars, recorded events, etc., are included in the telephone cost line item.
- Bonded T1 circuits provide access for VoIP service for NERC desk phones in lieu of having a very expensive, support intensive in-house phone switch (e.g., Private Branch

Exchange) that requires senior-level telecommunication resources to support and manage.

Internet Expense

Internet expense is comprised of data circuits, Plain old Telephone Service (POTS), and redundant capability in the event of primary service provider failure. Individual detail is outlined below:

- Atlanta Headquarters (HQ) The Atlanta HQ office is connected to Washington, DC and the offsite co-location data center via direct (metro-E) data circuits and via backup internet and secondary carrier. In the event of a primary circuit failure, the HQ location automatically fails over to a secondary circuit in order to access over one hundred (100) servers, network devices, intrusion protection and detection, firewall, routers and switches located at the co-location data center. Co-location was chosen to minimize cost associated with adding, maintaining, cooling, fire protection, etc., of a NERC-owned data center. NERC employees must have connectivity (via primary and secondary) to the co-location facility in order to access all industry, back-office and office productivity applications. Internet connectivity, in addition to providing limited access in the event of primary and secondary carrier failure is used to ensure access by remote users e.g., VPN connected laptops, etc., in order to access NERC computer resources.
- Washington, DC (DC) The DC office has similar connectivity back to the co-location data center located in Atlanta, Georgia. The DC office connectivity is primarily via high speed remote private circuit with backup connectivity to the Atlanta HQ location in the event of a primary circuit failure. The DC office also has internet access in a similar fashion to the HQ location.
- NERCNet Data circuits between the Carteret, New Jersey data center and the Atlanta colocation facility are included in the internet expense line item to ensure primary and secondary connectivity for NERCNet nodes.
- POTS Lines and bonded T1 data service are leveraged to provide access for conference calling and for internal desk phones. POTS lines have been installed in each conference room to be used for conference calling to ensure maximum voice quality due to the magnitude of calls conducted, number of external audio and video members and reliability.

Computers

Computers are items that do not meet the criteria considered a capital expense such as desktop computers or iPads. Desktop computers enable conference webinars, internet access, training room functionality, etc., for those instances when a presenter does not have a computer device available to conduct presentations. In addition, NERC will on a case-by-case basis and as justified by extensive travel or consistent out of office meetings provide an iPad with cellular data access for persons who require functionality but are unable to use a laptop for computing needs.

Computer Supplies

Computer supplies are expense items required for infrastructure support to include computer monitors, mice, keyboard, cell phones, cables, encrypted hard drives, encrypted thumb drives, encryption keys, uninterruptible power supplies (UPS), privacy screens, phone headsets, docking stations, computer memory and any other computer supplies or components required to support the technology infrastructure.

Maintenance and Service Agreements

Maintenance and Service Agreements comprise those items required to support internal and external access to routers, switches, firewalls, intrusion protection, 100-fileservers, audio visual, storage area network, data backup services, network and security monitoring, co-location data center services, video conferencing, digital certificates, development and virtualization software. Service agreements related to the co-location data center, offsite backup of over 100-terabytes of data, conference calling, network and security monitoring consume a large portion of the maintenance and service agreements budget. Additional detail is provided here:

- Co-location Data Center NERC leverages a co-location facility in order to minimize the
 cost associated with maintenance, support and resources required to maintain a fixed
 data center. Infrastructure such as redundant UPS, cooling, carrier diversity, physical
 security, generator and raised computer flooring are contained within the co-location
 facility where NERC houses the majority of computing resources for the Atlanta HQ and
 Washington DC office.
- Offsite Backup NERC ensures reliability and consistency of over 100-terabytes of data storage by leveraging an offsite backup service provider. Data is streamed from disk to an offsite hardened storage facility capable of providing data backup and restoration based upon retention and storage procedures.
- Conference Calling Services Conference calling services are provided by an external service provider designed to minimize the need for an internal conference bridge or associated hardware and support persons. NERC conducts several hundred industry focused conference calls, webinars, training etc. per year and in order to ensure consistency and reliability conference calling service by an external provider was chosen.
- Network Monitoring Network monitoring is real time by industry leading tools
 designed to proactively alert network resources of network degradation, equipment
 failure, or loss of connectivity. Network monitoring is utilized to ensure the stability,
 security and reliability of the NERC network primary and secondary Wide Area Network
 (WAN) and internal Local Area Network (LAN) connections.
- **Security monitoring**. Monitoring is provided by an industry recognized leader in security monitoring and implementation of best practices.

Software

Tools such as SharePoint Designer, Microsoft Visio and Crystal Reports Developer are included under this line item. The tools are primarily used for NERC infrastructure purposes to develop SharePoint workflow, create development process flows and reporting.

2013 IT Fixed Asset (Capital) Expenses

The following table presents a summary of NERC's 2013 fixed asset budget for 2013. The applicable text is crossed referenced to the budget line items in the table.

Fixed Assets	Budget 2013			
Computer & Software CapEx				
Data Warehouse Hardware (1)	\$ 600,000			
ERO Single Application (2)	50,000			
Disaster Recovery (3)	300,000			
Laptops for New Staff and Replacement (4)	174,000			
Data Back-up and Storage (5)	100,000			
Development Servers (6)	65,000			
Software (7)	267,100			
Total Computer & Software CapEx	\$ 1,556,100			
Equipment CapEx				
ERO Single Application (2)	\$ 63,000			
Network Devices (8)	153,000			
Total Equipment CapEx	\$ 216,000			

In order to provide access, visibility and analysis of data from many different sources across the ERO, it will require significant investment in hardware, software and associated tools and technology. The overarching theme is to gain a holistic view of data across the enterprise in support of reliability and accountability of the bulk power system. Adding capability to centralize and mine data, in addition to foundational elements such as disaster recovery and application development, set the stage for vastly improved reporting, business intelligence and capability for collaboration and sharing of information vital to the ERO's mission.

Among the significant investments required to support efficiency and consistency across the enterprise listed in the 2013 budget draft include Data Warehouse, ERO single application infrastructure, Disaster Recovery (DR) and associated virtualization, network, server hardware and software that consume a large portion of the OPEX/CAPEX expenditure in 2013. In addition, internal NERC environmental upgrades are required which include servers, laptops, back up and associated hardware items.

Data Warehouse Hardware (1)

A data warehouse is a repository of data, designed to provide a reliable, stable, secure environment for reporting across multiple disciplines (e.g., RAPA, Compliance, Standards, Enforcement, etc.) and requires a significant investment in large scale database and storage architecture.

As illustrated by the IT Architecture Project conducted by Deloitte and Touche conducted in first quarter 2012, NERC and the Regional Entities have many disparate sources of data, none of which are closely integrated for a holistic view across the enterprise. Implementation of a centralized data warehouse, through collaboration and consensus with the Regional Entities,

will build upon to-be-defined data input from multiple sources (e.g., Events Analysis, TADS, GADS, DADS, CRATS, etc.), providing an aggregate view across the enterprise. Design of a data warehouse is a multi-year effort that requires significant investment in hardware to store incoming transactional data from disparate data sources into a hierarchal structure targeted at building a single source of secure, reliable information. Alignment of data from disparate sources is a foundational element required to build the framework for business intelligence tools to mine data across the enterprise, build executive dashboards and establish long term trending and analysis.

ERO Single Application Infrastructure Hardware (2)

SharePoint 2010 is the tool of choice for reliable, secure, efficient, and cost effective sharing of information and collaboration with the Regional Entities and external stakeholders. SharePoint 2010 is a robust web application platform capable of supporting multiple organizations that can be coupled with third party solutions such as Enterprise Resource Planning (ERP), Customer Relationship Management (CRM) and Business Intelligence (BI) tools as required by the ERO. Implementation of SharePoint 2010 sets the foundation for integration with the Regional Entities through creation of web portals and applications designed to reduce the complexity associated with document sharing, data mining and improved productivity by reducing the need to combine data from multiple sources onto spreadsheets.

A clear example of improved efficiency is the concept developed to use SharePoint to tie violation documents to the violation. Previously there were no automated mechanisms to associate the violation record with the violation data, resulting in considerable manual effort by the Enforcement team. Through collaboration and consensus with the Regions, a concept was developed to automate the process through implementation of SharePoint document management. Further capability through claims-based management builds the framework to reduce numerous spreadsheet applications for much greater productivity and enhanced design capabilities.

In order to implement SharePoint on an enterprise scale, investment in hardware (servers), network (routers, firewalls, switches) and virtualization software is required to promote collaboration and consistency across the ERO.

Disaster Recovery Hardware (3)

Implementation of a disaster recovery plan to include hardware in support of critical IT resources (e.g.., Exchange email, NERC forward facing web-site, MS SQL, etc.) is imperative for NERC in 2013. Disaster recovery is a multi-year effort that will entail both plan creation and purchase of associated hardware.

Disaster recovery is designed to put the initial framework in place to ensure survivability of the most critical assets required to sustain ERO functions. Items such as payroll, accounting, exchange messaging, internet access and phone service fall into items considered critical-to-business-operations, in addition to other applications considered necessary for the reliability of the grid. The initial implementation would be based on a risk assessment conducted by IT,

assisted by external vendors and the business to determine those items deemed most critical to the ERO's mission.

Implementation of a disaster recovery plan is a multi-year endeavor that will require continuous tuning and testing to ensure all facets of the plan are well-scripted and understood to ensure that staff, vendors and Regional Entities are prepared to enact upon declaration of a disaster event. Initial steps in 2013 include plan creation and procurement of hardware in support of essential business functions.

Laptop Replacement Hardware (4)

NERC issued laptop computers are on a three-year depreciation cycle and are rotated out as they are determined to have reached the end of the productive business cycle. Each year during the business planning and budget cycle an analysis is conducted to determine those computers that are coming due for refresh and the associated number are accounted for in the planning cycle. Throughout the year computers are refreshed as their warranty expires, or they have been determined to no longer provide effective business functions.

Servers, Network and Storage Area Network Hardware (6)

Servers located at the co-location data center are on a five year depreciation cycle designed to take advantage of the longer operational life of server equipment versus laptop equipment. Approximately 80 servers are located at the co-location data center and an analysis is conducted each year to determine those devices that are near, or at the end of the five year cycle. Servers that have been determined to no longer provide useful business functions are refreshed following the five year cycle or sooner if their operational capacity has been exceeded to lack of expansion capability.

Data Backup and Storage (5)

NERC data and information located at the co-location data center is continually backed up using a data service and appliances to back up the information to disk and then to an off-site storage location. Data is backed up every 15 minutes and follows industry best-practice for daily, weekly, monthly, quarterly and yearly backup cycles. The data is encrypted in transit and maintained following NERC established retention policies. This item includes the hardware required to backup the massive amount of ERO data anticipated for the Data Warehouse and associated environment (e.g., SharePoint collaboration sites, in addition NERC laptops and desktops).

Software (7)

Capitalized software includes items that are not covered under the standard Microsoft Enterprise Agreement (EA). Items such as Lyris Listserv licenses, Matricon, SolarWinds, KACE (support desk), Visio, Script Logic, K2-Blackpearl, Modeling software (PSLF), etc., required in support of back-office and development of both internal NERC and ERO applications.

Network Devices (8)

Network equipment such as routers, switches, firewalls, intrusion detection and protection devices are on a similar depreciation schedule as the server equipment discussed above. Each

device is designed with expansion capability in mind and is tailored to serve the ever growing demand for network bandwidth and access to vital data in support of the ERO's mission. Storage Area Network (SAN) equipment is also located at the co-location data center and is where most data is housed. The SAN equipment is a multi-terabyte storage device with several layers of redundancy to effectively store and protect NERC information.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget INFORMATION TECHNOLOGY Variance Variance 2012 Projection 2013 Budget 2012 2012 v 2012 Budget v 2012 Budget 2013 Budget Projection Over(Under) Budget Over(Under) **Funding ERO Funding** \$ NERC Assessments \$ \$ \$ \$ Penalty Sanctions **Total NERC Funding** Membership Dues Testing Fees Services & Software Workshops Interest Miscellaneous Total Funding (A) Expenses **Personnel Expenses** Salaries 1,412,180 1,673,683 \$ 261,504 1,651,076 \$ 238,897 13,397 14,625 Payroll Taxes 100.329 113.726 114,954 **Benefits** 204,053 187,354 (16,699)224,184 20,132 (24,659) **Retirement Costs** 203,123 185,994 (17,129) 178,464 **Total Personnel Expenses** 1,919,684 2,160,757 241,073 2,168,678 248,994 **Meeting Expenses** 5,000 Meetings \$ \$ 132 132 5,000 \$ Travel 26,750 87,922 61,172 62,000 35,250 **Conference Calls** 4,800 4,295 (505)4,800 **Total Meeting Expenses** \$ 60,799 71,800 40,250 31,550 92,349 **Operating Expenses** Consultants & Contracts 1,418,000 1,489,402 71,402 2,721,000 1,303,000 Office Rent Office Costs 1,898,470 1,868,907 (29,563) 1,893,725 (4,745)**Professional Services** 574 574 Miscellaneous 1,600 348 (1,252)500 (1,100)Depreciation 1,360,275 943,335 (416,940) 1,123,002 (237,273) 4,678,345 5,738,227 **Total Operating Expenses** 4,302,566 (375,779) 1,059,882 **Total Direct Expenses** 6,629,579 6,555,672 (73,907) 7,978,705 1,349,126 **Indirect Expenses** (6,629,579) (6,563,575) 66,004 (7,978,705) (1,349,126) Other Non-Operating Expenses Total Expenses (B) (7,903)(7,904)(0) Change in Assets (0) 7.903 7.904 **Fixed Assets** Depreciation (1,360,275) (943,335) 416,940 (1,123,002) 237,273 Computer & Software CapEx 772,090 681,132 (90,958)1,556,100 784,010 Furniture & Fixtures CapEx 90,958 90,958 216,000 216,000 Equipment CapEx Leasehold Improvements Allocation of Fixed Assets \$ 588,185 171,245 (416,940) \$ (649,098) \$ (1,237,283) Inc(Dec) in Fixed Assets (C)

TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)

TOTAL BUDGET (=B + C)

FTFs

(0)

0

4.00

\$

16.75

\$

0 \$

(0)

12.75

(7,903)

7,903

15.97

(7,904) \$

7,904

3.22

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Personnel Expense** Salaries, Payroll Taxes and Benefits costs are increasing due to the increase in FTEs in the department, but due to the change in NERC's retirement plan, the average cost per FTE resulted in a decrease in costs in 2013.
- **Contracts and Consultants** The increase is described in detail above.
- **Fixed Assets** The increase is described in detail above.

Human Resources

		nan Resources whole dollars)		
	2	2012 Budget	2013 Budget	Increase (Decrease)
Total FTEs		6.00	3.00	(3.00)
TOTAL FIES		6.00	3.00	(3.00)
Total Direct Expenses	\$	1,444,141	\$ 1,527,797	\$ 83,656
Inc(Dec) in Fixed Assets	\$	-	\$ -	\$ _
Working Capital Requirement	\$	-	\$ -	\$ -

Background and Scope

The Human Resources (HR) area manages all of NERC's human resources functions, including new-hires, benefits, and employee functions. This area also oversees NERC's employee performance appraisal and incentive structure process. In 2010, NERC implemented a more robust, objective and auditable performance management system to track corporate, departmental and individual performance against pre-established goals, objectives and measures. Each year NERC continues to refine and improve this system. In 2011, it became fully automated. In 2012, NERC implemented a new time accounting system to facilitate tracking of time by functional activities or, where appropriate, specific projects.

2013 Goals and Objectives

Executive Training and Development

As the NERC risk-based methodology to improve reliability is further developed and deployed, experienced consultants will be used to provide strategic guidance and training for the executive team to frame problems according to highest potential risk factors and prioritize to solve big issues. The executive leadership team may also receive additional training and development initiatives geared towards promoting collaboration and consensus-building to improve knowledge-sharing and coordinated efforts on solving big reliability issues.

Staff Development

Management believes that access to knowledge is a key differentiator for NERC, ensures retention and high performance, and NERC therefore will invest in learning opportunities for staff in several areas. First, HR will continue to host and optimize an e-leaning platform, SkillSoft, to provide staff resources for improving soft and technical skills. Second, HR will provide staff development training though real-world access via tours of and training on control centers, electric substations, and power plants. Finally, staff will have access to additional education including but not limited to degree-oriented university education, pursuit of specialized certifications, and other in-house and external training that provides essential knowledge and skills development that will lead to improved staff performance.

Compensation Consulting

HR will continue to rely on market data to drive its attraction, engagement, and retention model. Periodically, HR will have a compensation consultant examine the current market data to ensure that all decisions affecting compensation are made in light of the current market climate and that qualified employees are attracted and retained within a defined total remuneration range. To protect NERC's substantial investment in human capital, HR will also engage consultants to consider compensation models and practices prevalent within the market that have been successful in attracting, engaging, and retaining talent. Similarly, HR may partner with compensation subject matter experts to perform periodic assessments of the BOT compensation model to ensure alignment with market practices. NERC's compensation policy and analysis of market data will be based on total remuneration, taking into account base and incentive compensation, as well as benefits.

Surveys

HR will retain a vendor to design stakeholder and other surveys, as well as to analyze survey results and will assist in identifying and implementing improvements in the Board of Trustees, Member Representatives Committee, and NERC Board of Trustees' committees surveys, as well as launch additional surveys including: (1) a Compliance and Certification Committee (CCC) survey to evaluate industry's perspectives on NERC's effectiveness in improving reliability and (2) an internal employee climate survey.

Succession Planning

Critical to continued success towards ensuring the reliability of the bulk power system is minimizing disruption of knowledge/skill/experience bases of key staff. HR will partner with TalentQuest to leverage best practices and software tools to systemically identify essential roles and develop strategies to build pipelines and contingency plans for any loss of staff.

HR Products and Services Automation

Paramount to an effective/efficient HR department is the use of electronic and automated products and services. HR will continue development of a user-friendly, easy-to-access suite of HR solutions by continuing investment in electronic platforms. These investments include converting HR to a "paperless" function, launching a single sign on for employees whereby they can access all tools with one set of log-in credentials, adding additional capabilities including an online benefits enrollment system, and optimizing online time and attendance, training, and performance management tools.

Resource Requirements

Personnel

Two FTEs transferred to other departments in 2012. In addition, HR staffing will be reduced by one (1) FTE in 2013.

Contractor Expenses

Contractor and consultant expenses are roughly in line with 2012 budgeted amounts and are set forth in additional detail in Exhibit B.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget **HUMAN RESOURCES** Variance Variance 2013 Budget 2012 Projection 2012 2012 v 2012 Budget 2013 v 2012 Budget Budget Projection Over(Under) Budget Over(Under) Funding **ERO Funding** \$ \$ \$ **NERC Assessments** \$ **Penalty Sanctions Total NERC Funding** Membership Dues **Testing Fees** Services & Software Workshops Interest Miscellaneous Total Funding (A) Expenses **Personnel Expenses** Salaries 572,531 (139,008) 498,724 (212,815) 711,539 \$ \$ \$ **Payroll Taxes** (9,054) 22,610 (14,743) 37,353 28.299 **Benefits** 294,372 97,030 (197,342) 573,737 279,365 **Retirement Costs** 70,798 48,809 (21,989)41,348 (29,450)**Total Personnel Expenses** 1,114,062 746,669 (367,393) 1,136,419 22,357 **Meeting Expenses** Meetings 11,385 5,000 Ś 11.385 Ś Ś \$ \$ (6,385)Travel 7,000 16,607 9,607 21,000 14,000 **Conference Calls** 600 2,472 1.872 600 **Total Meeting Expenses** 18,985 30,465 11,480 26,600 7,615 **Operating Expenses Consultants & Contracts** 290,000 321,324 \$ 31,324 \$ 288,500 (1,500) Office Rent Office Costs 37,870 29,406 13,094 50,964 42,500 **Professional Services** 5,000 9,000 4,000 23,278 18,278 Miscellaneous 10,500 3,000 3,000 7,500 Depreciation **Total Operating Expenses** 311,094 384,288 73,194 364,778 53,684 **Total Direct Expenses** 1,444,141 \$ 1,161,422 (282,719) 1,527,797 83,656 **Indirect Expenses** (1,444,141) \$(1,161,422) 282,719 (1,527,797) (83,656) Other Non-Operating Expenses Total Expenses (B) 0 Change in Assets **Fixed Assets** Depreciation Computer & Software CapEx Furniture & Fixtures CapEx **Equipment CapEx** Leasehold Improvements Allocation of Fixed Assets \$ \$ Inc(Dec) in Fixed Assets (C) TOTAL BUDGET (=B + C) \$ \$ \$ \$

6.00

4.00

(2.00)

3.00

FTEs

TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)

(0)

(3.00)

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expense Salaries, Payroll Taxes and Retirement costs are decreasing is due
 to having 3.0 fewer FTEs in the department in 2013. The increase in Benefits expense is
 primarily due to including the cost of providing parking for employees (formerly part of
 Office Rent expense) at the Atlanta and Washington, D.C. offices. The cost of providing
 employee parking was abated for most of 2012 in Atlanta per the terms of the lease
 agreement.
- **Travel** The increase in travel is related to time spent in the Washington, DC office and to quarterly Board of Trustees meetings.
- Office Costs The increase is due to annual maintenance fees for software that provides employee training courses.
- **Professional Services** The increase is related to implementation of a third-party Human Resources Information System that provides employees access to their entire payroll and benefit information through an online system.
- Miscellaneous Expenses As previously described, the increase is related to \$10k budgeted solely in Human Resources for employee rewards and recognition. NERC has added a new account to the System of Accounts which will roll-up with other miscellaneous expenses and will be used to track actual employee rewards and recognition expenses in 2013. (Refer to Table B-9 on page 119).

Finance and Accounting

Ac						
	2012 Budget	Increase (Decrease)				
Total FTEs	9.00	11.00		2.00		
Total Direct Expenses	\$ 1,872,296	\$ 2,201,294	\$	328,998		
Inc(Dec) in Fixed Assets	\$ (771)	\$ (798)	\$	(27)		
Working Capital Requirement	\$ 0	\$ -	\$	(0)		

Background and Scope

NERC's Finance and Accounting department manages all finance and accounting functions, including employee payroll, 401(k) and 457(b) plans, travel and expense reporting, monthly financial reporting, sales and use tax, meeting/events planning and services, insurance, internal auditing, and facilities management. This area also holds primary responsibility for the development of the annual business plan and budget, as well as NERC's proposed ERO risk management framework. Over the past several years, NERC's Finance and Accounting department implemented additional policies, procedures and controls governing day to day practices including contract and personnel procurements, meeting, conference planning and travel, expense reimbursement and back office systems and procedures. The department will

continue to refine, improve and where necessary implement additional procedures and controls.

Resource Requirements

Personnel

One (1) FTE was added in 2012 to provide facilities management and one (1) FTE was added in 2012 to provide additional adminstrative and internal controls support. No new FTE additions are planned for 2013.

Contractor Expenses

\$325k is budgeted for outside auditors to support audit program review and Regional Entity oversight by the the Compliance Operations and Critical Infrastrucure Protection departments as part of the internal controls and risk management function. The budget is consistent with 2012. To the extent that consulting support is required address regulatory directives affecting NERC's financial, accounting, budgeting processes and/or systems these additional costs will be funded from operating reserves in accordance with the company's approved Working Capital and Operating Reserve Guidelines.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget

	20:	12 Budg	et & Projec	ctio	on, and 201	3 Buc	dget				
		FI	NANCE and	A t	CCOUNTING	3					
			2012		2012	201	Variance 2 Projection 012 Budget		2013		Variance 2013 Budget 2012 Budget
			Budget		Projection	0	ver(Under)		Budget		Over(Under)
Funding											
	ERO Funding NERC Assessments	\$		\$	_	\$	_	\$	_	\$	
	Penalty Sanctions	Y		Y	-	Ý		Y	-	7	
	Total NERC Funding	\$	-	\$	-	\$	-	\$	-	\$	-
	Membership Dues		-		_		_		-		_
	Testing Fees		-		-		-		-		-
	Services & Software		-		-		-		-		-
	Workshops Interest		-		-		-		-		-
	Miscellaneous		-		-		-		-		-
Total Fund		\$	-	\$	-	\$	-	\$	-	\$	-
Expenses											
	Personnel Expenses										
	Salaries	\$	1,023,527	\$	1,198,983	\$	175,456	\$	1,230,355	\$	206,828
	Payroll Taxes		64,896		67,861		2,965		70,460		5,564
	Benefits Retirement Costs		142,111 144,750		137,107 132,414		(5,004) (12,336)		149,964 140,368		7,853 (4,382
	Total Personnel Expenses	\$	1,375,285	\$	1,536,365	\$	161,081	\$	1,591,146	\$	215,862
	•										
	Meeting Expenses Meetings	\$	500	\$	500	\$	_	\$	5,000	\$	4,500
	Travel	*	40,000	Ψ.	54,566	Ψ.	14,566	Ψ.	62,500	Ψ.	22,500
	Conference Calls		1,850		1,000		(850)		1,850		-
	Total Meeting Expenses	<u>\$</u>	42,350	\$	56,066	\$	13,716	\$	69,350	\$	27,000
	Operating Expenses Consultants & Contracts	\$	325,000	\$	434,723	\$	109,723	\$	325,000	\$	_
	Office Rent		-		-		-		-		-
	Office Costs		8,790		41,341		32,551		28,500		19,710
	Professional Services Miscellaneous		120,000 100		120,000 100		-		186,000 500		66,000 400
	Depreciation		771		798		27		798		27
	Total Operating Expenses	\$	454,661	\$	596,962	\$	142,301	\$	540,798	\$	86,137
	Total Direct Expenses	\$	1,872,296	\$	2,189,394	\$	317,099	\$	2,201,294	\$	328,999
	Indirect Expenses	\$	(1,872,296)	\$	(2,189,394)	\$	(317,098)	\$	(2,201,294)	\$	(328,998
	Other Non-Operating Expenses	\$		\$	-	\$		\$		\$	-
Total Expe	enses (B)	\$	(0)	\$	-	\$	0	\$	-	\$	C
Change in	Assets	\$	0	\$	-	\$	(0)	\$	-	\$	(0
Fixed Asse											
	Depreciation Computer & Software CapEx		(771) -		(798) -		(27)		(798) -		(27
	Furniture & Fixtures CapEx		-		-				-		-
	Equipment CapEx		-		-				-		-
	Leasehold Improvements Allocation of Fixed Assets	\$	- 771	\$	- 798	\$	27		- 798		27
nc(Dec) ir	n Fixed Assets (C)	\$		\$	-	\$		\$	-	\$	-
	DGET (=B+C)	\$	(0)		-	\$	0	\$	-	\$	(
TOTAL CH	ANGE IN WORKING CAPITAL (=A-B-C)	\$		\$		\$	(0)	\$	<u>-</u>	\$	(0
	FTEs		9.00		10.79		1.79		11.00		2.00
	• • • •		5.00		10.73		1., 3		11.00		2.00

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Personnel Expenses** Salaries, Payroll Taxes and Benefits expenses are projected to increase in 2013 due to adding 2.0 FTEs, but the change to NERC's retirement plans reduced Retirement Costs per FTE and resulted in a projected decrease in 2013.
- **Travel Expenses** The increase is related to adding 2.0 FTEs and to in increase in travel for meeting planning and the internal controls and risk management functions.
- Office Costs Higher cell phone and wireless air card charges associated with additional FTEs on staff.
- Professional Services Accounting and Auditing Fees are projected to increase in 2013 due to higher fees associated with the external audit of NERC's financial records and the 401k Plan

Section B — Supplemental Financial Information

Reserve Balance

Table B-1

Working Capital Re	eserve Analysis 20)12-2013			
ST	ATUTORY				
	Total Reserve	Working Capital	Operating Reserve	Contingency Reserve	System Operator Testing-PCGC
Beginning Working Capital Reserve (Deficit), December 31, 2011	3,836,373	2,403,271			1,433,102
Plus: 2012 Funding (from LSEs or designees) Plus: 2012 Other funding sources	50,661,271 2,606,236	50,661,271 1,137,206			1,469,031
Less: 2012 Projected expenses & capital expenditures	(51,663,132)	(50,515,438)			(1,147,693)
Projected Working Capital Reserve (Deficit), December 31, 2012	5,440,748	3,686,309	0	0	1,754,439
Desired Working Capital Reserve, December 31, 2013	3,407,149	0	1,000,000	1,000,000	1,407,149
Minus: Projected Working Capital Reserve, December 31, 2012	5,440,748	3,686,309	0	0	1,754,439
Increase(decrease) in funding requirement to achieve Working Capital Reserve	(2,033,600)	(3,686,309)	1,000,000	1,000,000	(347,290)
2013 Expenses and Capital Expenditures	54,286,256				
Less: Penalty Sanctions ²	(2,512,500)				
Less: Other Funding Sources	(2,136,000)				
Adjustment to achieve desired Working Capital Reserve	(2,033,600)				
2013 NERC Assessment	47,604,156				

¹ On August 16, 2012, the NERC Board of Trustees approved the proposed Working Capital and Operating Reserves Policy set forth herein.

Breakdown by Statement of Activity Sections

The following detailed schedules are in support of the consolidated Statement of Activities. All significant variances have been disclosed by program area in the preceding pages.

Penalty Monies

Penalty monies received prior to June 30, 2012 are to be used to offset assessments in the 2013 Budget, as documented in the NERC Policy – Accounting, Financial Statement and Budgetary Treatment of Penalties Imposed and Received for Violations of Reliability Standard, as well as Section 1107 of the Rules of Procedure. Penalty monies received from July 1, 2012 through June 30, 2013 will be used to offset assessments in the 2014 Budget.

All penalties received prior to June 30, 2012 are detailed below, including the amount and date received.

Allocation Method

Penalty payments received have been allocated to the following statutory programs to reduce assessments: Reliability Standards; Compliance Operations and Organization Registration and

 $^{^{2}}$ Represents collections on or prior to June 30, 2012.

Certification; Compliance Enforcement; Reliability Assessments and Performance Analysis; Training and Education; Situational Awareness; Events Analysis and Investigations; and the Critical Infrastructure Department. Penalty monies are allocated based upon the number of FTEs in the Program divided by the aggregate total FTEs in the Programs receiving the allocation.

Table B-2

Penalty Sanctions Received On or Prior to June 30, 2012	Date Received	Amo	unt Received
	7/17/2011	\$	175,000
	9/9/2011	•	175,000
	9/14/2011		100,000
	12/7/2011		1,962,500
	6/28/2012		100,000
Total Penalties Received		\$	2,512,500

Supplemental Funding

Table B-3

Outside Funding Breakdown By Program (Excluding Penalty Sanction)	Budget 2012	ı	Projection 2012		Budget 2013	2013	Variance Budget v 2012 Budget
Reliability Standards							
Workshops		\$	40,500	Ś	104,000	\$	104,000
Interest Allocation	3,864	Ş	3,773	Ş	3,970	Ş	104,000
Total	\$ 3,864	\$	44,273	\$	107,970	\$	104,106
Compliance Operations, Investigations and Enforcement							
Workshops	\$ _	\$	36,025	Ś	40,000	Ś	40,000
Interest Allocation	6,614		6,203		6,742	•	128
Total	\$ 6,614	\$	42,228	\$	46,742	\$	40,128
Reliability Assessments and Performance Analysis							
pc_GAR Software	\$ 75,000	\$	-	\$	-	\$	(75,000)
GADS Services	175,000		125,000		-		(175,000)
Workshops			-		40,000		40,000
Interest Allocation	 2,558		2,838		2,809		251
Total	\$ 252,558	\$	127,838	\$	42,809	\$	(209,749)
Training and Education							
Testing Fees and Certificate Renewals	\$ 1,461,000	\$	1,469,000	\$	1,080,000	\$	(381,000)
CEH Fees	600,000		639,200		600,000		-
Workshops	120,000		-		-		(120,000)
Interest Allocation	 1,047		1,106		1,199		152
Total	\$ 2,182,047	\$	2,109,306	\$	1,681,199	\$	(500,848)
Event Analysis							
Workshops	\$ -	\$	66,000	\$	52,000	\$	52,000
Interest Allocation	 2,016		2,410		1,423		(593)
Total	\$ 2,016	\$	68,410	\$	53,423	\$	51,407
Situation Awareness							
Workshops	\$ -	\$	103,175	\$	105,000	\$	105,000
FIST Royalties			10,500				-
Interest Allocation	 3,902		959		974		(2,928)
Total	\$ 3,902	\$	114,634	\$	105,974	\$	102,072
Critical Infrastructure Protection			0= 00=	_	0= 05-		07.05
Workshops	\$ -	\$	95,000	\$	95,000	\$	95,000
Interest Allocation	 -	_	2,711	_	2,884		2,884
Total	\$ -	\$	97,711	\$	97,884	\$	97,884
General and Administrative							
Miscellaneous Income	\$ -	\$	1,806	\$	-	\$	-
Total	\$ -	\$	1,806	\$	-	\$	-
Total Outside Sunding	 2.451.001	\$	2 600 200	\$	2 126 000	\$	(245.004)
Total Outside Funding	\$ 2,451,001	Ş	2,606,206	Ş	2,136,000	Ş	(315,001)

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

• All Workshop Fees and related expenses were budgeted in the Training and Education Program in 2012, but Projected 2012 and Budgeted 2013 fees and expenses are being recorded in the Program sponsoring the workshop.

- Reliability Assessments and Performance Analysis The decrease in funding from Services and Software, which primarily comes licensing the GADS software to third parties, is due to NERC no longer actively pursuing these revenues.
- Training and Education The reduction in Testing Fees and Certificate Renewals is due to the decision by the Personnel Certification Governance Committee to reduce testing and certificate renewal fees in 2013 to levels below the amount needed to offset the projected 2013 expenses of the System Operator Testing and Certification Program to reduce the level of excess working capital generated from 2010 through 2012 as explained in further detail in the "Working Capital and Operating Reserve Policy", which follows in Exhibit C.

Personnel Expenses

Table B-4

Personnel Expenses		Budget Projection Budget 2012 2012 2013		_		Variance 013 Budget v 012 Budget	Variance %			
Total Salaries	\$	24,800,833	\$	23,245,401	\$	24,056,166	\$	(744,667)	-3.0%	
Total Payroll Taxes		1,524,935		1,397,780		1,459,710		(65,225)	-4.3%	
Total Benefits		3,190,308		3,190,308 2,479,453 3,079,941 (110,5		2,479,453 3,079,941 (110,367)		3,079,941	(110,367)	-3.5%
Total Retirement		3,489,736		2,420,586		2,702,588		(787,148)	-22.6%	
Total Personnel Costs	\$	33,005,812	\$	29,543,220	\$	31,298,405	\$	(1,707,407)	-5.2%	
FTEs		176.75		170.81		186.25		9.50	5.4%	
Cost per FTE										
Salaries	\$	140,316	\$	136,089	\$	129,161		(11,155)	-8.0%	
Payroll Taxes		8,628		8,183		7,837		(790)	-9.2%	
Benefits		18,050		14,516		16,537		(1,513)	-8.4%	
Retirement		19,744		14,171		14,511		(5,233)	-26.5%	
Total Cost per FTE	\$	186,737	\$	172,960	\$	168,045	\$	(18,692)	-10.0%	

- Explanation of Significant Variances 2103 Budget versus 2012 Budget Salary and Payroll Taxes - In addition to phasing the timing of new hires in 2013, NERC assumed a 3% personnel attrition rate based on current trends, which reduced the budget for Salaries and Payroll Tax expenses even though 9.5 FTEs are being added and reduced the average cost per FTE.
- Changes to NERC's employee benefit and retirement plans resulted in a lower budget and lower average costs per FTE in 2013 compared to the 2012 budget.

Consultants and Contracts

Table B-5

NOTE: This table has been replaced by Exhibit B

Office Rent

Table B-6

Rent	Budget 2012	F	Projection 2012	Variance Budget 2013 Budget v 2013 2012 Budget		Variance %	
Office Rent Utilities Maintenance	\$ 2,304,257	\$	2,784,036	\$	2,756,840 - -	\$ 452,583 - -	19.64%
Total Office Rent	\$ 2,304,257	\$	2,784,036	\$	2,756,840	\$ 452,583	19.64%

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

The increased rent expense reflects the amortization of the lease costs for NERC office space over the term of the leases and the estimated cost of increasing leased space in Atlanta.

Office Costs

Table B-7

Office Costs	Budget 2012	ı	Projection 2012	Budget 2013	Variance 2013 Budget v 2012 Budget	Variance %
Telephone	\$ 441,280	\$	565,221	\$ 527,000	\$ 85,720	19.43%
Telephone Answering Srv	2,400		2,167	-	(2,400)	-100.00%
Internet	312,900		644,744	354,000	41,100	13.14%
Office Supplies	170,600		160,663	172,500	1,900	1.11%
Computer Supplies and Maintenance	-		-	-	-	
Computers	37,000		14,103	3,000	(34,000)	-91.89%
Computer Supplies	91,400		147,708	116,900	25,500	27.90%
Maintenance & Service Agreements	1,168,400		1,024,211	1,404,265	235,865	20.19%
Software	130,670		13,449	38,500	(92,170)	-70.54%
Network Supplies	-		597	-	-	
Publications & Subscriptions	50,500		74,653	73,000	22,500	44.55%
Dues	33,250		40,692	42,750	9,500	28.57%
Postage	24,200		17,616	20,100	(4,100)	-16.94%
Express Shipping	49,000		54,985	64,500	15,500	31.63%
Copying	139,000		123,270	135,000	(4,000)	-2.88%
Reports	3,219		1,380	8,000	4,781	148.52%
Stationary/Forms	15,000		-	15,000	-	0.00%
Equipment Repair/Service Contracts	25,000		65,537	30,000	5,000	20.00%
Bank Charges	15,000		28,092	25,000	10,000	66.67%
Taxes	50,000		121	50,000	-	0.00%
Merchant Card Fees	80,000		83,592	102,000	22,000	27.50%
Total Office Costs	\$ 2,838,819	\$	3,062,803	\$ 3,181,515	\$ 342,696	12.07%

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

- Telephone expense is for cell phone and wireless internet access and the increase is related to having more staff using these services.
- Maintenance and Service Agreements The increase is primarily related to expanded space requirements at the offsite data center and higher costs associated with off-site backup and security monitoring agreements.
- Publications and Subscriptions The increase is primarily related to critical intelligence publications budgeted in the Critical Infrastructure Department
- Merchant Card Fees Primarily due to an increase in the number of workshops which are funded by fees charged and paid primarily with credit cards.

Professional Services

Table B-8

Professional Services		Budget 2012		Projection 2012		Budget 2013		Variance 13 Budget v 012 Budget	Variance %	
Independent Trustee Fees	\$	980,000	Ś	980,000	\$	980.000	\$	_	0.00%	
Trustee Search Fee	Ψ.	75,000	Ψ	75,000	Ψ	-	Ψ.	(75,000)	-100.00%	
Outside Legal		700,000		1,316,290		900,000		200,000	28.57%	
Lobbying Fees		50,000		50,000		50,000		-	0.00%	
Accounting & Auditing Fees		125,000		242,735		242,278		117,278	93.82%	
Insurance Commercial		75,000		103,000		110,000		35,000	46.67%	
Total Services	\$	2,005,000	\$	2,767,025	\$	2,282,278	\$	277,278	13.83%	

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

- Two Trustees will be appointed to the Board in 2013, however the estimated fees associated with the search for the new trustees will be incurred in 2012. Any excess cost above the 2012 Budget will be funded through operating reserves.
- Outside Legal Outside law firms are used to support NERC's internal legal and regulatory staff due to increased demands and responsibilities
- Accounting and Auditing Fees are projected to increase in 2013 due to higher fees associated with the external audit of NERC's financial records and the 401k Plan, implementation of a full Human Resources Information System and implementation of a new timekeeping system
- Insurance costs are increasing as a result of NERC's investments and expansions of its offices and data center

Miscellaneous

Table B-9

Miscellaneous Expenses		Budget 2012	F	Projection 2012	Budget 2013	201	Variance 3 Budget v 2012 Budget	Variance %		
Miscellaneous Expense Employee Rewards and Recognition Community Resp & Employee Engagement		21,500	\$	21,896 -	\$ 6,500 10,000 5,000	\$	(15,000) 10,000 5,000	-69.77%		
Total Miscellaneous Expenses	\$	21,500	\$	21,896	\$ 21,500	\$	-	0.00%		

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

NERC is adding two new accounts to the System of Accounts to separately track Employee Rewards and Recognition expenses and a new initiative for Community Responsibility and Employee Engagement.

Other Non-Operating Expenses

Table B-10

Other Non-Operating Expenses	Budget 2012		rojection 2012	Budget 2013	2013	Variance Budget v 2012 Budget	Variance %	
Gain/Loss from Sale of Assets	\$ _	\$	_	\$ _	\$	-		
Property Tax Expense		·	50,000	\$ 50,000	·	50,000		
Office Relocation	-		18,903	-		-		
Total Other Non-Operating Expenses	\$ _	\$	68,903	\$ 50,000	\$	50,000		

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

NERC is subject to property tax expense in Atlanta, Georgia based on the value of property and equipment in the Atlanta office and data center locations.

Section C — Non-Statutory Activity

NERC has no non-statutory activities.

Section D — Supplemental Financial Statements

Statement of Financial Position 2011 Audited, 2012 Projection, and 2013 Budget											
STATU	JTORY										
ASSETS	(Per Audit) 31-Dec-11	Projected 31-Dec-12	Budget 31-Dec-13								
Cash - unrestricted Cash - restricted	16,603,649 2,412,500	14,614,351 2,512,500	12,288,295								
Trade Accounts receivable, net of allowance for uncollectible accounts of \$152,323 (2009)	3,542,891	3,542,891	3,542,891								
Prepaid expenses and other current assets	551,841	551,841	551,841								
Security deposit	114,903	114,903	114,903								
Cash value of insurance policies	282,098	282,098	282,098								
Property and equipment	5,088,886	4,416,886	4,609,185								
Total Assets	28,596,769	26,035,471	21,389,213								
LIABILITIES AND NET ASSETS											
Liabilities Accounts payable and accrued expenses	3,870,395	3,870,395	3,870,395								
Deferred Rent	880,941	1,607,864	1,491,165								
Deferred income	2,644,176	2,644,176	2,644,176								
Regional assessments	4,675,028	-	-								
Deferred compensation	594,629	594,629	594,629								
Accrued retirement liabilities Accrued incentive compensation	1,682,481 2,911,359	1,364,403 3,583,900	1,524,265 3,248,280								
Total Liabilities	17,259,010	13,665,367	13,372,910								
Net Assets - unrestricted Net Assets -temporarily restricted	8,925,258 2,412,500	9,857,603 2,512,500	8,016,302								

28,596,768

26,035,471

Total Liabilities and Net Assets

21,389,213

NORTH AMERICAN ELECTRIC RELIABILITY COPRORATION

											Statutory Activities							
Statement of Activities, Fixed Asset Expenditures and Change in Working Capital by Program 2013 Budget	Total	Statutory Total	Non-Statutory Total	Statutory Total	Reliability Standards (Section 300)	Compliance Operations, Investigations and Organization Registration and Certification	Compliance Enforcement	Reliability Assessment and Performance Analysis	d Training and Education	Event Analysis	Situation Awareness and Infrastructure Security	Critical Infrastructure Protection	Committee and Member Forums	General and Administrative (Includes Executive and Gov't Relations)	Legal and Regulatory	Information Technology	Human Resources	Accounting and Finance
Funding						•												
ERO Funding NERC Assessments	47,604,156	47,604,156		47,604,156	9,156,330	8,422,798	6,317,083	7,358,220	1,449,793	3,501,894	5,093,049	7,991,299		(1,686,309)				
Penalty Sanctions	2,512,500			2,512,500	510,788	462,601	404,776	361,407		183,113		7,991,299 371,044	-	(1,000,309)	-	-	-	-
Total NERC Funding	50,116,656			50,116,656	9,667,118	8,885,399	6,721,858	7,719,627		3,685,006		8,362,343		(1,686,309)	-	-	-	-
Membership Dues	1,680,000	1,680,000		1,680,000					1,680,000									
Testing Fees Services & Software	1,680,000	1,080,000		1,080,000				_	1,000,000									
Workshops	436,000	436,000		436,000	104,000	40,000		40,000	-	52,000	105,000	95,000						
Interest	20,000	20,000	-	20,000	3,970	3,596	3,146	2,809	1,199	1,423	974	2,884						
Miscellaneous Total Funding (A)	52,252,656	52,252,656		52,252,656	9,775,088	8,928,994	6,725,004	7,762,436	3,224,476	3,738,430	5,324,311	8,460,227		(1,686,309)				-
Total Fulluling (A)	32,232,030	32,232,030		32,232,030	3,773,000	6,526,554	0,723,004	7,702,430	3,224,470	3,736,430	3,324,311	8,400,227	•	(1,000,303)	•	-	•	-
Expenses																		
Personnel Expenses																		
Salaries Payroll Taxes	24,056,166 1,459,710			24,056,166 1,459,710	3,335,519 213,052	3,202,041 202,103	2,152,370 140,794			1,340,677 82,107		2,853,871 172,586		1,342,080 60,640	2,325,293 119,177	1,651,076 114,954	498,724 22,610	
Benefits	3,079,941			3,079,941	350,484	325,579	274,883			125,335		250,885		156,238	185,835	224,184	573,737	149,964
Retirement Costs	2,702,588	2,702,588	-	2,702,588	362,334	368,031	247,200	269,736	94,203	153,189	98,496	312,315		175,179	261,724	178,464	41,348	140,368
Total Personnel Expenses	31,298,405	31,298,405	<u> </u>	31,298,405	4,261,388	4,097,754	2,815,246	3,112,303	1,098,332	1,701,309	1,100,007	3,589,657	-	1,734,136	2,892,029	2,168,678	1,136,419	1,591,146
Meeting Expenses																		
Meetings	1,042,000	1,042,000) -	1,042,000	164,000	80,000	5,000	78,000	30,000	62,000	198,000	145,000		260,000	5,000	5,000	5,000	5,000
Travel	2,738,500			2,738,500	372,500	440,500				155,000		420,000		322,000	144,500		21,000	
Conference Calls	317,810	317,810		317,810	108,500	34,235	-	31,950		-	24,175	24,000		57,500	3,200		600	
Total Meeting Expenses	4,098,310	4,098,310) -	4,098,310	645,000	554,735	191,000	519,950	127,000	217,000	294,675	589,000	-	639,500	152,700	71,800	26,600	69,350
Operating Expenses																		
Consultants & Contracts	8,816,254	8,816,254		8,816,254	150,000	-	-	685,000	848,574	120,000	2,743,180	785,000		150,000	-	2,721,000	288,500	325,000
Office Rent	2,756,840			2,756,840					-					2,756,840				
Office Costs	3,181,515			3,181,515	77,850	73,424	41,000	161,416	96,500	36,100	47,750	125,250		507,000	50,500		42,500	
Professional Services Miscellaneous	2,291,331 21,500			2,291,331 21,500	500	500	500	500	500	500	500	500	_	1,132,053 5,500	950,000 500		23,278 10,500	
Depreciation	1,579,801			1,579,801	300	60,630		37,450		-	7,395	300		350,526	300	1,123,002	10,500	798
Total Operating Expenses	18,647,242	18,647,242		18,647,242	228,350	134,554	41,500	884,366	945,574	156,600	2,798,825	910,750	-	4,901,919	1,001,000	5,738,227	364,778	540,798
Total Direct Expenses	54,043,957	54,043,957	· -	54,043,957	5,134,738	4,787,043	3,047,746	4,516,620	2,170,906	2,074,908	4,193,507	5,089,407	-	7,275,556	4,045,729	7,978,705	1,527,797	2,201,294
Indirect Expenses		-			4,581,241	4,149,048	3,630,417	3,241,444	1,383,016	1,642,332	1,123,701	3,327,882	-	(7,325,556)	(4,045,729)	(7,978,705)	(1,527,797)	(2,201,294
Other Non-Operating Expenses	50,000	50,000) -	50,000		-	-		-	-		-		50,000				
Total Expenses (B)	54,093,957			54,093,957	9,715,979	8,936,092	6,678,163	7,758,064	3,553,922	3,717,240	5,317,208	8,417,290		-	-	-	-	
Change in Assets	(1,841,301)	(1,841,301	.) -	(1,841,301)	59,109	(7,098)	46,841	4,372	(329,446)	21,190	7,103	42,937		(1,686,309)	-	-	=	=
Fixed Assets																		
Depreciation	(1,579,801)	(1,579,801	.) -	(1,579,801)	-	(60,630)		(37,450) -	-	(7,395)	-		(350,526)		(1,123,002)	-	(798
Computer & Software CapEx	1,556,100			1,556,100		(,		(,,,,,	,		(, ,			(,,		1,556,100		,
Furniture & Fixtures CapEx			-															
Equipment CapEx Leasehold Improvements	216,000	216,000		216,000												216,000		
	-	-	-		FC 100	F2 F22	40.044	4* 022	47.044	21.400	17.400	42.027		350,526		(640,000)		700
Allocation of Fixed Assets	-	-			59,109	53,532				21,190		42,937		330,526	-	(649,098)	-	798
Inc(Dec) in Fixed Assets (C)	192,299	192,299	· -	192,299	59,109	(7,098)	46,841	4,372	17,844	21,190	7,103	42,937	-			<u> </u>		
TOTAL BUDGET (=B + C)	54,286,256	54,286,256		54,286,256	9,775,088	8,928,994	6,725,004	7,762,436	3,571,766	3,738,430	5,324,311	8,460,227	-	-	-	-	-	-
TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)	(2,033,600)	(2,033,600) -	(2,033,600)	(0)	0	0	0	(347,290)	-	(0)	0	-	(1,686,309)		-	-	-
FTEs	186.25	186.25		186.25	26.50	24.00	21.00	18.75	8.00	9.50	6.50	19.25	-	8.00	14.00	16.75	3.00	11.00

Exhibit A — Common Assumptions

Shared Business Plan and Budget Assumptions

NERC and the Regional Entities 2013-2015 Planning Period

Commencing in December 2011, NERC and the eight Regional Entities have been collaborating in the development of a common set of business planning goals, objectives and assumptions for the 2013-2015 planning period. This effort included the development of a mutually agreed upon Strategic Plan (http://www.nerc.com/filez/business plan 2013.html).

As part of the implementation of the Strategic Plan, NERC and the Regional Entities developed a set of common assumptions that are now used to guide resource projections over the planning period for each entity and the ERO overall, recognizing there are often unique factors that drive differences in each organization's final determination of its resource needs and budget. The specific resource needs and budget of NERC and each Regional Entity will continue to be publicly posted for review and approved in open session by NERC's Finance and Audit Committee as part of the annual business plan and budget process.

It continues to be the objective of NERC and the Regional Entities to strive to identify and implement process and other improvements to increase the overall efficiency and effectiveness of the ERO, with due recognition and sensitivity to the cost of compliance by industry and the critical nature of industry support and participation to the success of the ERO regulatory model as contemplated by the Energy Policy Act of 2005. It is neither the goal nor objective of NERC and the Regional Entities to simply expand the scope of program areas or resources. Efforts have been made to focus on assumptions affecting resource requirements versus specific program area goals, objectives and actions. This document is an update to the initial draft of the common business plan and budget assumptions which were posted on NERC's website on February 21, 2012 and reflects consideration of the comments received on that draft, which are also posted on NERC's website.

Legal and Operating Framework

NERC and the Regional Entities are expected to continue to work under the existing regulatory framework governing the establishment and enforcement of reliability standards for the bulk power system established by applicable governmental authorities in the United States and Canada, as well as the authorizations contained in FERC's order approving NERC as the ERO. No significant changes to this framework are assumed to occur over the planning period. However, the final determination of what constitutes the Bulk Electric System (BES) may affect the scope of ERO jurisdictional facilities. This is not expected to be known until 2013.

The terms of the existing delegation agreements between NERC and the Regional Entities are also assumed to continue to apply over the planning period. With respect to day to day routine operation of the ERO, the Regional Entities are expected to have the primary responsibility for interactions with registered entities. NERC will provide oversight of the Regional Entities and

otherwise ensure that its responsibilities as the ERO are fulfilled. Over the planning period, NERC and the Regional Entities are also expected to refine and revise procedures to eliminate duplication, increase operational efficiencies, enhance ERO-wide consistency, and achieve measureable reliability outcomes, consistent with their respective roles and responsibilities.

Business Environment

NERC and the Regional Entities will work collaboratively to identify additional ways to improve efficiency and leverage overall ERO resources. Industry concerns relative to the overall cost of compliance with ERO requirements will likely continue.

Cost pressures may affect stakeholder resources available to participate in NERC and Regional Entity activities. NERC and the Regional Entities business plans, budgets, and resource requirements will continue to be established based upon the assumption of continued industry participation in support of key program areas, including but not limited to standards development, event analysis and reliability assessments. Any significant change in the quality or availability of industry resources will likely affect ERO resource requirements.

General

External factors will continue to affect both resource needs and allocation. These factors will likely include, but not be limited to:

- FERC orders, directives, audits, and performance assessment
- The final definition of the BES, as well as the number of exception requests
- The rate of entity violations
- The assessment of the impact of new technologies
- Proposed and actual changes in applicable laws and regulations, including environmental and others

The activities of the transmission, generator and other forums are expected to compliment ERO activities and place downward pressure on the need to add incremental resources which might otherwise be required in the absence of these forums.

NERC and the Regional Entities expect gains in efficiency, year-upon-year, as programs and initiatives mature, experience is gained, standards are improved and internal process and performance improvements are achieved.

Key Assumptions by Program Area

Reliability Standards Program

1. While NERC standards development has historically been managed on a "projects" basis, experience has shown that increased project management discipline is necessary to satisfy standards development goals and priorities, including the assurance of a requisite level of quality. Examples of efforts to increase project management discipline during the planning period include but are not necessarily limited to:

- a. Specific timeframes for standards process milestones;
- b. Increased industry resource dedication over shorter periods; and
- c. Clear criteria for cancellation of projects that have not yielded timely results.
- 2. NERC will need to allocate additional resources to support improvements in the quality of standards development and guidance, including related training activities.
- 3. Review and modifications to the standards process may impact resources within the standards program area. Significant increases in standards processing may create additional resource needs to review and comment on proposed standards, support regulatory filings and oversee new standards as they become effective. However, any incremental resource needs are expected to be offset by improvements in the efficiency of the standards development process.
- 4. Implementing a cost effectiveness analysis or assessment of proposed standards is likely to impact resource requirements, but the extent of the impact cannot be fully assessed at this time.
- 5. The number of interpretation and guidance requests is expected to decrease over time, reflecting the impact of the results-based standards initiative and improved standards development process.
- 6. The number of projects contained in the Reliability Standards Development Plan is expected to increase over the planning period. However, the scope of these projects is generally expected to be narrower than would otherwise exist in the absence of the results-based standards initiative.
- 7. Activity associated with regional standards development is expected to decrease, together with staffing resources supporting this area.
- 8. Improvements in the quality of standards drafting and implementation should result in improvements in the efficiency and effectiveness of auditing and enforcement activities towards the end of the planning period.
- 9. NERC will increase the quality and effectiveness of regulatory filings. Efforts will include but not necessarily be limited to:
 - i. Greater use of pre-filing meetings which will include opportunities for regional and stakeholder participation;
 - ii. Greater dialogue with regulatory authorities regarding the form and requirements for regulatory filings, including reducing the requirement for exhibits by instead relying on publicly available documentation on NERC's website; and
 - iii. Seeking engagement with regulatory authorities to obtain formal regulatory authority input during standards development.

Compliance Monitoring and Enforcement and Organization Registration and Certification Program

Compliance and Enforcement

- NERC and Regional Entities will have sufficient staff, supervision, and technical specialists with adequate collective professional competence and other resources, as needed, to perform the compliance work and to meet expected time frames for completing the work.
- 2. Staffing resources required for compliance and enforcement activities at NERC, are expected to be flat during the planning period; if minor resource additions are required, they will be offset by operating efficiencies in other areas.
- 3. Staffing resources required for compliance and enforcement activities at the Regional Entities over the planning period will vary based on regional needs and circumstances, with any increases generally expected to be mitigated through operating efficiencies in other areas.
- 4. Resource implications associated with the Find, Fix and Track (FFT) process are unclear at this time given the nascent state of the program. However, efficiency gains are expected as the program matures.
- Results of implementation of the FFT process over the planning period will lead to continued refinement, improvement and prioritization of risk based compliance monitoring efforts.
- 6. Prospective entity impact evaluations will be accomplished using existing resources. Entity impact evaluations were previously titled entity risk assessments but have been changed based on continuing work with industry to further refine this topic.
- 7. Changes in TFE processing, including equipment class-based exceptions, audit sampling, and elimination of much of the reporting and review burden, must be implemented to improve efficiency.
- 8. The future use of spots checks will increase as risk-based monitoring is rolled out, but is not expected to affect overall resource requirements.
- 9. Improvements in consistency among the Regional Entities may facilitate more efficient resource allocation within the compliance and enforcement areas at NERC, as well as potentially reduce compliance costs for some registered entities.
- 10. Improvements in audit guidance may increase ERO efficiency, support improvements to resource allocation and help mitigate overall compliance costs.
- 11. Improvements in consistency among Regional Entities, and registered entities is expected from an improved centralized compliance, registration, and analysis and tracking system. A significant multiyear investment will be required to develop and implement the system.

- 12. As risk-based monitoring activities increase, strong consideration will be given to modifying the current three (3) and six (6) year audit cycles for registered entities. Changes to the three year audit cycle requirement for certified functions will require a change to the Rules of Procedure. The rigor, scope, depth and recurrence of audits and spot checks will be driven by reliability risk and not a predetermined schedule. As standards are improved, the need for clarifying documents, such as Compliance Application Notices (CANs) or interpretations, should decrease. Until the standards have been improved, CAN and interpretation activity is anticipated to occur at current levels.
- 13. The number of non-CIP violations discovered in 2011 is expected to decrease as most registered entities have now been audited at least once and the standards and their application has matured. The number of CIP violations is not expected to decrease and may increase over the planning period until all entities have undergone a CIP audit and until a measure of stability in the standards is reached.
- 14. Integration of the assessment of registered entity internal controls programs as part of the compliance monitoring program will allow NERC and the Regional Entities to further prioritize risk-based compliance monitoring activities. Greater emphasis on internal controls provide positive incentives for industry to demonstrative effective management of compliance programs that are focused on reliability, as well as place downward pressure on compliance resource requirements for both industry, NERC and the Regional Entities.
- 15. Further auditing efficiencies can be achieved by continued refinement of auditing procedures focused on the purpose, intent and reliability risk associated with applicable standards as well as the assessment of evidence.

Organization Registration and Certification

1. Implementation of the BES definition may place additional resource demands in the Registration area but the significance cannot be fully assessed at this time. If a high number of BES exceptions are requested, the potential for a backlog situation in the first years of implementation is possible.

Reliability Assessment and Performance Analysis Program

- Implementation of a BES exception process is expected to impact resources requirements in this program area, but the significance of the impact cannot be fully assessed at this time, as resource requirements will be driven by the number of exception requests received. It's also expected that there may be resource impacts at the Regional Entity level. More information regarding these potential impacts will be addressed in the first draft of the NERC and Regional Entities' Business Plans and Budgets.
- Investments will be needed to develop and implement improved data collection and analysis systems and capabilities and should improve overall ERO resource allocation and efficiency in the long term.

- 3. Resource impacts associated with new technologies and environmental regulations are uncertain at this point.
- 4. Implementation of an outcome based approach to achieve measureable improvements in reliability will likely require allocation of resources to this program area, the significance of which from an overall budget perspective cannot be determined at this time.

Training, Education, and Operator Certification Program

- 1. Both NERC and the Regional Entities agree that there are opportunities for improvements in the coordination, content and manner of internal and external training programs.
- 2. While additional or different resources will be required for certain training initiatives, it is not clear at this time whether these needs will translate into a significant increase in NERC's or any of the Regional Entities' budgets. The general sense at this point is that improvements with minimal budgetary impact can be achieved through better coordination, planning and management of training programs. The possible exception is in the area of additional resources need to support CEA staff auditor training, as further discussed below.
- 3. Implementation of auditor credentialing may result in resource impacts due to time period required to obtain necessary credentials.

Situation Awareness and Event Analysis Program

- NERC will restructure this program area by merging the Situation Awareness function into the Event Analysis department and include the ES-ISAC within the CIP department for budgeting purposes. NERC will budget and manage Event Analysis separately from the Compliance and Enforcement functions. NERC will budget the ES-ISAC as part of its CIP department.
- NERC will propose amendments to the Rules of Procedure to reflect this reorganization.
- NERC will cease providing contracted funding support for GPA and the NASPI initiative at the end of 2013.
- NERC will cease funding the IDC at the conclusion of its existing contract in March 2013.
- NERC will continue to review the appropriateness of continued funding of other reliability tools, with any proposed changes thereto subject to review and input from the Regional Entities, appropriate NERC committees and working groups, and other affected parties.
- SAFNR will provide additional situational awareness capabilities at both NERC and Regional Entity levels. Significant additional resource investments are not anticipated to be necessary for the Regional Entities to utilize SAFNR. NERC will continue to budget and incur costs to operate and maintain SAFNR.

• The number of "system occurrences" are expected to increase based on recent trends. However, it is unclear whether this increase will lead to an increase in the number of "qualified system events" requiring more detailed analysis. 33

Critical Infrastructure Protection

- 1. NERC will need to increase CIP resource support for auditor training and credentialing, as well as compliance enforcement activities. The increased support will likely be in retaining outside experts to train/credential NERC and Regional staff as opposed to increasing the size of NERC staff.
- 2. The ES-ISAC will be budgeted as part of the CIP department.
- 3. NERC will continue to conduct and budget grid security exercises.

Information Technology

- 1. Significant investments will be required over the planning period to develop and implement program area and enterprise wide applications to support business needs, including compliance, registration and tracking systems and other project, data management and analysis tools to provide greater cost efficiency and uniformity across the ERO. NERC and the Regional Entities have put in place a framework to define business requirements, establish priorities, and define and manage resource requirements associated with ERO IT investments over the planning period. NERC has also established a more rigorous and coordinated program for assessing its own internal IT needs. Further information regarding these frameworks, as well as preliminary projected resource requirements over the planning period, will be included in NERC's draft 2013 Business Plan and Budget.
- 2. Ongoing investments will be required to develop, implement and maintain enhancements to the NERC and Regional Entity websites.

Finance and Administrative

- It's too early to predict any potential additional resource requirements associated with
 the implementation of the ERO Risk Management framework, however monies were
 budgeted for this activity in 2012 and expenditures and resource requirements will at
 least be at that level. Regional Entities do not anticipate increased resource
 requirements due to this effort.
- 2. NERC and the Regional Entities will work cooperatively to reduce overall operating expenses, focusing on opportunities to further reduce and/or improve the efficiency of travel, meeting, conference call, software licensing and hardware purchases, and

³³ The phrase "system occurrences" means events submitted and tracked that do not meet the ERO event analysis process categorization criteria (Category 1-5), Occurrence also include copper theft, substation intrusions and other occurrences on the bulk electric system which may be reported. The phrase "qualified system events" means events affecting the Bulk Electric System which meet the ERO event analysis process categorization criteria (Category 1-5).

insurance costs. Efforts will be made to improve the transparency of information regarding these categories of costs as part of the annual business plan and budget process.

- 3. NERC and the Regional Entities will work to improve budgeting and forecasting capabilities, as well as variance reporting.
- 4. NERC and the Regional Entities will work cooperatively to establish a common set of principles regarding the determination of working capital and contingency reserve requirements. However, working capital requirements will continue to be established on an entity by entity basis, with the requirements clearly set forth in and subject to review and approval as part of the annual business plan and budget process at the Regional Entity and NERC level.

Exhibit B — 2013 Consultants & Contracts Budget Detail

			INC (DEC) OVER
Program	Consultants & Contracts	2013 BUDGET	2012
Reliability Standards	Subject Matter Experts -Std Development	-	(15,000
	SPIG Recommendations	150,000	150,000
	Total Reliability Standards	150,000	135,000
vent Analysis & Investigation	ons SME's - Event Analysis	120,000	-
		120,000	
Poliability Accordments Syst	em Analysis, GADS, TADS, & DADS		-
deliability Assessments, Syst	elli Aliaiysis, GADS, TADS, & DADS		
RAPA	Automatic Reliability Reports (Reclass to Maintenance Agreements)		(100,000)
	Reliability affects of GMD	250,000	50,000
	Metrics - Centralized data collection-Change Orders	50,000	(25,000)
	RADS Assessment Database	100,000	25,000
	Scenario Consultant	70,000	-
	Publishing Consultant	- 1	(5,000)
	Probabilistic Assessment		(50,000)
		470,000	(105,000)
System Analysis	Modeling Initiative		(50,000)
		-	(50,000)
GADS/TADS/DADS	GADS Programming Support		(200,000)
	GADS Maintenance	42,000	42,000
	TADS Change management	50,000	-
	TADS Monthly maintenance	30,000	-
	Consulting	30,000	-
	DADS Programming Support		
	DADS Monthly Maintenance	43,000	-
	Spare Equipment Database	20,000	-
		215,000	(158,000)
	Total Political		
	Total Reliability Assessments and Performance Analysis	685,000	(313,000)

			INC (DEC) OVER
Program	Consultants & Contracts	2013 BUDGET	2012
Situation Awareness	Synchro Phasor (NASPI)	700,000	
	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	110,000	110,000
	Resource Adequacy (ACE Frequency) Tool	80,000	-
	Inadvertent Interchange (Srv. Agreement)	35,000	-
	AIE Monitoring (Srv. Agreement)	35,000	_
	Frequency Monitoring and Analysis Tool (FMA)	45,000	45,000
	Intelligent Alarms/DARA (Srv. Agreement)	55,000	-
	Secure Alerting System	150,000	2,180
	Secure Alerting System Help Desk		(92,38
	Secure Alert Change Management	50,000	-
	SAFNR - Phase II	725,500	251,904
	Total Situation Awareness (excluding IDC and Frame Relay)	1,985,500	316,69
Critical Infrastructure	Cyber Risk Preparedness Assessment	150,000	60,000
	NIST/DOE Risk Guidelines		(25,00
	ESCC Support	130,000	-
	GridEx Support	200,000	200,000
	ES-ISAC		
	ES-ISAC secure portal platform and annual hosting for communications systems	90,000	(160,000
	Secure connection to US-CERT for bi-directional information sharing	25,000	(25,000
			(250,000
	Technical assistance to prepare and deliver Aurora Webinars	15,000	15,00
	Analytic capabilities	60,000	60,00
	Baseline Patterns and Analysis	30,000	30,000
	Integration Support Services for the the Wall of Knowledge	55,000	55,000
	ES-ISAC Members Conference TOTAL ES-ISAC	30,000 305,000	30,00 (245,00
	TOTAL ES-ISAC	303,000	(243,00
	Total Critical Infrastructure Department	785,000	(10,000

			INC (DEC) OVER
Program	Consultants & Contracts	2013 BUDGET	2012
Operator Certification	System Operator Testing Expenses 2011 1,025 @ \$70)	63,124	(8,62)
	System Operator Examination Development	113,690	25,45
	Examination Analysis (750 exams@\$17 per exam)	13,600	850
	System Operator Certification and Continuiing Education Database		
	Database Development	20,000	(20,000
	Database Maintenance	12,330	47
	SOCCED Database Improvement Project (funded from Working Capital generated		
	from fees in excess of expenses)	250,000	250,000
	Total Operator Certification	472,744	248.152
	Total operator certification	4,2,,44	240,13
Training & Education	Continuing Education Program		
	IndividualLearningActivity Reviewers	120,000	20,000
	Database Development	20,000	(20,000
	Database Maintenance	12,330	47
	Web-based course hosting (Learning Management System)	26,500	(73,50
	Web-based course development		(120,000
	standards applications for industry, CEA staff	43,750	43,750
	risk assessment training for CEA staff, industry	20,000	20,000
	human performance fundamentals for staff, industry	43,750	43,750
	BPS events lessons learned for industry	12,500	12,500
	Training Services-NERC and Regional Entities		
	Regional Entity and NERC Auditor staff communications training	20,000	20,000
	Regional Entity and NERC Auditor certification training	27,000	27,00
	Training Services-NERC Staff Only Technical Training		
	NERC Staff BPS system training	30,000	30,00
	Total CE, Training & Education	375,830	3,974
	rotal CL, Halling & Ludcation	373,830	3,37
	Total Training, Education and Operator Certification	848,574	252,12 -
Government Relations	External Affairs	150,000	150,000
	Total Government Relations	150,000	150,000
Legal and Regulatory	External Affairs	-	(141,75)

			INC (DEC) OVER
Program	Consultants & Contracts	2013 BUDGET	2012
nformation Taskualage	NEDC Website De Design	175,000	75,000
nformation Technology	NERC Website Re-Design	175,000	75,000
	Security vulnerability testing of NERC websiste & network	200,000	-
	ERO Membership Service Agreement (Maintenance during re-write in 2013)	24,000	_
	NERC My Account Service Agreement (Maintenance during re-write in 2013)	30,000	-
	2013)	42,000	-
	Infrastructure Integration and Design	300,000	(200,000
	Meeting Manager (Not implemented due to move to SharePoint)		(5,000
	Compliance Database/IT Tools (CRATS)	250,000	(25,000
	Compliance Database -(CITS/CUG)		(50,000
	Guidance Database Development-User Guided Content	50,000	(25,000
	Standards Balloting-Upgrade		(75,000
	Standards Balloting Maintenance	20,000	(22,000
	Control Deliver Management	400.000	400.000
	Contractor Project Manager	100,000	100,000
	Contractor Business Analyst	100,000	100,000
	Contract programming & development support	100,000	100,000
	Maintenance / Change Management - ERO Applications	250,000	250,000
	Outsourced Quality Assurance tester	50,000	50,000
	Data Warehouse design	250,000	250,000
	Common ERO technology platform - (SharePoint / Other)	500,000	500,000
	Studies & Assessments	100,000	100,000
	Disaster Recovery	150,000	150,000
	Iron Mountain Laptop Backup	30,000	30,000
		2,721,000	1,303,000
Human Resources	Executive Training and Development		-
	Strategic consulting on Risk-based, risk-avoidance compliance approach	75,000	-
	Collaboration and team-building leadership training	15,000	(10,000
	Instruction Technologists-Staff Development		(90,000
	Online Training	40,000	40,000
	NERC Staff Project Management training	12,000	12,000
	NERC Staff Communications skills (presentations and writing)	17,000	17,000
	NERC Staff Communications skins (presentations and writing)	17,000	17,000
	NERC Staff if applications training	20,000	20,000
		=0,000	·
	Executive Recruiting (Budget \$100k 2013 - 2015 in Personnel Expenses)		(100,000
	Compensation Consulting	30,000	30,000
	Employee, industry and Board Surveys, succession planning	35,000	35,000
	HR Process Improvements		
	Single sign-on employee self-service	20,000	20,000
	Paperless HR	7,500	7,500
		288,500	(1,500

Program	Consultants & Contracts	2013 BUDGET	INC (DEC) OVER 2012
Finance and Accounting	Risk Management	205,000	(120,000
	Assessment of CIP Auditing Practices and reports (Budgeted in Finance)	60,000	60,000
	Assessment of operations and planning standards Audits: Procedures, Practices,		
	Tools and reports and reports (Budgeted in Finance)	60,000	60,000
		325,000	-
Situation Awareness	Contract - IDC		
	IDC Billing (46000)		
	IDC Base Contract	367,200	(1,095,220
	Generation-to-Load Reporting (CO-283)	40,170	40,170
	Incentive availability performance	11,016	11,016
	NERC Factor Viewer	4,500	(13,500
	SDX Maintenance (2010 - using on CO-283)	15,000	(45,000
	SDX 2010 Deferred Change Orders		
	DF Support Services Agreement.	12,500	(37,500
	Book of Flowgate Database	7,200	(21,600
	Book of Flowgate Database-Maintenance (2010 - using on CO-283)		
	Contracts - IDC Total	457,586	(1,161,634
Situation Awareness	Frame Relay Billing (46100)		
	Frame Relay-RC's	300,094	
	Contracts - Total Frame Relay	300,094	•
	TOTAL CONSULTANTS, CONTRACTS, IDC AND FRAME RELAY	8,816,254	528,94

Exhibit C - Working Capital and Operating Reserve Policy

This policy governs the determination of the company's annual working capital and operating reserve requirements and the authorization of management to access these funds.

The company's working capital requirement shall be the amount necessary to satisfy projected annual cash flow and cash balance requirements. Annual cash flow and cash balance requirements shall be determined based on a review of: (a) the company's projected cash flow needs over the applicable year and (b) cash balances required to satisfy any covenant under the terms of any loan, credit or other agreement to which the company is a party. To the extent that during the year the cash balances required to satisfy covenant obligations under the terms of any loan, credit or other agreement are reduced, such excess cash balance will be transferred to the company's operating reserve for unforeseen contingencies described below.

The company's operating reserves shall include: (1) an amount necessary to satisfy known contingencies where the specific timing and amount is uncertain, (2) an amount available to be utilized for unforeseen contingency, and (3) excess funds applicable to the Personnel Certification and Operator Training Program.

The amount of the company's working capital and operating reserves, by category, shall be separately identified and quantified each year in the business plan and budget submitted to and approved by the Board of Trustees. Transfers of working capital to operating reserves and transfers of operating reserve funds between categories shall require approval of the Board of Trustees, after review and recommendation by the Finance and Audit Committee.

The following guidelines shall apply to the determination of the company's operating reserves.

(1) Known Contingencies Where the Amount and Timing Are Uncertain

This category of operating reserves represents estimated funding reserves for known contingencies where the timing and amount of funding to satisfy the contingency when it materializes is uncertain. An example would be the need for additional resources to address a requirement or process where regulatory or other governmental authorizations or directives are pending or anticipated but an order has not yet been issued so the amount of the impact and timing is uncertain, but management has nevertheless concluded that additional resources are likely to be required.

(2) <u>Unforeseen Contingencies</u>

This category of operating reserves represents a funding reserve for unknown contingencies which were not anticipated at the time of preparation and approval of the business plan and budget. Examples of unforeseen contingencies might include supplemental resources required to assist in the evaluation of significant unforeseen events affecting the bulk power system, such as the February Cold Weather Event and Southwest Outage or to address unforeseen regulatory directives.

(3) Excess Funds applicable to the Personnel Certification and Operator Training Program
In the event the company realizes higher levels of funding from operator certification and training above incurred expenses, this excess funding shall constitute a separate category of operating reserve and shall be used solely for operator training and certification needs, as determined by the company and the Personnel Certification Governance Committee. This is consistent with the intent of Section 602.4.10 of the Rules of Procedures.

Guidelines and Authorities Applicable to Expenditures of Working Capital and Operating Reserves

The following guidelines, limitations and authorities shall apply to expenditures of working capital and operating reserves.

- The Chief Financial and Administrative Officer shall have the authority to draw on budgeted working capital reserves to the extent necessary to satisfy daily cash flow requirements. Any such draws of working capital reserves shall to the extent possible be promptly replenished from future excess cash flow.
- 2. For expenditures of operating reserves for budgeted known contingencies, the company's president and chief executive officer is authorized to expend such reserves up to the amount set forth in the company's budget.
- 3. For budgeted expenditures of excess funds associated with the Personnel Certification and Operator Training Program, the company's president and chief executive officer is authorized to expend such reserves up to the amount set forth in the company's budget.
- 4. For expenditure of operating reserves budgeted for unforeseen contingencies and for unbudgeted expenditures of excess funds associated with the Personnel Certification and Operator Training Program:
 - The president and chief executive officer shall have authority to make expenditures up to \$250,000;
 - ii. For expenditures greater than \$250,000 but less than \$500,000 prior approval of the Finance and Audit Committee is required; and
 - iii. For expenditures in excess of \$500,000 approval of the Board of Trustees is required, after notice to and recommendation by the Finance and Audit Committee.
- Any expenditure of funds in excess of the company's approved budget, inclusive of budgeted working capital and operating reserves, requires the prior approval of the Board of Trustees, after notice to and recommendation of the Finance and Audit Committee.

All expenditures of contingency funds are subject to other applicable company policies and procedures, including currently effective procurement policies and delegations of authority, and shall be separately reported in the budget variance reports prepared by management and

included in the quarterly Finance and Audit Committee agenda materials, which are posted on the company's website.

The procedures set forth in Section 1108 of the Rules of Procedure, including Board of Trustees and FERC approval, shall continue to apply in circumstances where the company requires funding between normal annual budget cycles in excess of amounts available through approved assessments, working capital and operating reserve resources.

Guidelines and Authorities Required to Reallocate Budgeted Expenditures on an Intra-year Basis

During the course of the year, events may unfold such that some approved budget areas may run below budget, making funds available to satisfy other resource needs based on changing priorities. In the event such under runs occur, these excess funds shall be added to the unforeseen contingency operating reserve and the president and chief executive officer shall have the authority to expend such funds, and management shall also be responsible for reporting such expenditures, in the same manner as the expenditure of funds for other unforeseen contingencies set forth above.

Addition of Unbudgeted FTE or Headcount Additions

Any FTE or headcount additions, regardless of the source of and availability of funding, which are in excess of the total FTEs or total headcount, respectively, set forth in the company's approved business plan and budget for the applicable budget year shall require approval of the Board of Trustees, after review by the Corporate Governance and Human Resources Committee and the Finance and Audit Committee.

Proposed 2013 Working Capital and Operating Reserve Amounts

Working Capital – \$0

Based upon its 2013 cash flow projection and taking into account the historic manner in which NERC's assessments have been billed and paid, including the fact that WECC collects and pays its annual allocated share of the NERC assessments during the 1st quarter of the year, NERC does not anticipate needing access to working capital in 2013 to meet monthly cash flow needs. In the unlikely event NERC experiences a temporary cash flow shortage it has the ability to either request authorization from the Finance and Audit Committee and Board of Trustees to temporarily access operating reserve funds or draw on its \$4M line of credit so long as NERC is in compliance with the covenants under its bank credit agreement.

NERC's credit agreement currently requires NERC to maintain a minimum of \$1.250M in net assets (total assets minus intangible assets minus total liabilities).

NERC has also posted letters of credit totaling approximately \$134,146 in lieu of cash security deposits in connection with its offices leases. In the event these lines of credit get drawn on, NERC is required to reimburse the draws in full. Management does not recommend at this time that working capital be maintained as security for this reimbursement obligation.

Operating Reserves – \$3.4M (Known Contingency Category-\$1.M + Unforeseen Contingency Category \$1M + Personnel Certification and Operating Training Excess Revenues \$1.4M)

Operating reserve amounts are divided into three categories: (1) known contingencies, (2) unknown contingencies and (3) excess revenues from the Personnel Certification and Operator Training Programs. Management's proposal with respect to the amount of 2013 reserves for each of these categories is set forth below.

- (1) Known Contingencies where timing and amount uncertain³⁴ \$1.0M representing a discount from the maximum aggregate estimated cost of \$2.5M for the following known contingencies:
 - a. BES implementation- Outside contractor (subject matter experts) support-\$0-\$300k. Software application for submittal, processing and management of exclusion requests. \$0-\$300k
 - NERC will be in a better position to develop a more informed forecast of this need after the FERC issues an order on the proposed definition of BES pending in FERC Docket RM12-6-000.
 - b. Implementation of NERC's revision to the Transmission Planning Reliability Standard, TPL-002-ob, Table 1, footnote b (FERC Docket No. RM11-18-000) Outside contractor (subject matter expert) support \$0-\$250k

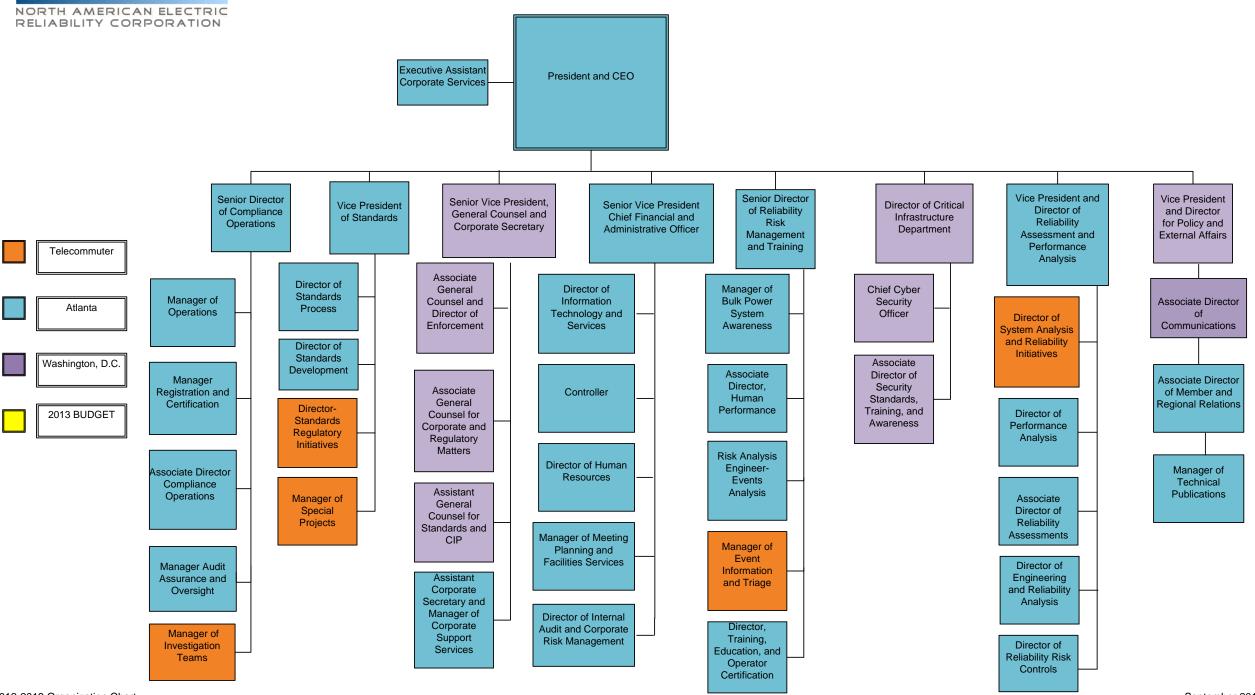
³⁴ To the extent that proposed reserves in this category become unnecessary due, for example, the terms and conditions of a FERC order, pursuant to the proposed Working Capital and Operating Reserve Policy management could make a request to the NERC Finance and Audit Committee and Board of Trustees to set aside funds for other specific contingencies which became known after Board approval of the budget or request that all or a portion of the amount be transferred to the Unforeseen Contingencies category.

- i. NERC will be in a position to develop a more informed forecast of this need once the results of the NERC Rules of Procedure Section 1600 Data Request, regarding the use of Table 1, footnote b (i.e., planned load shed in the event of a single contingency) have been received and reviewed.
- c. Events Information database to enable NERC and the Regional Entities to uniquely identify each event, track documentation, critical dates and status and provide for secure transfers of information between NERC and the Regional Entities \$0-\$300k
- d. Automated system to collect reliability assessment data used for RAPA BPS assessments, reducing administrative burdens associated with collection of 500,000 data points annually \$0-\$200k
- e. Generation protection and controls modeling support to the extent DOE funding is no longer available \$0-\$50k
- f. FERC audit implementation \$0-\$1.0M
 - i. Compensation studies \$0-\$200k
 - ii. Accounting system upgrades \$0-\$500k
 - iii. Additional accounting staff \$0-\$100k
 - iv. Other Consultants \$0-\$200k
- g. Additional CIP audit support, as well as audit support for CCC compliance audits, in excess of 2013 budgeted internal CIP resources and external audit budget under Risk Management under Finance and Accounting — \$0-\$100k
- (2) Unforeseen Contingencies \$1M
 - a. Represents a contingency for unknowns including significant litigation, compliance with new governmental or regulatory mandates, major system event investigations, etc.
- (3) System Operator Certification Program \$1.4M
 - a. In 2010 and 2011, the System Operator Testing and Certification Program generated \$1.4M in excess revenues over expenses
 - b. In 2012, the Program is projected to generate approximately \$321.3k in excess revenues over expenses
 - c. The 2013 budget includes a reduction of \$347k of the excess revenues over expenses generated between 2010 and 2012, to fund 2013 expenses for the System Operator Testing and Certification Program which are projected to be in excess of fees collected.

Total Working Capital + Operating Reserves - \$3.4M

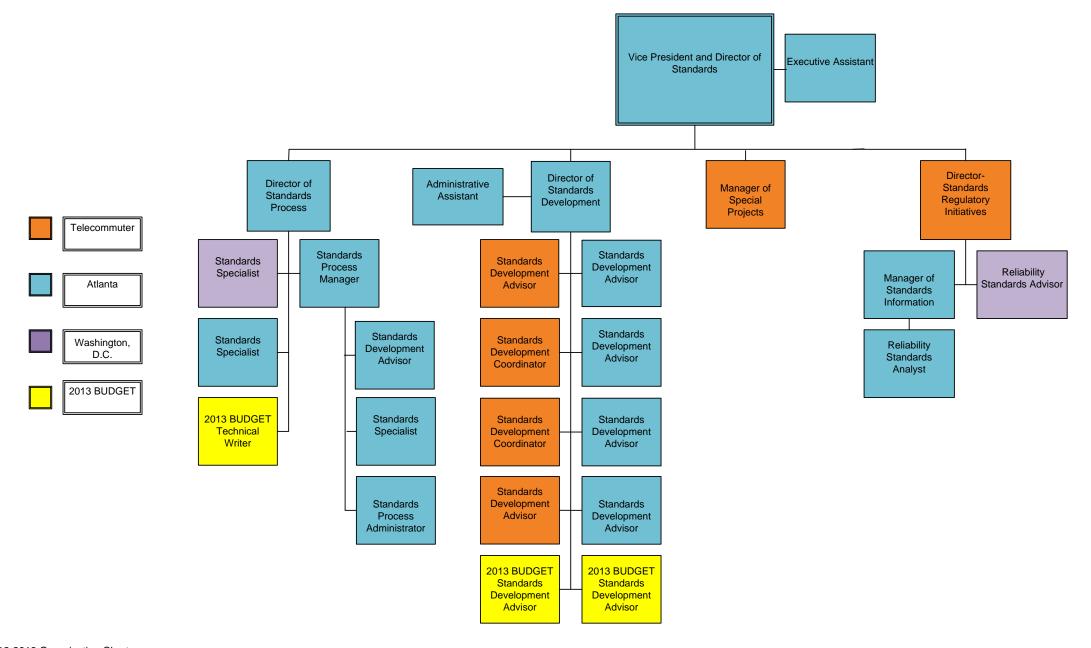


NERC Staff Organization Chart 2012 - 2013 Budget per Reorganizaton



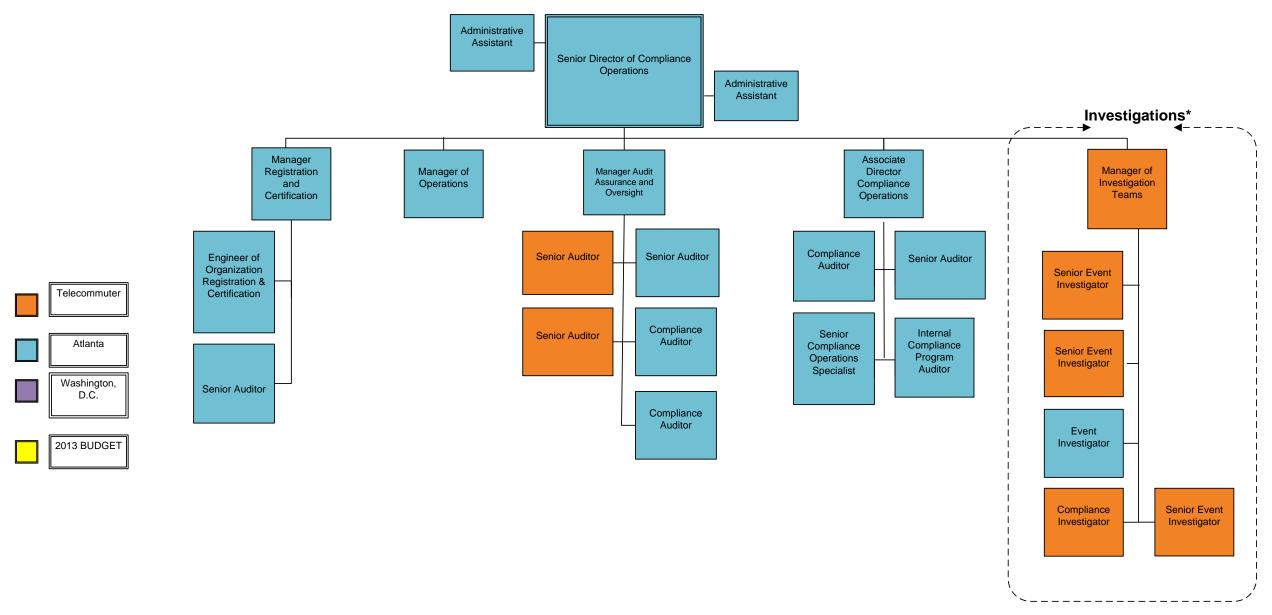


Reliability Standards 2012 - 2013





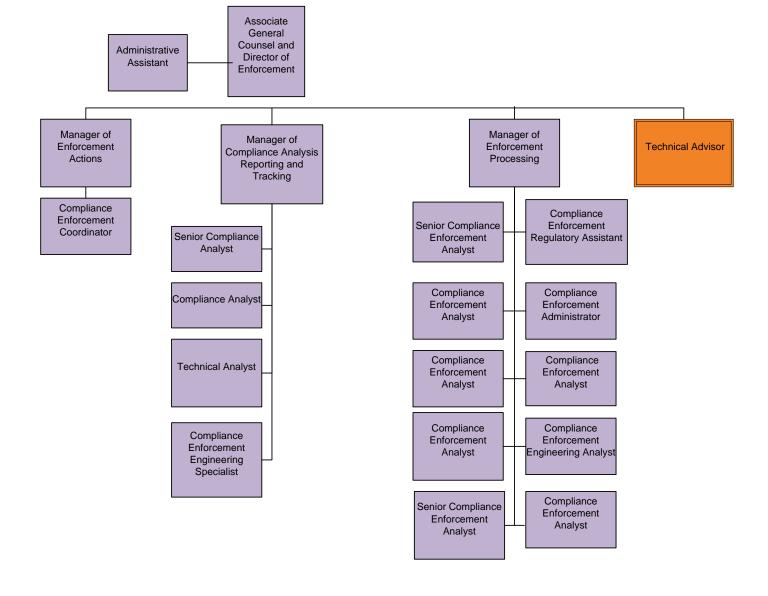
Compliance Operations 2012 - 2013



*Staff originally budgeted with Events Analysis and Investigations



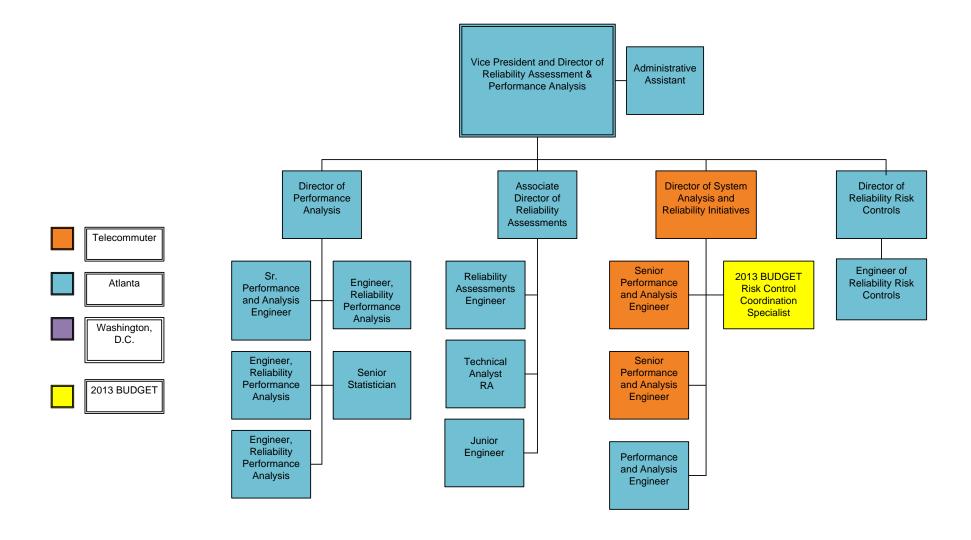
Compliance Enforcement 2012 - 2013





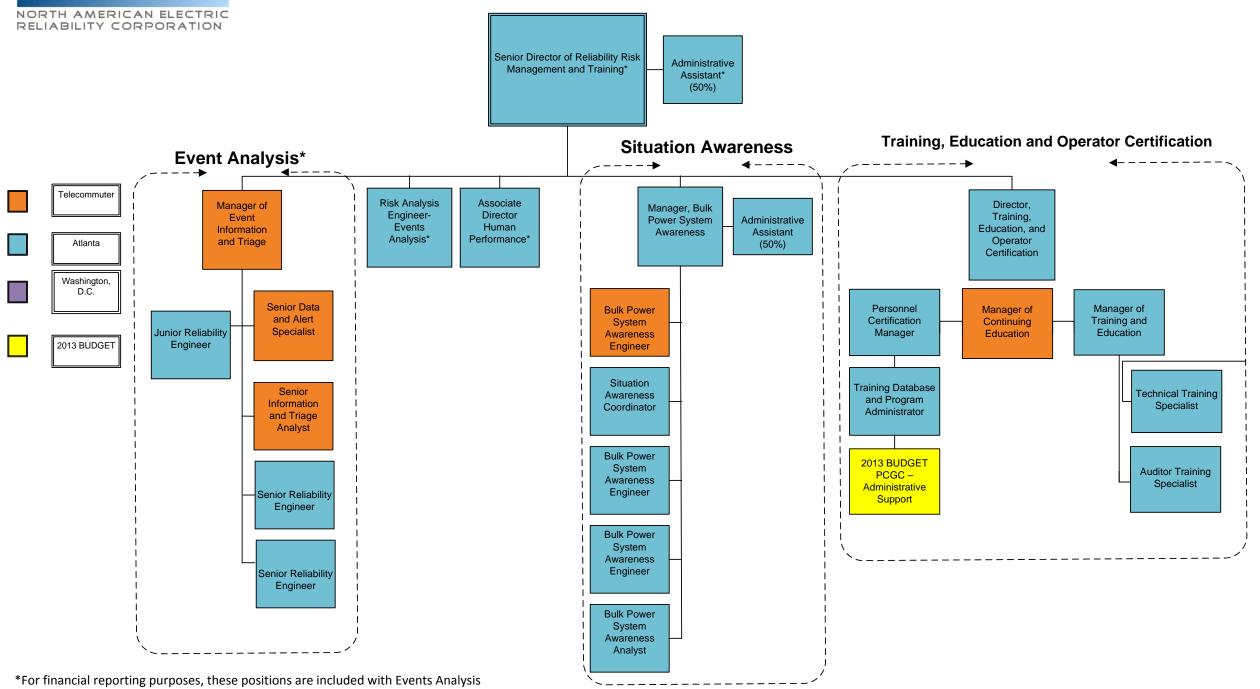


Reliability Assessment & Performance Analysis 2012-2013



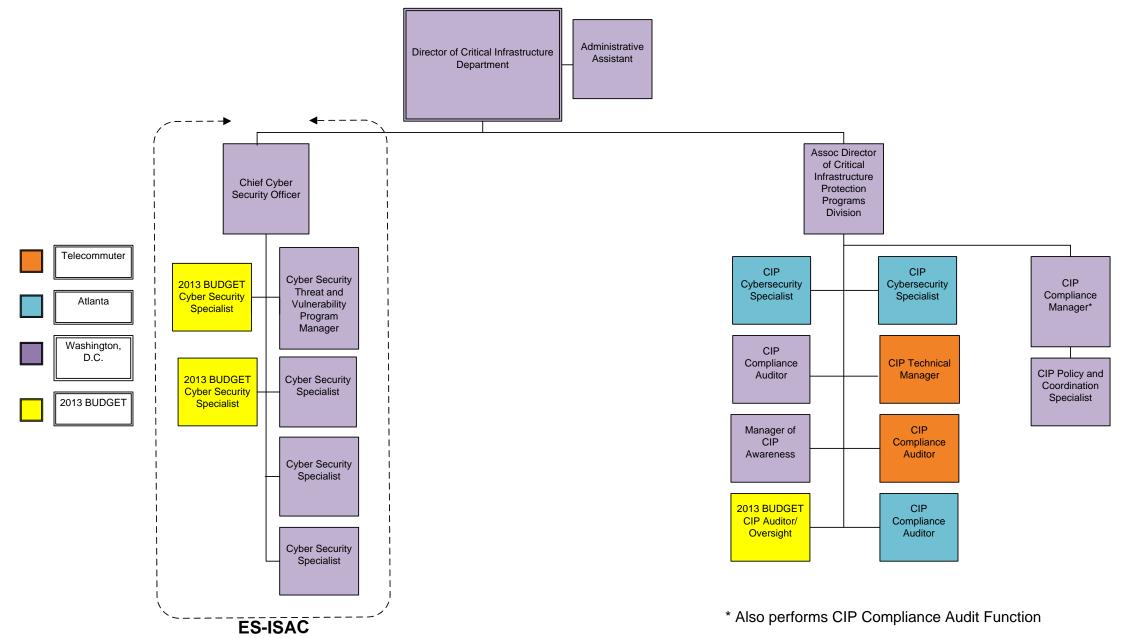


Reliability Risk Management 2012 - 2013





Critical Infrastructure Department 2012 - 2013





Telecommuter

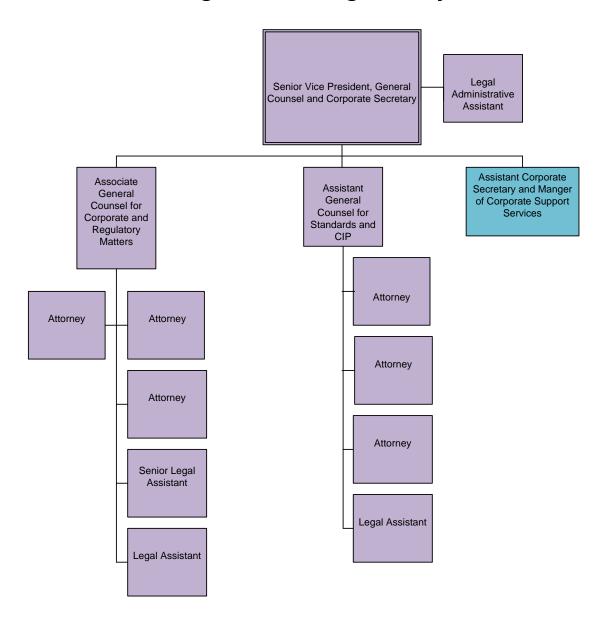
Atlanta

Washington,

D.C.

2013 BUDGET

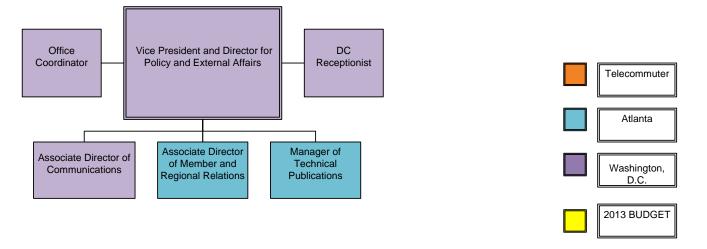
Legal and Regulatory 2012 - 2013



2012-2013 Organization Chart

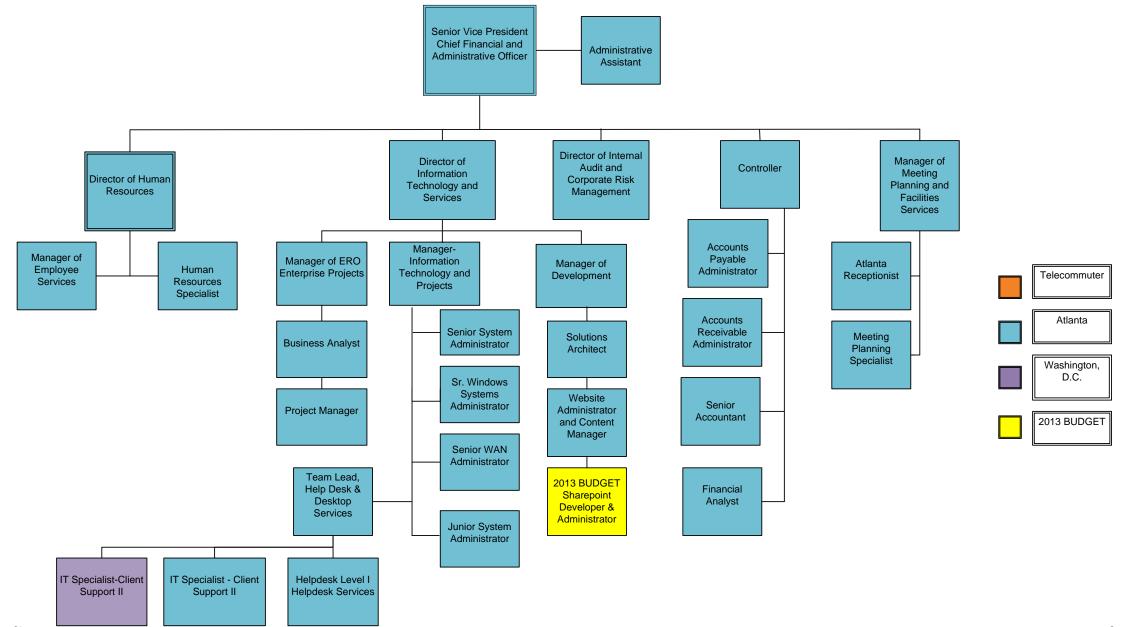


Governmental Relations 2012 - 2013





Accounting and Finance, Information Technology and Human Resources 2012 - 2013



Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
2011	FRCC	1074	Alachua, City of	U.S.	127,922	127,922		0.057%	0.057%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	FRCC	1075	Bartow, City of	U.S.	277,100	277,100		0.124%	0.037%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.003%
2011	FRCC	1076	Chattahoochee, City of	U.S.	41,040	41,040		0.018%	0.018%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	FRCC	1077	Florida Keys Electric Cooperative Assn	U.S.	699,000	699,000		0.312%	0.312%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	FRCC	1078	Florida Power & Light Co.	U.S.	110,279,500	110,279,500		49.253%	49.253%	0.000%	0.000%	2.436%	2.436%	0.000%	0.000%	2.760%
2011	FRCC	1079	Florida Public Utilities Company	U.S.	405,000	405,000		0.181%	0.181%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	FRCC	1080	Gainesville Regional Utilities	U.S.	1,822,179	1,822,179		0.814%	0.814%	0.000%	0.000%	0.040%	0.040%	0.000%	0.000%	0.046%
2011	FRCC	1081	Homestead, City of	U.S.	495,000	495,000		0.221%	0.221%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	FRCC	1082	JEA	U.S.	12,575,000	12,575,000		5.616%	5.616%	0.000%	0.000%	0.278%	0.278%	0.000%	0.000%	0.315%
2011	FRCC	1083	Lakeland Electric	U.S.	2,893,000	2,893,000		1.292%	1.292%	0.000%	0.000%	0.064%	0.064%	0.000%	0.000%	0.072%
2011	FRCC	1626	Lee County Electric Cooperative, Inc	U.S.	1,177,900	1,177,900		0.526%	0.526%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.029%
2011	FRCC	1084	Mount Dora, City of	U.S.	90,700	90,700		0.041%	0.041%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	FRCC	1085	New Smyrna Beach, Utilities Commission of	U.S.	387,000	387,000		0.173%	0.173%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	FRCC	1086	Orlando Utilities Commission	U.S.	5,654,900	5,654,900		2.526%	2.526%	0.000%	0.000%	0.125%	0.125%	0.000%	0.000%	0.142%
2011	FRCC	1087	Progress Energy Florida	U.S.	40,039,700	40,039,700		17.883%	17.883%	0.000%	0.000%	0.885%	0.885%	0.000%	0.000%	1.002%
2011	FRCC	1088	Quincy, City of	U.S.	142,900	142,900		0.064%	0.064%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	FRCC FRCC	1089	Reedy Creek Improvement District	U.S.	1,208,000	1,208,000		0.540%	0.540%	0.000%	0.000%	0.027%	0.027%	0.000%	0.000%	0.030%
2011 2011	FRCC	1090 1091	St. Cloud, City of (OUC) Tallahassee, City of	U.S. U.S.	590,000 2,799,000	590,000 2,799,000		0.264% 1.250%	0.264% 1.250%	0.000%	0.000%	0.013% 0.062%	0.013% 0.062%	0.000%	0.000%	0.015% 0.070%
2011	FRCC	1091	Tampa Electric Company	U.S.	19,205,600	19,205,600		8.578%	8.578%	0.000%	0.000%	0.424%	0.424%	0.000%	0.000%	0.481%
2011	FRCC	1603	City of Vero Beach	U.S.	741,000	741,000		0.331%	0.331%	0.000%	0.000%	0.016%	0.016%	0.000%	0.000%	0.019%
2011	FRCC	1093	Wauchula, City of	U.S.	63,000	63,000		0.028%	0.028%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	FRCC	1094	Williston, City of	U.S.	33,165	33,165		0.015%	0.015%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	FRCC	1095	Winter Park, City of	U.S.	442,300	442,300		0.198%	0.198%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	FRCC	1072	Florida Municipal Power Agency	U.S.	6,022,040	6,022,040		2.690%	2.690%	0.000%	0.000%	0.133%	0.133%	0.000%	0.000%	0.151%
2011	FRCC	1073	Seminole Electric Cooperative	U.S.	15,689,986	15,689,986		7.008%	7.008%	0.000%	0.000%	0.347%	0.347%	0.000%	0.000%	0.393%
			TOTAL FRCC		223,901,932	223,901,932	-	- 100.000%	100.000%	0.000%	0.000%	4.946%	4.946%	0.000%	0.000%	5.603%
2011	MRO	1199	Basin Electric Power Cooperative	U.S.	12,876,292	12,876,292	-	4.551%	4.551%	0.000%	0.000%	0.284%	0.284%	0.000%	0.000%	0.322%
2011	MRO	1201	Central Iowa Power Cooperative (CIPCO)	U.S.	2,792,947	2,792,947	-	0.987%	0.987%	0.000%	0.000%	0.062%	0.062%	0.000%	0.000%	0.070%
2011	MRO	1204	Corn Belt Power Cooperative	U.S.	1,771,700	1,771,700	-	0.626%	0.626%	0.000%	0.000%	0.039%	0.039%	0.000%	0.000%	0.044%
2011	MRO	1207	Dairyland Power Cooperative	U.S.	5,260,600	5,260,600	-	1.859%	1.859%	0.000%	0.000%	0.116%	0.116%	0.000%	0.000%	0.132% 0.337%
2011 2011	MRO MRO	1210 1222	Great River Energy Minnkota Power Cooperative, Inc.	U.S. U.S.	13,485,724 4,041,580	13,485,724 4,041,580	-	4.766% 1.428%	4.766% 1.428%	0.000%	0.000%	0.298% 0.089%	0.298% 0.089%	0.000%	0.000%	0.337%
2011	MRO	1230	Nebraska Public Power District	U.S.	12,792,317	12,792,317		4.521%	4.521%	0.000%	0.000%	0.283%	0.283%	0.000%	0.000%	0.320%
2011	MRO	1232	Omaha Public Power District	U.S.	11,294,498	11,294,498	_	3.992%	3.992%	0.000%	0.000%	0.250%	0.250%	0.000%	0.000%	0.283%
2011	MRO	1237	Southern Montana Generation and Transmission	U.S.	4,101	4,101	-	0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	MRO	1240	Western Area Power Administration (UM)	U.S.	8,979,222	8,979,222	-	3.173%	3.173%	0.000%	0.000%	0.198%	0.198%	0.000%	0.000%	0.225%
2011	MRO	1239	Western Area Power Administration (LM)	U.S.	126,885	126,885	-	0.045%	0.045%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	MRO	1217	Manitoba Hydro	CAN	22,687,015		22,687,015	8.018%	0.000%	8.018%	0.000%	0.501%	0.000%	0.501%	0.000%	0.000%
2011	MRO	1235	SaskPower	CAN	21,611,000		21,611,000	7.638%	0.000%	7.638%	0.000%	0.477%	0.000%	0.477%	0.000%	0.000%
2011	MRO	1195	Alliant Energy (Alliant East - WPL & Alliant West IPL)	U.S.	28,659,140	28,659,140	-	10.129%	10.129%	0.000%	0.000%	0.633%	0.633%	0.000%	0.000%	0.717%
2011	MRO	1216	Madison, Gas and Electric	U.S.	3,483,114	3,483,114	-	1.231%	1.231%	0.000%	0.000%	0.077%	0.077%	0.000%	0.000%	0.087%
2011	MRO	1220	MidAmerican Energy Company	U.S.	27,733,598	27,733,598	-	9.801%	9.801%	0.000%	0.000%	0.613%	0.613%	0.000%	0.000%	0.694%
2011	MRO	1221	Minnesota Power	U.S.	13,185,574	13,185,574	-	4.660%	4.660%	0.000%	0.000%	0.291%	0.291%	0.000%	0.000%	0.330%
2011	MRO	1226	Montana-Dakota Utilities Co.	U.S.	2,776,082	2,776,082	-	0.981%	0.981%	0.000%	0.000%	0.061%	0.061%	0.000%	0.000%	0.069%
2011	MRO	1231	NorthWestern Energy	U.S.	1,503,637	1,503,637	-	0.531%	0.531%	0.000%	0.000%	0.033%	0.033%	0.000%	0.000%	0.038%
2011	MRO	1233	Otter Tail Power Company	U.S.	4,340,620	4,340,620	-	1.534%	1.534%	0.000%	0.000%	0.096%	0.096%	0.000%	0.000%	0.109%
2011	MRO	1243	Integrys Energy Group (WPS and UPPCO)	U.S.	13,495,958	13,495,958	-	4.770%	4.770%	0.000%	0.000%	0.298%	0.298%	0.000%	0.000%	0.338%
2011 2011	MRO MRO	1244 1196	Xcel Energy Company (NSP) Ames Municipal Electric System	U.S. U.S.	46,149,635 776,022	46,149,635 776,022	-	16.310% 0.274%	16.310% 0.274%	0.000%	0.000% 0.000%	1.020% 0.017%	1.020% 0.017%	0.000% 0.000%	0.000% 0.000%	1.155% 0.019%
2011	MRO	1604	Atlantic Municipal Utilities	U.S.	70,850	70,850	-	0.274%	0.274%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	MRO	1476	Badger Power Marketing Authority of Wisconsin, In		412,684	412,684	_	0.146%	0.025%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	MRO	1200	Cedar Falls Municipal Utilities	U.S.	518,347	518,347	-	0.140%	0.140%	0.000%	0.000%	0.011%	0.003%	0.000%	0.000%	0.010%
		A NEL D	•		,	,										

APPENDIX 2-A

Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
Data fear	Elitity	טו	Enuty	Country	TOTAL INEL (IVIVVII)	0.3. NEL	Callada NEL	MEXICO NEL % OF RE LOCAL	US TOTAL	Total	iotai	TOTAL	US TULAT	IUtai	TOTAL	Olliy
2011	MRO	1477	Central Minnesota Municipal Power Agency (CMMF	U.S.	473,123	473,123	-	0.167%	0.167%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	MRO	1605	City of Pella	U.S.	198,568	198,568		0.070%	0.070%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	MRO	1203	Escanaba Municipal Electric Utility	U.S.	152,753	152,753	-	0.054%	0.054%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	MRO	1205	Falls City Water & Light Department	U.S.	56,484	56,484	-	0.020%	0.020%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	MRO	1206	Fremont Department of Utilities	U.S.	439,487	439,487	-	0.155%	0.155%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	MRO	1208	Geneseo Municipal Utilities	U.S.	67,256	67,256	-	0.024%	0.024%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	MRO	1209	Grand Island Utilities Department	U.S.	749,418	749,418	-	0.265%	0.265%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	MRO	1606	Harlan Municipal Utilities	U.S.	24,145	24,145		0.009%	0.009%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	MRO	1211	Hastings Utilities	U.S.	430,025	430,025	-	0.152%	0.152%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%
2011	MRO	1212	Heartland Consumers Power District	U.S.	851,022	851,022	-	0.301%	0.301%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.021%
2011	MRO	1213	Hutchinson Utilities Commission	U.S.	302,337	302,337	-	0.107%	0.107%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	MRO	1215	Lincoln Electric System	U.S.	3,220,742	3,220,742	-	1.138%	1.138%	0.000%	0.000%	0.071%	0.071%	0.000%	0.000%	0.081%
2011	MRO	1218	Manitowoc Public Utilities	U.S.	537,247	537,247	-	0.190%	0.190%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.013%
2011	MRO	1223	Missouri River Energy Services	U.S.	2,236,676	2,236,676	-	0.790%	0.790%	0.000%	0.000%	0.049%	0.049%	0.000%	0.000%	0.056%
2011	MRO	1224	MN Municipal Power Agency (MMPA)	U.S.	1,454,647	1,454,647	-	0.514%	0.514%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	MRO	1607	Montezuma Municipal Light & Power	U.S.	35,057	35,057		0.012%	0.012%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	MRO	1227	Municipal Energy Agency of Nebraska	U.S.	1,161,634	1,161,634	-	0.411%	0.411%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.029%
2011	MRO	1228	Muscatine Power and Water	U.S.	879,516	879,516	-	0.311%	0.311%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.022%
2011	MRO	1229	Nebraska City Utilities	U.S.	175,634	175,634	-	0.062%	0.062%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	MRO	1234	Rochester Public Utilities	U.S.	8,902	8,902	-	0.003%	0.003%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	MRO	1236	Southern Minnesota Municipal Power Agency	U.S.	2,961,297	2,961,297	-	1.047%	1.047%	0.000%	0.000%	0.065%	0.065%	0.000%	0.000%	0.074%
2011	MRO	1241	Willmar Municipal Utilities	U.S.	266,050	266,050	-	0.094%	0.094%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	MRO	1242	Wisconsin Public Power, Inc. (East and West regions	U.S.	5,442,541	5,442,541	-	1.923%	1.923%	0.000%	0.000%	0.120%	0.120%	0.000%	0.000%	0.136%
			TOTAL MRO		282,953,703	238,655,688	44,298,015	- 100.00%	84.344%	15.656%	0.000%	6.251%	5.272%	0.979%	0.000%	5.972%
2011	NPCC	1336	Now England	U.S.	124.015.000	134.015.000		20.647%	20.647%	0.000%	0.000%	2.980%	2.980%	0.000%	0.000%	3.376%
			New England		134,915,000	134,915,000										
2011 2011	NPCC NPCC	1339 1337	New York	U.S.	162,787,000	162,787,000	143,343,000	24.913% 21.937%	24.913% 0.000%	0.000% 21.937%	0.000%	3.596% 3.167%	3.596% 0.000%	0.000% 3.167%	0.000%	4.074%
2011	NPCC	1341	Ontario Quebec	Canada Canada	143,343,000 186,613,000		186,613,000	21.937%	0.000%	28.559%	0.000%	4.123%	0.000%	4.123%	0.000%	
2011	NPCC	1338	New Brunswick	Canada	13,866,000		13,866,000	2.122%	0.000%	2.122%	0.000%	0.306%	0.000%	0.306%	0.000%	
2011	NPCC	1340	Nova Scotia	Canada	11,908,000		11,908,000	1.822%	0.000%	1.822%	0.000%	0.263%	0.000%	0.263%	0.000%	
2011	NECC	1340	TOTAL NPCC	Cariaua	653,432,000	297,702,000	355,730,000	- 100.000%	45.560%	54.440%	0.000%	14.435%	6.577%	7.859%	0.000%	7.450%
			TO MEM GO		033,132,000	237,702,000	333,730,000	100100070	15.50070	31111070	0.00070	11113370	0.37770	7.03370	0.00070	7113070
2011	RFC	1104	Bay City	U.S.	332,819	332,819		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	RFC	1102	Cannelton Utilities	U.S.	16,407	16,407		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	RFC	1105	City of Chelsea	U.S.	97,746	97,746		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	RFC	1106	City of Croswell	U.S.	38,974	38,974		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1108	City of Eaton Rapids	U.S.	97,463	97,463		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	RFC	1111	City of Hart	U.S.	46,414	46,414		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1490	City of Lansing	U.S.	2,228,163	2,228,163		0.244%	0.244%	0.000%	0.000%	0.049%	0.049%	0.000%	0.000%	0.056%
2011	RFC	1112	City of Marquette Board of Light & Power	U.S.	330,549	330,549		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	RFC	1114	City of Portland	U.S.	35,899	35,899		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1116	City of St. Louis	U.S.	38,881	38,881		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1118	City of Wyandotte	U.S.	182,481	182,481		0.020%	0.020%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	RFC	1120	Cloverland Electric Cooperative	U.S.	880,550	880,550		0.096%	0.096%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.022%
2011	RFC	1122	CMS ERM Michigan LLC	U.S.	193,267	193,267		0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%

	Regional									Canada	Mexico	% of ERO		Canada		% of ERO - US
Data Year	Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	RFC	1124	Constellation New Energy (MECS-CONS)	U.S.	1,291,190	1,291,190		0.141%	0.141%	0.000%	0.000%	0.029%	0.029%	0.000%	0.000%	0.032%
2011	RFC	1123	Constellation New Energy (MECS-CONS)	U.S.	1,204,038	1,204,038		0.132%	0.141%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.032%
2011	RFC	1126	Consumers Energy Company	U.S.	33,602,986	33,602,986		3.679%	3.679%	0.000%	0.000%	0.742%	0.742%	0.000%	0.000%	0.841%
2011	RFC	1128	Detroit Edison Company	U.S.	45,338,158	45,338,158		4.964%	4.964%	0.000%	0.000%	1.002%	1.002%	0.000%	0.000%	1.135%
2011	RFC	1166	Duke Energy Indiana	U.S.	30,382,510	30,382,510		3.327%	3.327%	0.000%	0.000%	0.671%	0.671%	0.000%	0.000%	0.760%
2011	RFC	1135	Ferdinand Municipal Light & Water	U.S.	41,443	41,443		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC		FirstEnergy Solutions (MECS-DET)	U.S.	22,045	22,045		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	RFC	1549	FirstEnergy Solutions (MECS-DET)	U.S.	2,011,437	2,011,437		0.220%	0.220%	0.000%	0.000%	0.044%	0.044%	0.000%	0.000%	0.050%
2011	RFC	1612	Glacial Energy (MECS-DET)	U.S.	465,052	465,052		0.051%	0.051%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	RFC	1144	Holland Board of Public Works	U.S.	791,998	791,998		0.087%	0.087%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.020%
2011	RFC	1145	Hoosier Energy	U.S.	7,261,372	7,261,372		0.795%	0.795%	0.000%	0.000%	0.160%	0.160%	0.000%	0.000%	0.182%
2011	RFC	1148	Indiana Municipal Power Agency (DUKE CIN)	U.S.	2,955,759	2,955,759		0.324%	0.324%	0.000%	0.000%	0.065%	0.065%	0.000%	0.000%	0.074%
2011	RFC	1485	Indiana Municipal Power Agency (NIPSCO)	U.S.	419,342	419,342		0.046%	0.046%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	RFC	1486	Indiana Municipal Power Agency (SIGE)	U.S.	597,854	597,854		0.065%	0.065%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.015%
2011	RFC	1149	Indianapolis Power & Light Co.	U.S.	15,081,179	15,081,179		1.651%	1.651%	0.000%	0.000%	0.333%	0.333%	0.000%	0.000%	0.377%
2011	RFC	1553	Integrys Energy Services (MECS-CONS)	U.S.	479,640	479,640		0.053%	0.053%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	RFC	1554	Integrys Energy Services (MECS-DET)	U.S.	361,468	361,468		0.040%	0.040%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009% 0.001%
2011 2011	RFC RFC	1614 1154	Just Energy (MECS-DET) Michigan Public Power Agency	U.S. U.S.	20,088 1,217,681	20,088 1,217,681		0.002% 0.133%	0.002% 0.133%	0.000% 0.000%	0.000%	0.000% 0.027%	0.000% 0.027%	0.000%	0.000%	0.001%
2011	RFC	1155	Michigan South Central Power Agency	U.S.	569,075	569,075		0.062%	0.062%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.030%
2011	RFC	1158	MidAmerican Energy Company Retail	U.S.	94,412	94,412		0.010%	0.010%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	RFC	1163	Northern Indiana Public Service Co.	U.S.	17,649,919	17,649,919		1.933%	1.933%	0.000%	0.000%	0.390%	0.390%	0.000%	0.000%	0.442%
2011	RFC	1164	Ontonagon County Rural Electrification Assoc.	U.S.	29,071	29,071		0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1265	PJM Interconnection, LLC	U.S.	700,638,595	700,638,595		76.716%	76.716%	0.000%	0.000%	15.478%	15.478%	0.000%	0.000%	17.532%
2011	RFC	1172	Sempra Energy Solutions (MECS-CONS)	U.S.	1,138,144	1,138,144		0.125%	0.125%	0.000%	0.000%	0.025%	0.025%	0.000%	0.000%	0.028%
2011	RFC	1171	Sempra Energy Solutions (MECS-DET)	U.S.	1,003,770	1,003,770		0.110%	0.110%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	RFC	1176	Direct Energy (fka:Strategic Energy,LLC) (MECS-CON	U.S.	9,008	9,008		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	RFC	1174	Direct Energy (fka:Strategic Energy,LLC) (MECS-DET)	U.S.	353,412	353,412		0.039%	0.039%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	RFC	1581	Spartan Renewable Energy	U.S.	62,962	62,962		0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	RFC	1180	Thumb Electric Cooperative	U.S.	169,977	169,977		0.019%	0.019%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	RFC	1627	US Department of Energy	U.S.	253,186	253,186		0.028%	0.028%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.006%
2011	RFC	1181	Vectren Energy Delivery of IN	U.S.	5,901,730	5,901,730		0.646%	0.646%	0.000%	0.000%	0.130%	0.130%	0.000%	0.000%	0.148%
2011	RFC	1183	Village of Sebewaing	U.S.	37,737	37,737		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1184	Wabash Valley Power Association Inc. (DUKE CIN)	U.S.	2,721,459	2,721,459		0.298%	0.298%	0.000%	0.000%	0.060%	0.060%	0.000%	0.000%	0.068%
2011	RFC	1487	Wabash Valley Power Association Inc. (MECS CONS	U.S.	149,784	149,784		0.016%	0.016%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	RFC	1488	Wabash Valley Power Association Inc.(NIPSCO)	U.S.	1,645,995	1,645,995		0.180%	0.180%	0.000%	0.000%	0.036%	0.036%	0.000%	0.000%	0.041%
2011 2011	RFC RFC	1185	Wisconsin Electric Power Co.	U.S. U.S.	29,113,348	29,113,348 1,048,142		3.188% 0.115%	3.188% 0.115%	0.000% 0.000%	0.000% 0.000%	0.643% 0.023%	0.643% 0.023%	0.000% 0.000%	0.000%	0.729% 0.026%
2011	RFC	1189 1191	Wolverine Power Marketing Cooperative Wolverine Power Supply Cooperative	U.S.	1,048,142 2,505,464	2,505,464		0.115%	0.115%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	RFC	1190	Wolverine Power Marketing Cooperative	U.S.	128,517	128,517		0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
	III C	1130	TOTAL RELIABILITYFIRST	0.5.	913,288,560	913,288,560	-	- 100.000%	100.000%	0.000%	0.000%	20.176%	20.176%	0.000%	0.000%	22.854%
-						,										
2011	SERC	1267	Alabama Municipal Electric Authority	U.S.	3,584,000	3,584,000	-	0.344%	0.344%	0.000%	0.000%	0.079%	0.079%	0.000%	0.000%	0.090%
2011	SERC	1268	Alabama Power Company	U.S.	60,762,935	60,762,935	-	5.825%	5.825%	0.000%	0.000%	1.342%	1.342%	0.000%	0.000%	1.521%
2011	SERC	1269	Ameren - Illinois	U.S.	43,172,000	43,172,000	-	4.139%	4.139%	0.000%	0.000%	0.954%	0.954%	0.000%	0.000%	1.080%
2011	SERC	1271	Ameren - Missouri	U.S.	42,325,000	42,325,000	-	4.058%	4.058%	0.000%	0.000%	0.935%	0.935%	0.000%	0.000%	1.059%
2011	SERC	1272	APGI - Yadkin Division	U.S.	23,688	23,688	-	0.002%	0.002%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1273	Associated Electric Cooperative Inc.	U.S.	19,604,990	19,604,990		1.879%	1.879%	0.000%	0.000%	0.433%	0.433%	0.000%	0.000%	0.491%
2011	SERC	1582	Beauregard Electric Cooperative, Inc.	U.S.	1,098,669	1,098,669		0.105%	0.105%	0.000%	0.000%	0.024%	0.024%	0.000%	0.000%	0.027%
2011	SERC	1462	Benton Utility District	U.S.	291,067	291,067	-	0.028%	0.028%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1274	Big Rivers Electric Corporation	U.S.	10,699,333	10,699,333	-	1.026%	1.026%	0.000%	0.000%	0.236%	0.236%	0.000%	0.000%	0.268%
2011	SERC	1275	Black Warrior EMC	U.S.	442,854	442,854	-	0.042%	0.042%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	SERC	1276	Blue Ridge EMC	U.S.	1,393,046	1,393,046	-	0.134%	0.134%	0.000%	0.000%	0.031%	0.031%	0.000%	0.000%	0.035%
2011	SERC	1628	Brazos Electric Power Cooperative, Inc.	U.S.	426,252	426,252		0.041%	0.041%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%

Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
2011	SERC	1462	Conton MS	11.6	120.750	120.750		0.012%	0.012%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011 2011	SERC	1463 1277	Canton, MS Central Electric Power Cooperative Inc.	U.S. U.S.	129,759 16,018,210	129,759 16,018,210	-	1.536%	1.536%	0.000%	0.000%	0.354%	0.354%	0.000%	0.000%	0.401%
2011	SERC	1277	City of Blountstown FL	U.S.	40,730	40,730	-	0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.401%
2011	SERC	1279	City of Camden SC	U.S.	204,997	204,997	-	0.020%	0.020%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	SERC	1280	City of Collins MS	U.S.	47,686	47,686	_	0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1281	City of Columbia MO	U.S.	1,186,640	1,186,640	-	0.114%	0.114%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.030%
2011	SERC	1282	City of Conway AR (Conway Corporation)	U.S.	1,054,201	1,054,201	-	0.101%	0.101%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	SERC	1284	City of Evergreen AL	U.S.	61,707	61,707	-	0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	SERC	1285	City of Hampton GA	U.S.	26,787	26,787	-	0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1286	City of Hartford AL	U.S.	34,292	34,292	-	0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1287	City of Henderson (KY) Municipal Power & Light	U.S.	622,844	622,844	-	0.060%	0.060%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	SERC	1288	City of North Little Rock AR (DENL)	U.S.	990,134	990,134	-	0.095%	0.095%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	SERC	1289	City of Orangeburg SC Department of Public Utilities	U.S.	757,337	757,337	-	0.073%	0.073%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	SERC	1290	City of Robertsdale AL	U.S.	87,822	87,822	-	0.008%	0.008%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	SERC	1291	City of Ruston LA (DERS)	U.S.	291,155	291,155	-	0.028%	0.028%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC SERC	1292	City of Serior field (CMLP)	U.S.	163,232	163,232	-	0.016%	0.016%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004% 0.047%
2011 2011	SERC	1115 1465	City of Springfield (CWLP) City of Thayer, MO	U.S. U.S.	1,873,853 20,289	1,873,853 20,289	-	0.180% 0.002%	0.180% 0.002%	0.000%	0.000%	0.041% 0.000%	0.041% 0.000%	0.000%	0.000%	0.047%
2011	SERC	1293	City of Troy AL	U.S.	419,171	419,171		0.040%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	SERC	1294	City of West Memphis AR (West Memphis Utilities)	U.S.	394,287	394,287	_	0.038%	0.038%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	SERC	1583	Claiborne Electric Cooperative, Inc.	U.S.	680,273	680,273		0.065%	0.065%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	SERC	1584	Concordia Electric Cooperative, Inc.	U.S.	263,860	263,860		0.025%	0.025%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1283	Dalton Utilities	U.S.	1,520,674	1,520,674	-	0.146%	0.146%	0.000%	0.000%	0.034%	0.034%	0.000%	0.000%	0.038%
2011	SERC	1585	Dixie Electric Membership Corporation	U.S.	2,334,200	2,334,200		0.224%	0.224%	0.000%	0.000%	0.052%	0.052%	0.000%	0.000%	0.058%
2011	SERC	1295	Dominion Virginia Power	U.S.	84,117,446	84,117,446	-	8.064%	8.064%	0.000%	0.000%	1.858%	1.858%	0.000%	0.000%	2.105%
2011	SERC	1296	Duke Energy Carolinas, LLC	U.S.	83,342,027	83,342,027	-	7.990%	7.990%	0.000%	0.000%	1.841%	1.841%	0.000%	0.000%	2.086%
2011	SERC	1466	Durant, MS	U.S.	28,078	28,078	-	0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1478	E.ON U.S. Services Inc.	U.S.	34,754,832	34,754,832	-	3.332%	3.332%	0.000%	0.000%	0.768%	0.768%	0.000%	0.000%	0.870%
2011	SERC	1297	East Kentucky Power Cooperative	U.S.	12,504,726	12,504,726	-	1.199%	1.199%	0.000%	0.000%	0.276%	0.276%	0.000%	0.000%	0.313%
2011	SERC	1298	East Mississippi Electric Power Association	U.S.	475,932	475,932	-	0.046%	0.046%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	SERC	1629	East Texas Electric Cooperative Inc	U.S.	2,099,953	2,099,953		0.201%	0.201%	0.000%	0.000%	0.046%	0.046%	0.000%	0.000%	0.053%
2011	SERC	1299	Electric Energy Inc.	U.S.	1,328,066	1,328,066	-	0.127%	0.127%	0.000%	0.000%	0.029%	0.029%	0.000%	0.000%	0.033%
2011	SERC	1300	EnergyUnited EMC	U.S.	2,529,521	2,529,521	-	0.242%	0.242%	0.000%	0.000%	0.056%	0.056%	0.000%	0.000%	0.063%
2011 2011	SERC SERC	1301 1302	Entergy Enverteville (NC) Public Works Commission	U.S. U.S.	117,912,951	117,912,951		11.304% 0.215%	11.304% 0.215%	0.000%	0.000%	2.605%	2.605% 0.050%	0.000% 0.000%	0.000%	2.951% 0.056%
2011	SERC	1302	Fayetteville (NC) Public Works Commission Florida Public Utilities (FL Panhandle Load)	U.S.	2,241,224 343,671	2,241,224 343,671	-	0.213%	0.215%	0.000%	0.000%	0.050% 0.008%	0.030%	0.000%	0.000%	0.036%
2011	SERC	1304	French Broad EMC	U.S.	557,067	557,067		0.053%	0.053%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.003%
2011	SERC	1305	Georgia Power Company	U.S.	91,530,659	91,530,659	_	8.775%	8.775%	0.000%	0.000%	2.022%	2.022%	0.000%	0.000%	2.290%
2011	SERC	1306	Georgia System Optns Corporation	U.S.	39,145,419	39,145,419	-	3.753%	3.753%	0.000%	0.000%	0.865%	0.865%	0.000%	0.000%	0.980%
2011	SERC	1479	Greenwood (MS) Utilities Commission	U.S.	283,965	283,965	-	0.027%	0.027%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1307	Greenwood (SC) Commissioners of Public Works	U.S.	266,127	266,127	-	0.026%	0.026%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1308	Gulf Power Company	U.S.	12,253,385	12,253,385	-	1.175%	1.175%	0.000%	0.000%	0.271%	0.271%	0.000%	0.000%	0.307%
2011	SERC	1586	Haywood EMC	U.S.	301,762	301,762		0.029%	0.029%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	SERC	1309	Illinois Municipal Electric Agency	U.S.	1,939,000	1,939,000	-	0.186%	0.186%	0.000%	0.000%	0.043%	0.043%	0.000%	0.000%	0.049%
2011	SERC	1480	Itta Bena, MS	U.S.	16,464	16,464	-	0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	SERC	1587	Jefferson Davis Electric Cooperative, Inc.	U.S.	276,583	276,583	-	0.027%	0.027%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1617	Kentucky Municipal Power	U.S.	739,760	739,760	-	0.071%	0.071%	0.000%	0.000%	0.016%	0.016%	0.000%	0.000%	0.019%
2011	SERC	1481	Kosciusko, MS	U.S.	77,043	77,043	-	0.007%	0.007%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	SERC	1482	Leland, MS	U.S.	34,439	34,439	-	0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1313	McCormick Commission of Public Works	U.S.	17,681	17,681	-	0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	SERC	1314	Mississippi Power Company	U.S.	10,765,370	10,765,370	-	1.032%	1.032%	0.000%	0.000%	0.238%	0.238%	0.000%	0.000%	0.269%
2011 2011	SERC SERC	1630	Mt. Carmel Public Utility Municipal Electric Authority of Georgia	U.S. U.S.	110,658 11,042,776	110,658 11,042,776	_	0.011% 1.059%	0.011% 1.059%	0.000% 0.000%	0.000% 0.000%	0.002%	0.002% 0.244%	0.000% 0.000%	0.000%	0.003% 0.276%
2011	SERC	1315 1316	N.C. Electric Membership Corp.	U.S.	12,412,638	12,412,638	-	1.059%	1.059%	0.000%	0.000%	0.244% 0.274%	0.244%	0.000%	0.000%	0.276%
2011	Annondiy 2 /			0.5.	12,712,030	12,712,030		1.130/0	1.150/0	5.500/0	0.00070	5.27 7/0	5.27 7/0	5.500/0	5.55576	0.311/0

Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
2011	SERC	1317	North Carolina Eastern Municipal Power Agency	U.S.	7,634,375	7,634,375		0.732%	0.732%	0.000%	0.000%	0.169%	0.169%	0.000%	0.000%	0.191%
2011	SERC	1318	North Carolina Municipal Power Agency #1	U.S.	4,784,635	4,784,635	_	0.459%	0.459%	0.000%	0.000%	0.106%	0.106%	0.000%	0.000%	0.120%
2011	SERC	1588	Northeast Louisiana Power Cooperative, Inc.	U.S.	300,400	300,400		0.029%	0.029%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	SERC	1574	Northern Virginia Electric Cooperative	U.S.	3,765,576	3,765,576		0.361%	0.361%	0.000%	0.000%	0.083%	0.083%	0.000%	0.000%	0.094%
2011	SERC	1319	Old Dominion Electric Cooperative	U.S.	5,935,200	5,935,200	-	0.569%	0.569%	0.000%	0.000%	0.131%	0.131%	0.000%	0.000%	0.149%
2011	SERC	1618	Osceola (Arkansas) Municipal Light and Power	U.S.	182,326	182,326		0.017%	0.017%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	SERC	1320	Owensboro (KY) Municipal Utilities	U.S.	908,159	908,159	-	0.087%	0.087%	0.000%	0.000%	0.020%	0.020%	0.000%	0.000%	0.023%
2011	SERC	1322	Piedmont EMC in Duke and Progress Areas	U.S.	508,975	508,975	-	0.049%	0.049%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.013%
2011	SERC	1323	Piedmont Municipal Power Agency (PMPA)	U.S.	2,357,985	2,357,985	-	0.226%	0.226%	0.000%	0.000%	0.052%	0.052%	0.000%	0.000%	0.059%
2011	SERC	1589	Pointe Coupee Electric Memb. Corp.	U.S.	265,492	265,492		0.025%	0.025%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1266	PowerSouth Energy	U.S.	8,545,996	8,545,996	-	0.819%	0.819%	0.000%	0.000%	0.189%	0.189%	0.000%	0.000%	0.214%
2011	SERC	1330	Prairie Power, Inc.	U.S.	1,552,685	1,552,685	-	0.149%	0.149%	0.000%	0.000%	0.034%	0.034%	0.000%	0.000%	0.039%
2011	SERC	1324	Progress Energy Carolinas	U.S.	46,239,000	46,239,000	-	4.433%	4.433%	0.000%	0.000%	1.021%	1.021%	0.000%	0.000%	1.157%
2011	SERC	1325	Rutherford EMC	U.S.	1,299,678	1,299,678	-	0.125%	0.125%	0.000%	0.000%	0.029%	0.029%	0.000%	0.000%	0.033%
2011	SERC	1631	Sam Rayburn G&T Electric Cooperative Inc.	U.S.	1,887,147	1,887,147		0.181%	0.181%	0.000%	0.000%	0.042%	0.042%	0.000%	0.000%	0.047%
2011	SERC	1326	South Carolina Electric & Gas Company	U.S.	23,293,409	23,293,409	-	2.233%	2.233%	0.000%	0.000%	0.515%	0.515%	0.000%	0.000%	0.583%
2011	SERC	1327	South Carolina Public Service Authority	U.S.	11,320,555	11,320,555	-	1.085%	1.085%	0.000%	0.000%	0.250%	0.250%	0.000%	0.000%	0.283%
2011	SERC	1590	South Louisiana Electric Cooperative Association	U.S.	650,698	650,698		0.062%	0.062%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	SERC	1328	South Mississippi Electric Power Association	U.S.	10,345,945	10,345,945	-	0.992%	0.992%	0.000%	0.000%	0.229%	0.229%	0.000%	0.000%	0.259%
2011	SERC	1329	Southern Illinois Power Cooperative	U.S.	1,470,000	1,470,000	-	0.141%	0.141%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.037%
2011	SERC	1591	Southwest Louisiana Electric Membership Corporat	U.S.	2,603,178	2,603,178		0.250%	0.250%	0.000%	0.000%	0.058%	0.058%	0.000%	0.000%	0.065%
2011	SERC	1619	Southwestern Electric Cooperative, Inc.	U.S.	462,555	462,555		0.044%	0.044%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	SERC	1331	Tennessee Valley Authority	U.S.	168,496,918	168,496,918	-	16.153%	16.153%	0.000%	0.000%	3.722%	3.722%	0.000%	0.000%	4.216%
2011	SERC	1632	Tex-La Electric Cooperative of Texas, Inc	U.S.	212,806	212,806		0.020%	0.020%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	SERC	1332	Tombigbee Electric Cooperative Inc.	U.S.	151,225	151,225	-	0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	SERC	1592	Town of Black Creek, N.C.	U.S.	12,732	12,732		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	SERC	1593	Town of Lucama, N.C.	U.S.	21,018	21,018		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	SERC	1594	Town of Sharpsburg, N.C.	U.S.	20,449	20,449		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	SERC	1595	Town of Stantonsburg, N.C.	U.S.	22,980	22,980		0.002%	0.002%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1333	Town of Waynesville NC	U.S.	91,149	91,149	-	0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	SERC	1334	Town of Winnsboro SC	U.S.	54,708	54,708	-	0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1335	Town of Winterville NC	U.S.	53,282	53,282	-	0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1597	Washington-St.Tammany Electric Cooperative, Inc.	U.S.	1,161,646	1,161,646		0.111%	0.111%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.029%
			TOTAL SERC		1,043,110,079	1,043,110,079	-	- 100.000%	100.000%	0.000%	0.000%	23.044%	23.044%	0.000%	0.000%	26.102%
2011	SPP	1246	American Electric Power	U.S.	38,000,922	38,000,922		17.410%	17.410%	0.000%	0.000%	0.839%	0.839%	0.000%	0.000%	0.951%
2011	SPP	1435	Arkansas Electric Cooperative Corporation (AEP)	U.S.	4,762,650	4,762,650		2.182%	2.182%	0.000%	0.000%	0.105%	0.105%	0.000%	0.000%	0.119%
2011	SPP	1247	Board of Public Utilities (Kansas City KS)	U.S.	2,479,695	2,479,695		1.136%	1.136%	0.000%	0.000%	0.055%	0.055%	0.000%	0.000%	0.062%
2011	SPP	1620	Board of Public Utilities, City of McPherson, Kansas	U.S.	923,166	923,166		0.423%	0.423%	0.000%	0.000%	0.020%	0.020%	0.000%	0.000%	0.023%
2011	SPP		Carthage City Water & Light	U.S.	287,614	287,614		0.132%	0.132%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SPP	1469	Central Valley Electric Cooperative	U.S.	778,930	778,930		0.357%	0.357%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	SPP	1556	City of Bentonville	U.S.	634,058	634,058		0.290%	0.290%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	SPP	1557	City of Clarksdale, Mississippi	U.S.	174,717	174,717		0.080%	0.080%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	SPP	1633	City of Lindsborg	U.S.	31,659	31,659		0.015%	0.015%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP	1558	Hope Water & Light (HWL)	U.S.	299,422	299,422		0.137%	0.137%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.007%
2011	SPP	1559	City of Minden	U.S.	177,361	177,361		0.081%	0.081%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	SPP	1634	City of Mulvane	U.S.	45,630	45,630		0.021%	0.021%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP	1635	The City of Osage City	U.S.	36,095	36,095		0.017%	0.017%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP	1636	City of Prescott	U.S.	89,896	89,896		0.041%	0.041%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	SPP	1248	Independence Power & Light (Independence, MO)	U.S.	1,132,656	1,132,656		0.519%	0.519%	0.000%	0.000%	0.025%	0.025%	0.000%	0.000%	0.028%
2011	SPP	1436	City Utilities of Springfield, MO	U.S.	3,275,267	3,275,267		1.501%	1.501%	0.000%	0.000%	0.072%	0.072%	0.000%	0.000%	0.082%
2011	SPP	1249	Cleco Power LLC	U.S.	11,954,457	11,954,457		5.477%	5.477%	0.000%	0.000%	0.264%	0.264%	0.000%	0.000%	0.299%
2011	SPP	1437	East Texas Electric Coop, Inc.	U.S.	452,191	452,191		0.207%	0.207%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	SPP	1250	The Empire District Electric Company	U.S.	5,452,111	5,452,111		2.498%	2.498%	0.000%	0.000%	0.120%	0.120%	0.000%	0.000%	0.136%
		A NIEL D														_

APPENDIX 2-A

Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL	% of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
2011	SPP	1470	Farmers' Electric Coop	U.S.	478,341	478,341			0.219%	0.219%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	SPP	1438	Golden Spread Electric Coop	U.S.	5,824,681	5,824,681			2.669%	2.669%	0.000%	0.000%	0.129%	0.129%	0.000%	0.000%	0.146%
2011	SPP	1251	Grand River Dam Authority	U.S.	4,822,987	4,822,987			2.210%	2.210%	0.000%	0.000%	0.107%	0.107%	0.000%	0.000%	0.121%
2011	SPP	1231	Jonesboro City Water & Light	U.S.	1,358,065	1,358,065			0.622%	0.622%	0.000%	0.000%	0.030%	0.030%	0.000%	0.000%	0.034%
2011	SPP	1252	Kansas City Power & Light (KCPL)	U.S.	16,244,874	16,244,874			7.442%	7.442%	0.000%	0.000%	0.359%	0.359%	0.000%	0.000%	0.407%
2011	SPP	1439	Kansas Electric Power Coop., Inc	U.S.	2,220,417	2,220,417			1.017%	1.017%	0.000%	0.000%	0.049%	0.049%	0.000%	0.000%	0.056%
2011	SPP	1440	Kansas Municipal Energy Agency (KCPL)	U.S.	801,867	801,867			0.367%	0.367%	0.000%	0.000%	0.018%	0.018%	0.000%	0.000%	0.020%
2011	SPP	1637	Kansas Power Pool	U.S.	1,430,947	1,430,947			0.656%	0.656%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	SPP	1560	Kaw Valley Electric Cooperative, Inc.	U.S.	169,360	169,360			0.078%	0.078%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	SPP		Kennett Board of Public Works	U.S.	156,363	156,363			0.072%	0.072%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	SPP	1598	KCP&L GMOC (Greater Missouri Operations Compa	U.S.	8,934,041	8,934,041			4.093%	4.093%	0.000%	0.000%	0.197%	0.197%	0.000%	0.000%	0.224%
2011	SPP	1471	Lafayette Utilities System	U.S.	2,176,688	2,176,688			0.997%	0.997%	0.000%	0.000%	0.048%	0.048%	0.000%	0.000%	0.054%
2011	SPP	1472	Lea County Electric Coop	U.S.	1,315,605	1,315,605			0.603%	0.603%	0.000%	0.000%	0.029%	0.029%	0.000%	0.000%	0.033%
2011	SPP	1253	Louisiana Energy & Power Authority (LEPA)	U.S.	1,000,906	1,000,906			0.459%	0.459%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	SPP		Malden Board of Public Works	U.S.	52,879	52,879			0.024%	0.024%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP	1441	Midwest Energy Inc.	U.S.	1,821,226	1,821,226			0.834%	0.834%	0.000%	0.000%	0.040%	0.040%	0.000%	0.000%	0.046%
2011	SPP	1443	Missouri Joint Municipal Electric Utility Commission	U.S.	2,619,748	2,619,748			1.200%	1.200%	0.000%	0.000%	0.058%	0.058%	0.000%	0.000%	0.066%
2011 2011	SPP SPP	1638 1442	Nemaha Marshall Electric Cooperative (NMEC) Northeast Texas Electric Cooperative, Inc.	U.S. U.S.	61,376	61,376			0.028% 1.562%	0.028% 1.562%	0.000% 0.000%	0.000%	0.001% 0.075%	0.001% 0.075%	0.000%	0.000%	0.002% 0.085%
2011	SPP	1255	Oklahoma Gas and Electric Co.	U.S.	3,409,158 29,341,893	3,409,158 29,341,893			13.443%	13.443%	0.000%	0.000%	0.648%	0.648%	0.000%	0.000%	0.085%
2011	SPP	1444	Oklahoma Municipal Power Auth	U.S.	2,992,564	2,992,564			1.371%	1.371%	0.000%	0.000%	0.048%	0.048%	0.000%	0.000%	0.075%
2011	SPP	1639	OzMo Ozark Missouri, West Plains MO	U.S.	209,318	209,318			0.096%	0.096%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	SPP	1033	Paragould Light, Water & Cable	U.S.	603,309	603,309			0.276%	0.276%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.015%
2011	SPP		Piggott Municipal Light, Water & Sewer	U.S.	44,661	44,661			0.020%	0.020%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP		Poplar Bluff Municipal Utilities	U.S.	393,303	393,303			0.180%	0.180%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	SPP	1561	Public Service Commission of Yazoo City of Mississi	U.S.	128,251	128,251			0.059%	0.059%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	SPP	1473	Roosevelt County Electric Coop	U.S.	233,180	233,180			0.107%	0.107%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	SPP	1468	Sharyland Utilities, LP	U.S.	1,094,986	1,094,986			0.502%	0.502%	0.000%	0.000%	0.024%	0.024%	0.000%	0.000%	0.027%
2011	SPP		Sikeston Board of Municipal Utilities	U.S.	371,573	371,573			0.170%	0.170%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	SPP	1258	Southwestern Power Administration (SPA)	U.S.	255,186	255,186			0.117%	0.117%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.006%
2011	SPP	1257	Southwestern Public Service Co. (SPS-XCEL)	U.S.	16,984,981	16,984,981			7.782%	7.782%	0.000%	0.000%	0.375%	0.375%	0.000%	0.000%	0.425%
2011	SPP	1256	Sunflower Electric Power Cooperative	U.S.	5,821,500	5,821,500			2.667%	2.667%	0.000%	0.000%	0.129%	0.129%	0.000%	0.000%	0.146%
2011	SPP	1445	Tex - La Electric Cooperative of Texas	U.S.	535,530	535,530			0.245%	0.245%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.013%
2011	SPP	1475	Tri County Electric Coop	U.S.	423,163	423,163			0.194%	0.194%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%
2011	SPP	1260	Westar Energy, Inc.	U.S.	22,029,873	22,029,873			10.093%	10.093%	0.000%	0.000%	0.487%	0.487%	0.000%	0.000%	0.551%
2011	SPP	1259	Western Farmers Electric Cooperative	U.S.	7,933,878	7,933,878			3.635%	3.635%	0.000%	0.000%	0.175%	0.175%	0.000%	0.000%	0.199%
2011	SPP	1501	West Texas Municipal Power Agency TOTAL SPP	U.S.	2,988,130 218,273,305	2,988,130 218,273,305			1.369%	1.369%	0.000%	0.000%	0.066% 4.822%	0.066% 4.822%	0.000%	0.000%	0.075% 5.462%
			TOTAL SPP		216,273,303	218,273,303	-		100.000%	100.000%	0.000%	0.000%	4.022/0	4.022/0	0.000%	0.000%	3.402/6
2011	TRE	1019	ERCOT	U.S.	335,000,176	335,000,176			100.000%	100.000%	0.000%	0.000%	7.401%	7.401%	0.000%	0.000%	8.383%
2011	****	1013	2.00	0.5.	335,000,176	335,000,176	-	-	100.000%	100.000%	0.000%	0.000%	7.401%	7.401%	0.000%	0.000%	8.383%
					, ,												
2011	WECC		Alberta Electric System Operator	Canada	58,737,634		58,737,634		6.857%	0.000%	6.857%	0.000%	1.298%	0.000%	1.298%	0.000%	0.000%
2011	WECC		British Columbia Hydro & Power Authority	Canada	60,568,272		60,568,272		7.070%	0.000%	7.070%	0.000%	1.338%	0.000%	1.338%	0.000%	0.000%
2011	WECC		Comision Federal de Electricidad	Mexico	11,041,442			11,041,442	1.289%	0.000%	0.000%	1.289%	0.244%	0.000%	0.000%	0.244%	0.000%
2011	WECC		Aha Macav Power Service	U.S.	26,075	26,075			0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Ajo Improvement District	U.S.	14,043	14,043			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Ak-Chin	U.S.	33,615	33,615			0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Alcoa Inc	U.S.	3,207,048	3,207,048			0.374%	0.374%	0.000%	0.000%	0.071%	0.071%	0.000%	0.000%	0.080%
2011	WECC		Arizona Public Service Company	U.S.	30,576,014	30,576,014			3.569%	3.569%	0.000%	0.000%	0.675%	0.675%	0.000%	0.000%	0.765%
2011	WECC		Arkansas River Power Authority (ARPA)	U.S.	303,725	303,725			0.035%	0.035%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Avista Corporation	U.S.	9,374,611	9,374,611			1.094%	1.094%	0.000%	0.000%	0.207%	0.207%	0.000%	0.000%	0.235%
2011	WECC		Avista Corporation	U.S.	178,261	178,261			0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC		Barrick Goldstrike Mines Inc.	U.S.	1,178,391	1,178,391			0.138%	0.138%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.029%

	Regional								Canada	Mexico	% of ERO		Canada	Mexico	% of ERO - US
Data Year	Entity ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	WECC	Basin Electric Power Cooperative	U.S.	3,339,670	3,339,670		0.390%	0.390%	0.000%	0.000%	0.074%	0.074%	0.000%	0.000%	0.084%
2011	WECC	Basin Electric Power Cooperative	U.S.	56,271	56,271		0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Benton REA	U.S.	543,059	543,059		0.063%	0.063%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.014%
2011	WECC	Big Bend Electric Cooperative, Inc.	U.S.	134,232	134,232		0.016%	0.016%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC	Big Bend Electric Cooperative, Inc.	U.S.	342,497	342,497		0.040%	0.040%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC	Big Bend Electric Cooperative, Inc.	U.S.	37,310	37,310		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Blachly-Lane Electric Cooperative	U.S.	160,310	160,310		0.019%	0.019%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC	Black Hills Power	U.S.	1,884,095	1,884,095		0.220%	0.220%	0.000%	0.000%	0.042%	0.042%	0.000%	0.000%	0.047%
2011	WECC	Black Hills Power/Cheyenne Light Fuel & Power	U.S.	3,590,754	3,590,754		0.419%	0.419%	0.000%	0.000%	0.079%	0.079%	0.000%	0.000%	0.090%
2011	WECC	Bonneville Power Administration	U.S.	4,542,410	4,542,410		0.530%	0.530%	0.000%	0.000%	0.100%	0.100%	0.000%	0.000%	0.114%
2011	WECC	Bonneville Power Administration	U.S.	1,671,451	1,671,451		0.195%	0.195%	0.000%	0.000%	0.037%	0.037%	0.000%	0.000%	0.042%
2011	WECC	Bonneville Power Administration	U.S.	766,543	766,543		0.089%	0.089%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	WECC	Bonneville Power Administration	U.S.	6,303	6,303		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Bonneville Power Administration	U.S.	16,779	16,779		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	BPA - USBR Load	U.S.	133,479	133,479		0.016%	0.016%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC	Bureau of Reclamation (Desalter) - c/o DSW EMMO	U.S.	1,376	1,376		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Bureau of Reclamation (Wellfield) - c/o DSW EMMC	U.S.	5,137	5,137		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	California Independent System Operator	U.S.	229,559,674	229,559,674		26.797%	26.797%	0.000%	0.000%	5.071%	5.071%	0.000%	0.000%	5.744%
2011	WECC	Canby Public Utility Board	U.S.	178,411	178,411		0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC	Central Arizona Water Conservation District	U.S.	1,844,273	1,844,273		0.215%	0.215%	0.000%	0.000%	0.041%	0.041%	0.000%	0.000%	0.046%
2011	WECC	Central Arizona Water Conservation District	U.S.	1,457,739	1,457,739		0.170%	0.170%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	WECC	Central Electric Cooperative	U.S.	517,142	517,142		0.060%	0.060%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.013%
2011	WECC	Central Lincoln PUD	U.S.	1,356,113	1,356,113		0.158%	0.158%	0.000%	0.000%	0.030%	0.030%	0.000%	0.000%	0.034%
2011	WECC	Central Montana Electric Power Cooperative	U.S.	30,692	30,692		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Central Montana Electric Power Cooperative	U.S.	91,421	91,421		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC	City of Aztec Electric Dept	U.S.	34,682	34,682		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of Bandon	U.S.	67,417	67,417		0.008%	0.008%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	WECC	City of Blaine	U.S.	79,509	79,509		0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC	City of Bonners Ferry	U.S.	67,686	67,686		0.008%	0.008%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	WECC	City of Boulder City	U.S.	162,539	162,539		0.019%	0.019%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC	City of Cascade Locks	U.S.	19,883	19,883		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	City of Centralia	U.S.	277,850	277,850		0.032%	0.032%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	WECC	City of Cheney	U.S.	143,878	143,878		0.017%	0.017%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	WECC	City of Chewelah	U.S.	24,502	24,502		0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of Drain	U.S.	16,879	16,879		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	City of Ellensburg	U.S.	205,752	205,752		0.024%	0.024%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	WECC	City of Fallon	U.S.	116,364	116,364		0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC	City of Forest Grove	U.S.	244,705	244,705		0.029%	0.029%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC	City of Gallup	U.S.	220,126	220,126		0.026%	0.026%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC	City of Henderson	U.S.	14,207	14,207		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	City of Hermiston, DBA Hermiston Energy Services	U.S.	109,377	109,377		0.013%	0.013%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC	City of Las Vegas	U.S.	45,810	45,810		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of McCleary	U.S.	30,023	30,023		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of McMinnville	U.S.	744,405	744,405		0.087%	0.087%	0.000%	0.000%	0.016%	0.016%	0.000%	0.000%	0.019%
2011	WECC	City of Mesa	U.S.	257,789	257,789		0.030%	0.030%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.006%
2011	WECC	City of Milton	U.S.	63,719	63,719		0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	WECC	City of Milton-Freewater	U.S.	110,129	110,129		0.013%	0.013%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC	City of Monmouth	U.S.	73,209	73,209		0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC	City of Needles	U.S.	31,761	31,761		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of Plummer	U.S.	35,274	35,274		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of Port Angeles	U.S.	755,462	755,462		0.088%	0.088%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%

			1													
Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
		-							00 1010				00 101111	1010.	1000	
2011	WECC		City of Redding	U.S.	1,223,197	1,223,197		0.143%	0.143%	0.000%	0.000%	0.027%	0.027%	0.000%	0.000%	0.031%
2011	WECC		City of Richland	U.S.	882,177	882,177		0.103%	0.103%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.022%
2011	WECC		City of Roseville	U.S.	798,162	798,162		0.093%	0.093%	0.000%	0.000%	0.018%	0.018%	0.000%	0.000%	0.020%
2011	WECC		City of Shasta Lake	U.S.	184,342	184,342		0.022%	0.022%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		City of Sumas	U.S.	30,510	30,510		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		City of Tacoma DBA Tacoma Power	U.S.	356	356		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		City of Tacoma DBA Tacoma Power	U.S.	5,074,707	5,074,707		0.592%	0.592%	0.000%	0.000%	0.112%	0.112%	0.000%	0.000%	0.127%
2011	WECC		City of Troy	U.S.	18,306	18,306		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		City of Williams	U.S.	40,053	40,053		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Clark County Water Resources	U.S.	6,075	6,075		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Clark Public Utilities	U.S.	4,510,772	4,510,772		0.527%	0.527%	0.000%	0.000%	0.100%	0.100%	0.000%	0.000%	0.113%
2011	WECC		Clatskanie PUD	U.S.	794,783	794,783		0.093%	0.093%	0.000%	0.000%	0.018%	0.018%	0.000%	0.000%	0.020%
2011	WECC		Clearwater Cooperative, Inc	U.S.	166,107	166,107		0.019%	0.019%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC		Clearwater Cooperative, Inc	U.S.	40,060	40,060		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Colorado River Agency-Bureau of Indian Affairs	U.S.	14,673	14,673		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Colorado River Commission of Nevada	U.S.	801,002	801,002		0.094%	0.094%	0.000%	0.000%	0.018%	0.018%	0.000%	0.000%	0.020%
2011	WECC		Colorado Springs Utilities	U.S.	81,611	81,611		0.010%	0.010%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Colorado Springs Utilities	U.S.	19,936	19,936		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Columbia Basin Electric Cooperative, Inc.	U.S.	106,648	106,648		0.012%	0.012%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC		Columbia Falls Aluminum Company	U.S.	4,261	4,261		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Columbia Power Cooperative Association	U.S.	21,326	21,326		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	WECC		Columbia River PUD	U.S.	170,280	170,280		0.020%	0.020%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC		Columbia River PUD	U.S.	321,069	321,069		0.037%	0.037%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Columbia Rural Electric Association (REA)	U.S.	306,470	306,470		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Consolidated Irrigation District No. 19	U.S.	5,621	5,621		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Constellation New Energy, Inc.	U.S.	73,225	73,225		0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Consumers Power, Inc.	U.S.	425,329	425,329		0.050%	0.050%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%
2011	WECC		Coos-Curry Electric Cooperative, Inc	U.S.	358,171	358,171		0.042%	0.042%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC		Deseret Generation & Transmission Cooperative	U.S.	4,582,559	4,582,559		0.535%	0.535%	0.000%	0.000%	0.101%	0.101%	0.000%	0.000%	0.115%
2011	WECC		Deseret Generation & Transmission Cooperative	U.S.	86,987	86,987		0.010%	0.010%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Douglas Electric Cooperative, Inc.	U.S.	96,236	96,236		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Douglas Palisades	U.S.	17,936	17,936		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		El Paso Electric Company	U.S.	8,342,238	8,342,238		0.974%	0.974%	0.000%	0.000%	0.184%	0.184%	0.000%	0.000%	0.209%
2011	WECC		Electrical District #2	U.S.	182,634	182,634		0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Electrical District #2 - Coolidge Generating Station	U.S.	9,066	9,066		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Electrical Districts 1 & 3	U.S.	668,791	668,791		0.078%	0.078%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		Elmhurst Mutual Power & Light Company	U.S.	281,937	281,937		0.033%	0.033%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	WECC		Emerald PUD	U.S.	693,945	693,945		0.081%	0.081%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		Energy Northwest	U.S.	26,743	26,743		0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Eugene Water & Electric Board	U.S.	2,494,514	2,494,514		0.291%	0.291%	0.000%	0.000%	0.055%	0.055%	0.000%	0.000%	0.062%
2011	WECC		Farmington Electric Utility System	U.S.	1,043,492	1,043,492		0.122%	0.122%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	WECC		Flathead Electric Cooperative, Inc	U.S.	1,448,399	1,448,399		0.169%	0.169%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	WECC		Frederickson Power LP	U.S.	5,209	5,209		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Grand Valley Power	U.S.	228,043	228,043		0.027%	0.027%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC		Harney Electric Cooperative, Inc.	U.S.	111,061	111,061		0.013%	0.013%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC		Harney Electric Cooperative, Inc.	U.S.	66,827	66,827		0.008%	0.008%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	WECC		Hermiston Power LLC	U.S.	5,921	5,921		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Holy Cross Energy	U.S.	731,002	731,002		0.085%	0.085%	0.000%	0.000%	0.016%	0.016%	0.000%	0.000%	0.018%
2011	WECC		Hood River Electric Cooperative	U.S.	41,501	41,501		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%

	Regional									Canada	Mexico	% of ERO		Canada	Mexico	% of ERO - US
Data Year	Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	WECC		Idaho County Light and Power Cooperative Associat	U.S.	57,727	57,727		0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Idaho Power Company	U.S.	14,979,668	14,979,668		1.749%	1.749%	0.000%	0.000%	0.331%	0.331%	0.000%	0.000%	0.375%
2011	WECC		Imperial Irrigation District	U.S.	3,598,464	3,598,464		0.420%	0.420%	0.000%	0.000%	0.079%	0.079%	0.000%	0.000%	0.090%
2011	WECC		Inland Power and Light Company	U.S.	467,156	467,156		0.055%	0.055%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	WECC		Inland Power and Light Company	U.S.	485,239	485,239		0.057%	0.057%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	WECC		Intermountain Rural Electric Association	U.S.	1,115,860	1,115,860		0.130%	0.130%	0.000%	0.000%	0.025%	0.025%	0.000%	0.000%	0.028%
2011	WECC		Kaiser Aluminum Fabricated Products LLC	U.S.	313,878	313,878		0.037%	0.037%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Kootenai Electric Cooperative, Inc.	U.S.	473,760	473,760		0.055%	0.055%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	WECC		Lakeview Light & Power	U.S.	281,756	281,756		0.033%	0.033%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	WECC		Lane Electric Cooperative, Inc.	U.S.	229,262	229,262		0.027%	0.027%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC		Las Vegas Valley Water District	U.S.	90,574	90,574		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Lincoln County Power District No. 1	U.S.	90,235	90,235		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Lincoln Electric Cooperative, Inc.	U.S.	120,259	120,259		0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC		Los Angeles Department of Water and Power Majority Districts	U.S.	28,863,039	28,863,039		3.369%	3.369%	0.000%	0.000%	0.638%	0.638%	0.000%	0.000%	0.722%
2011 2011	WECC			U.S. U.S.	669,890 454,316	669,890 454,316		0.078% 0.053%	0.078% 0.053%	0.000%	0.000%	0.015% 0.010%	0.015% 0.010%	0.000% 0.000%	0.000%	0.017% 0.011%
2011	WECC		Merced Irrigation District Midstate Electric Cooperative, Inc.	U.S.	403,143	403,143		0.047%	0.053%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	WECC		Mission Valley Power	U.S.	394,767	394,767		0.046%	0.047%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	WECC		Modern Electric Water Company	U.S.	235,291	235,291		0.027%	0.040%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.016%
2011	WECC		Modesto Irrigation District	U.S.	2,524,529	2,524,529		0.295%	0.295%	0.000%	0.000%	0.056%	0.056%	0.000%	0.000%	0.063%
2011	WECC		Montana-Dakota Utilities Co.	U.S.	16,940	16,940		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Mt. Wheeler Power	U.S.	531,438	531,438		0.062%	0.062%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.013%
2011	WECC		Municipal Energy Agency of Nebraska	U.S.	182,998	182,998		0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Municipal Energy Agency of Nebraska	U.S.	28,470	28,470		0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Navajo Tribal Utility Authority	U.S.	44,785	44,785		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Navajo Tribal Utility Authority	U.S.	313,385	313,385		0.037%	0.037%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Navopache Electric Cooperative, Inc.	U.S.	436,712	436,712		0.051%	0.051%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	WECC		Nebraska Public Power Marketing	U.S.	555,674	555,674		0.065%	0.065%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.014%
2011	WECC		Nespelem Valley Electric Cooperative, Inc.	U.S.	50,524	50,524		0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Nevada Power Company dba NV Energy	U.S.	21,639,158	21,639,158		2.526%	2.526%	0.000%	0.000%	0.478%	0.478%	0.000%	0.000%	0.541%
2011	WECC		Noble Americas Energy Solutions, LLC	U.S.	952,212	952,212		0.111%	0.111%	0.000%	0.000%	0.021%	0.021%	0.000%	0.000%	0.024%
2011	WECC		Northern Lights, Inc.	U.S.	36,281	36,281		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Northern Lights, Inc.	U.S.	304,368	304,368		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Northern Wasco County PUD	U.S.	572,298	572,298		0.067%	0.067%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.014%
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC		9,000,254	9,000,254		1.051%	1.051%	0.000%	0.000%	0.199%	0.199%	0.000%	0.000%	0.225%
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC		305,408	305,408		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Ohop Mutual Light Company	U.S.	88,819	88,819		0.010%	0.010%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Orcas Power and Light Cooperative	U.S.	219,124	219,124		0.026%	0.026%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	WECC		Operations Office	U.S.	194,777	194,777		0.023%	0.023%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Oregon Trail Electric Consumers Cooperative, Inc.	U.S.	333,948	333,948		0.039%	0.039%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011 2011	WECC		Overton Power District No. 5	U.S.	378,808	378,808		0.044%	0.044% 0.007%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009% 0.001%
2011	WECC		Pacificare	U.S. U.S.	58,032	58,032 2,095		0.007% 0.000%	0.007%	0.000%	0.000%	0.001%	0.001% 0.000%	0.000%	0.000%	0.001%
2011	WECC		PacifiCorp PacifiCorp	U.S.	2,095 47,858,167	47,858,167		5.587%	5.587%	0.000%	0.000%	0.000% 1.057%	1.057%	0.000%	0.000%	1.198%
2011	WECC		PacifiCorp	U.S.	1,793	1,793		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PacifiCorp	U.S.	3,797	3,797		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PacifiCorp West (PACW)	U.S.	20,883,821	20,883,821		2.438%	2.438%	0.000%	0.000%	0.461%	0.461%	0.000%	0.000%	0.523%
2011	WECC		Page Electric Utility	U.S.	14,926	14,926		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Parkland Light and Water Company	U.S.	123,577	123,577		0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC		Pend Oreille County PUD No. 1	U.S.	998,876	998,876		0.117%	0.117%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	WECC		Peninsula Light Company, Inc.	U.S.	620,196	620,196		0.072%	0.072%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	WECC		Platte River Power Authority	U.S.	3,250,442	3,250,442		0.379%	0.379%	0.000%	0.000%	0.072%	0.072%	0.000%	0.000%	0.081%
2011	WECC		Port of Seattle - Seattle-Tacoma International Airpo	U.S.	144,959	144,959		0.017%	0.017%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%

	Regional									Canada	Mexico	% of ERO		Canada	Mexico	% of ERO - US
Data Year	Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	WECC		Port Townsend Paper Corporation	U.S.	202,411	202,411		0.024%	0.024%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Portland General Electric Company	U.S.	47,576	47,576		0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Portland General Electric Company	U.S.	19,064,923	19,064,923		2.226%	2.226%	0.000%	0.000%	0.421%	0.421%	0.000%	0.000%	0.477%
2011	WECC		Public Service Company of Colorado (Xcel)	U.S.	31,503,951	31,503,951		3.678%	3.678%	0.000%	0.000%	0.696%	0.696%	0.000%	0.000%	0.788%
2011	WECC		Public Service Company of Colorado (Xcel)	U.S.	172,066	172,066		0.020%	0.020%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC		Public Service Company of New Mexico	U.S.	10,891,068	10,891,068		1.271%	1.271%	0.000%	0.000%	0.241%	0.241%	0.000%	0.000%	0.273%
2011	WECC		Public Utility District No. 1 of Chelan County	U.S.	3,782,502	3,782,502		0.442%	0.442%	0.000%	0.000%	0.084%	0.084%	0.000%	0.000%	0.095%
2011	WECC		PUD No. 1 of Asotin County	U.S.	4,480	4,480		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Asotin County	U.S.	314	314		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Benton County	U.S.	1,702,301	1,702,301		0.199%	0.199%	0.000%	0.000%	0.038%	0.038%	0.000%	0.000%	0.043%
2011	WECC		PUD No. 1 of Clallam County	U.S.	695,379	695,379		0.081%	0.081%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		PUD No. 1 of Cowlitz County	U.S.	5,114,848	5,114,848		0.597%	0.597%	0.000%	0.000%	0.113%	0.113%	0.000%	0.000%	0.128%
2011	WECC		PUD No. 1 of Cowlitz County	U.S.	4,788	4,788		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Douglas County	U.S.	9,031	9,031		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Douglas County	U.S.	1,435,488	1,435,488		0.168%	0.168%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	WECC		PUD No. 1 of Ferry County	U.S.	107,730	107,730		0.013%	0.108%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC		PUD No. 1 of Franklin County	U.S.	1,025,213	1,025,213		0.120%	0.120%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	WECC		PUD No. 1 of Grays Harbor	U.S.	1,184,510	1,184,510		0.138%	0.138%	0.000%	0.000%	0.025%	0.025%	0.000%	0.000%	0.030%
2011	WECC		PUD No. 1 of Kittitas County	U.S.	70,436	70,436		0.008%	0.008%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		PUD No. 1 of Kittitas County	U.S.	7,881	7,881		0.001%	0.000%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.002%
2011	WECC		PUD No. 1 of Kittitas County	U.S.	16,993	16,993		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Klickitat County	U.S.	264,286	264,286		0.031%	0.002%	0.000%	0.031%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	WECC		PUD No. 1 of Lewis County	U.S.	980,372	980,372		0.114%	0.114%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	WECC		PUD No. 1 of Mason County	U.S.	80,885	80,885		0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		PUD No. 1 of Skamania County	U.S.	136,771	136,771		0.016%	0.016%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		PUD No. 1 of Snohomish County	U.S.	7,195,316	7,195,316		0.840%	0.840%	0.000%	0.000%	0.159%	0.159%	0.000%	0.000%	0.180%
2011	WECC		PUD No. 1 of Wahkiakum County	U.S.	45,538	45,538		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		PUD No. 1 of Whatcom County	U.S.	219,958	219,958		0.026%	0.000%	0.026%	0.000%	0.001%	0.0001%	0.005%	0.000%	0.001%
2011	WECC		PUD No. 1 of Whatcom County	U.S.	10,934	10,934		0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 2 of Grant County	U.S.	85,713	85,713		0.010%	0.000%	0.000%	0.010%	0.002%	0.000%	0.000%	0.002%	0.002%
2011	WECC		PUD No. 2 of Grant County	U.S.	48,941	48,941		0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		PUD No. 2 of Grant County	U.S.	3,954,105	3,954,105		0.462%	0.462%	0.000%	0.000%	0.087%	0.087%	0.000%	0.000%	0.099%
2011	WECC		PUD No. 2 of Pacific County	U.S.	311,816	311,816		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		PUD No. 3 of Mason County	U.S.	701,214	701,214		0.082%	0.082%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.018%
2011	WECC		Puget Sound Energy, Inc.	U.S.	24,784,274	24,784,274		2.893%	2.893%	0.000%	0.000%	0.548%	0.548%	0.000%	0.000%	0.620%
2011	WECC		Rocky Mountain Generation Cooperative, Inc.	U.S.	33,055	33,055		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Sacramento Municipal Utility District	U.S.	11,194,192	11,194,192		1.307%	1.307%	0.000%	0.000%	0.247%	0.247%	0.000%	0.000%	0.280%
2011	WECC		Salem Electric	U.S.	330,465	330,465		0.039%	0.039%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Salt River Project	U.S.	28,515,865	28,515,865		3.329%	3.329%	0.000%	0.000%	0.630%	0.630%	0.000%	0.000%	0.714%
2011	WECC		San Carlos Indian Irrigation Project	U.S.	112	112		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Seattle City Light	U.S.	10,188,883	10,188,883		1.189%	1.189%	0.000%	0.000%	0.225%	0.225%	0.000%	0.000%	0.255%
2011	WECC		Sierra Pacific Power Company dba NV Energy	U.S.	8,734,530	8,734,530		1.020%	1.020%	0.000%	0.000%	0.193%	0.193%	0.000%	0.000%	0.219%
2011	WECC		Southern Montana Electric Generation & Transmiss	U.S.	188,819	188,819		0.022%	0.022%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Southern Montana Electric Generation & Transmiss	U.S.	697,891	697,891		0.081%	0.081%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		Southern Nevada Water Authority	U.S.	790,997	790,997		0.092%	0.092%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.020%
2011	WECC		Southwest Transmission Cooperative, Inc.	U.S.	2,691,777	2,691,777		0.314%	0.314%	0.000%	0.000%	0.059%	0.059%	0.000%	0.000%	0.067%
2011	WECC		Springfield Utility Board	U.S.	847,249	847,249		0.099%	0.099%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.021%
2011	WECC		Surprise Valley Electrification Corporation	U.S.	30,871	30,871		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Tanner Electric Cooperative	U.S.	96,583	96,583		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		The Incorporated County of Los Alamos	U.S.	368,884	368,884		0.043%	0.043%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC		Tillamook People's Utility District	U.S.	377,963	377,963		0.044%	0.044%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%

	Regional										Canada	Mexico	% of ERO		Canada	Mexico	% of ERO - US
Data Year	Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL %	6 of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	WECC		Tohono O'Odham Utility Authority	U.S.	69,071	69,071			0.008%	0.008%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Town of Center	U.S.	10,472	10,472			0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Town of Coulee	U.S.	17,608	17,608			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Town of Eatonville	U.S.	30,780	30,780			0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Town of Fredonia	U.S.	1,557	1,557			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Town of Steilacoom	U.S.	42,406	42,406			0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Town of Wickenburg	U.S.	28,469	28,469			0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	2,071,082	2,071,082			0.242%	0.242%	0.000%	0.000%	0.046%	0.046%	0.000%	0.000%	0.052%
2011	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	44,085	44,085			0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	33,358	33,358			0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		$\label{thm:continuous} \textit{Tri-State Generation \& Transmission Association, In}$	U.S.	2,568,574	2,568,574			0.300%	0.300%	0.000%	0.000%	0.057%	0.057%	0.000%	0.000%	0.064%
2011	WECC		Truckee Donner Public Utility District	U.S.	151,988	151,988			0.018%	0.018%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	WECC		Tucson Electric Power Company	U.S.	13,594,185	13,594,185			1.587%	1.587%	0.000%	0.000%	0.300%	0.300%	0.000%	0.000%	0.340%
2011	WECC		Turlock Irrigation District	U.S.	2,044,912	2,044,912			0.239%	0.239%	0.000%	0.000%	0.045%	0.045%	0.000%	0.000%	0.051%
2011	WECC		U.S. Army Yuma Proving Ground	U.S.	4,490	4,490			0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		U.S. BOR Columbia Basin	U.S.	28,687	28,687			0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		U.S. BOR East Greenacres (Rathdrum)	U.S.	3,566	3,566			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		U.S. Bor Spokane Indian Development`	U.S.	3,299	3,299			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		U.S. BOR The Dalles Project	U.S.	16,327	16,327			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		U.S. DOE National Energy Technology Laboratory	U.S.	4,721	4,721			0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Umatilla Electric Cooperative Association	U.S.	969,290	969,290			0.113%	0.113%	0.000%	0.000%	0.021%	0.021%	0.000%	0.000%	0.024%
2011	WECC		Unit B Irrigation District	U.S.	23	23			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		US Air Force Base, Fairchild	U.S.	49,952	49,952			0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		US Dept of Energy - Kirtland AFB	U.S.	423,846	423,846			0.049%	0.049%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%
2011	WECC		USN Naval Station, Bremerton	U.S.	257,040	257,040			0.030%	0.030%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.006%
2011	WECC		USN Naval Station, Everett	U.S.	13,257	13,257			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		USN Submarine Base, Bangor	U.S.	180,858	180,858			0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Valley Electric Association, Inc.	U.S.	413,528	413,528			0.048%	0.048%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	WECC		Vera Water and Power	U.S.	231,952	231,952			0.027%	0.027%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC		Vigilante Electric Cooperative, Inc.	U.S.	16,140	16,140			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Wasco Electric Cooperative	U.S.	95,917	95,917			0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Wells Rural Electric Cooperative	U.S.	645,809	645,809			0.075%	0.075%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	WECC		Wellton-Mohawk Irrigation & Drainage District	U.S.	19,234	19,234			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		West Oregon Electric Cooperative, Inc.	U.S.	54,937	54,937			0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		West Oregon Electric Cooperative, Inc.	U.S.	13,348	13,348			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Western Area Power - Loveland, CO	U.S.	342,166	342,166			0.040%	0.040%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC		Western Area Power - Loveland, CO	U.S.	246,234	246,234			0.029%	0.029%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC		Western Area Power Administration - CRSP	U.S.	1,760,142	1,760,142			0.205%	0.205%	0.000%	0.000%	0.039%	0.039%	0.000%	0.000%	0.044%
2011	WECC		Western Area Power Administration - Sierra Nevada	U.S.	1,528,329	1,528,329			0.178%	0.178%	0.000%	0.000%	0.034%	0.034%	0.000%	0.000%	0.038%
2011	WECC		Western Area Power Administration-Desert Southw	U.S.	2,694,858	2,694,858			0.315%	0.315%	0.000%	0.000%	0.060%	0.060%	0.000%	0.000%	0.067%
2011	WECC		Western Area Power Administration-Upper Great Pl		191,552	191,552			0.022%	0.022%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Western Area Power Administration-Upper Great Pl	U.S.	1,474,154	1,474,154			0.172%	0.172%	0.000%	0.000%	0.033%	0.033%	0.000%	0.000%	0.037%
2011	WECC		Western Area Power Administration-Upper Great Pl	U.S.	214,398	214,398			0.025%	0.025%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	WECC		Wyoming Municipal Power Agency	U.S.	7,389,913	7,389,913			0.863%	0.863%	0.000%	0.000%	0.163%	0.163%	0.000%	0.000%	0.185%
2011	WECC		Yakama Power	U.S.	19,439	19,439			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Yampa Valley Electric Association	U.S.	585,674	585,674			0.068%	0.068%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.015%
2011	WECC		Yuma Irrigation District	U.S.	3,091	3,091			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Yuma-Mesa Irrigation District	U.S.	152	152			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
			TOTAL WECC		856,656,372	726,309,024	119,305,906	11,041,442	100.000%	84.717%	13.954%	1.330%	18.925%	16.039%	2.641%	0.246%	18.175%
	TOTAL ERO				4,526,616,128	3,996,240,765	519,333,921	11,041,442	800.000%	714.621%	84.049%	1.330%	100.000%	88.276%	11.478%	0.246%	100.000%

Appendix 2-A, NEL Data

Data Y	Regional ear Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL	% of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
Summa	ry by Regional E	ntity			Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL									
2013	FRCC				223,901,932	223,901,932	-	-	100.000%	100.000%	0.000%	0.000%	4.946%	4.946%	0.000%	0.000%	5.603%
2013	MRO				282,953,703	238,655,688	44,298,015	-	100.000%	84.344%	15.656%	0.000%	6.251%	5.272%	0.979%	0.000%	5.972%
2013	NPCC				653,432,000	297,702,000	355,730,000	-	100.000%	45.560%	54.440%	0.000%	14.435%	6.577%	7.859%	0.000%	7.450%
2013	RFC				913,288,560	913,288,560	-	-	100.000%	100.000%	0.000%	0.000%	20.176%	20.176%	0.000%	0.000%	22.854%
2013	SERC				1,043,110,079	1,043,110,079	-	-	100.000%	100.000%	0.000%	0.000%	23.044%	23.044%	0.000%	0.000%	26.102%
2013	SPP				218,273,305	218,273,305	-	-	100.000%	100.000%	0.000%	0.000%	4.822%	4.822%	0.000%	0.000%	5.462%
2013	TRE				335,000,176	335,000,176	-	-	100.000%	100.000%	0.000%	0.000%	7.401%	7.401%	0.000%	0.000%	8.383%
2013	WECC				856,656,372	726,309,024	119,305,906	11,041,442	100.000%	84.717%	13.954%	1.330%	18.925%	16.039%	2.641%	0.246%	18.175%
Tota			·		4,526,616,128	3,996,240,765	519,333,921	11,041,442	800.000%	714.621%	84.049%	1.330%	100.000%	88.276%	11.478%	0.246%	100.000%

Appendix 2-A, NEL Data

					Total ERO	Assessments (NE	RC. RE & WIRAR	Costs)		Total NERC Ass	essments		Total Regional Ent	ity Assessments (Inc	luding WIRAR A	ssessments)
					70tal ENO /		, ne sa venicab			TOTAL METER ASS			Total Regional Life	, Absessments (IIIC	- and winds A	sometics _j
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	FRCC	1074	Alachua, City of	U.S.	4,786	4,786	-	-	1,382	1,382	-	-	3,404	3,404	-	-
2011	FRCC	1075	Bartow, City of	U.S.	10,368	10,368	-	-	2,994	2,994	-	-	7,374	7,374	-	-
2011 2011	FRCC FRCC	1076 1077	Chattahoochee, City of	U.S. U.S.	1,535 26,153	1,535 26,153	-	-	443 7,553	443 7,553	-	-	1,092 18,600	1,092 18,600	-	-
2011	FRCC	1077	Florida Keys Electric Cooperative Assn Florida Power & Light Co.	U.S.	4,126,065	4,126,065	-	-	1,191,557	1,191,557	-	-	2,934,508	2,934,508	-	-
2011	FRCC	1078	Florida Public Utilities Company	U.S.	15,153	15,153	-	-	4,376	4,376	-	-	10,777	10,777	-	-
2011	FRCC	1080	Gainesville Regional Utilities	U.S.	68,176	68,176	_	-	19,688	19,688	-	-	48,488	48,488	_	-
2011	FRCC	1081	Homestead, City of	U.S.	18,520	18,520	-	-	5,348	5,348	-	-	13,172	13,172	-	-
2011	FRCC	1082	JEA	U.S.	470,489	470,489	-	-	135,871	135,871	-	-	334,617	334,617	-	=
2011	FRCC	1083	Lakeland Electric	U.S.	108,240	108,240	-	-	31,259	31,259	-	-	76,982	76,982	-	-
2011	FRCC	1626	Lee County Electric Cooperative, Inc	U.S.	44,071	44,071	-	-	12,727	12,727	-	-	31,344	31,344	-	-
2011	FRCC	1084	Mount Dora, City of	U.S.	3,394	3,394	-	-	980	980	-	-	2,414	2,414	-	-
2011	FRCC	1085	New Smyrna Beach, Utilities Commission of	U.S.	14,479	14,479	-	-	4,181	4,181	-	-	10,298	10,298	-	-
2011	FRCC	1086	Orlando Utilities Commission	U.S.	211,576	211,576	=	=	61,101	61,101	=	=	150,475	150,475	=	=
2011	FRCC	1087	Progress Energy Florida	U.S.	1,498,070	1,498,070	-	-	432,624	432,624	-	-	1,065,446	1,065,446	-	-
2011	FRCC	1088	Quincy, City of	U.S.	5,347	5,347	-	-	1,544	1,544	-	-	3,803	3,803	-	-
2011	FRCC	1089	Reedy Creek Improvement District	U.S.	45,197	45,197	-	-	13,052	13,052	-	-	32,145	32,145	-	-
2011	FRCC	1090	St. Cloud, City of (OUC)	U.S.	22,075	22,075	-	-	6,375	6,375	-	-	15,700	15,700	-	-
2011	FRCC	1091	Tallahassee, City of	U.S.	104,724	104,724	-	-	30,243	30,243	-	-	74,481	74,481	-	-
2011 2011	FRCC FRCC	1092 1603	Tampa Electric Company City of Vero Beach	U.S. U.S.	718,570 27,724	718,570	-	-	207,514	207,514 8,006	-	-	511,056 19,718	511,056	-	-
2011	FRCC	1093	Wauchula, City of	U.S.	2,7357	27,724 2,357	-	-	8,006 681	681	-	-	19,718	19,718 1,676	-	-
2011	FRCC	1093	Williston, City of	U.S.	1,241	1,241			358	358	_		883	883		
2011	FRCC	1095	Winter Park, City of	U.S.	16,548	16,548	_	_	4,779	4,779	_	_	11,769	11,769	_	_
2011	FRCC	1072	Florida Municipal Power Agency	U.S.	225,312	225,312	_	-	65,067	65,067	-	-	160,245	160,245	_	-
2011	FRCC	1073	Seminole Electric Cooperative	U.S.	587,035	587,035	-	-	169,528	169,528	-	-	417,506	417,506	-	=
			TOTAL FRCC		8,377,204	8,377,204	=	-	2,419,233	2,419,233	-	-	5,957,971	5,957,971	-	-
									-							
2011	MRO	1199	Basin Electric Power Cooperative	U.S.	554,837	554,837	-	-	140,893	140,893	-	-	413,944	413,944	-	-
2011	MRO	1201	Central Iowa Power Cooperative (CIPCO)	U.S.	120,347	120,347	=	=	30,560	30,560	=	=	89,787	89,787	=	=
2011	MRO	1204	Corn Belt Power Cooperative	U.S.	76,342	76,342	-	=	19,386	19,386	-	-	56,956	56,956	-	=
2011	MRO	1207	Dairyland Power Cooperative	U.S.	226,678	226,678	-	-	57,562	57,562	-	-	169,117	169,117	-	-
2011	MRO	1210	Great River Energy	U.S.	581,097	581,097	-	-	147,561	147,561	-	-	433,536	433,536	-	-
2011	MRO	1222	Minnkota Power Cooperative, Inc.	U.S.	174,151	174,151	-	-	44,223	44,223	-	-	129,928	129,928	-	-
2011 2011	MRO MRO	1230 1232	Nebraska Public Power District	U.S. U.S.	551,218 486,677	551,218 486,677	-	-	139,974 123,585	139,974 123,585	-	-	411,244 363,093	411,244 363,093	-	-
2011	MRO	1232	Omaha Public Power District Southern Montana Generation and Transmission	U.S.	486,677	486,677	-	-	123,585	123,585	-	-	363,093	132	-	-
2011	MRO	1240	Western Area Power Administration (UM)	U.S.	386,913	386,913			98,251	98,251	_		288,662	288,662	-	
2011	MRO	1239	Western Area Power Administration (UM)	U.S.	5,467	5,467			1,388	1,388	_		4,079	4,079		
2011	MRO	1217	Manitoba Hydro	CAN	993,173	-	993,173	-	262,505	-	262,505	-	730,668	-,075	730,668	-
2011	MRO	1235	SaskPower	CAN	946,068	-	946,068	-	250,055	-	250,055	-	696,013	-	696,013	-
2011	MRO	1195	Alliant Energy (Alliant East - WPL & Alliant West IPL)	U.S.	1,234,916	1,234,916	-	-	313,589	313,589	-	=	921,327	921,327	-	-
2011	MRO	1216	Madison, Gas and Electric	U.S.	150,087	150,087	-	-	38,112	38,112	-	-	111,974	111,974	-	-
2011	MRO	1220	MidAmerican Energy Company	U.S.	1,195,035	1,195,035	-	-	303,462	303,462	-	-	891,573	891,573	-	-
2011	MRO	1221	Minnesota Power	U.S.	568,164	568,164	-	-	144,277	144,277	=	=	423,887	423,887	=	=
2011	MRO	1226	Montana-Dakota Utilities Co.	U.S.	119,621	119,621	-	-	30,376	30,376	-	-	89,245	89,245	-	-
2011	MRO	1231	NorthWestern Energy	U.S.	64,791	64,791	-	-	16,453	16,453	-	-	48,339	48,339	-	-
2011	MRO	1233	Otter Tail Power Company	U.S.	187,036	187,036	-	-	47,495	47,495	-	-	139,541	139,541	-	-
2011	MRO	1243	Integrys Energy Group (WPS and UPPCO)	U.S.	581,538	581,538	-	-	147,673	147,673	-	-	433,865	433,865	-	-
2011	MRO	1244	Xcel Energy Company (NSP)	U.S.	1,988,578	1,988,578	-	-	504,970	504,970	-	-	1,483,607	1,483,607	-	-
2011	MRO	1196	Ames Municipal Electric System	U.S.	33,439	33,439	-	-	8,491	8,491	-	-	24,947	24,947	-	-
2011	MRO	1604	Atlantic Municipal Utilities	U.S.	3,053	3,053	-	=	775	775	-	-	2,278	2,278	=	=
2011	MRO	1476	Badger Power Marketing Authority of Wisconsin, Inc		17,782	17,782	-	-	4,516	4,516	-	-	13,267	13,267	-	-
2011	MRO	1200	Cedar Falls Municipal Utilities	U.S.	22,335	22,335	-	-	5,672 5,177	5,672 5,177	-	-	16,664	16,664	=	=
2011 2011	MRO MRO	1477 1605	Central Minnesota Municipal Power Agency (CMMP	U.S. U.S.	20,387 8,556	20,387	-	-	5,177 2,173	5,177 2,173	-	-	15,210 6,384	15,210 6,384	=	-
2011	MRO	1203	City of Pella Escanaba Municipal Electric Utility	U.S.	8,556 6,582	8,556 6,582	-	-	2,173 1,671	2,173 1,671	-	-	6,384 4,911	6,384 4,911	-	-
2011	MRO	1205	Falls City Water & Light Department	U.S.	2,434	2,434	-	-	618	618	=	-	1,816	1,816	-	-
2011	MRO	1205	Fremont Department of Utilities	U.S.	18,937	18,937	_	_	4,809	4,809	-	-	14,129	14,129	_	_
2011	MRO	1208	Geneseo Municipal Utilities	U.S.	2,898	2,898	-	-	736	736	-	-	2,162	2,162	-	-
2011	MRO	1209	Grand Island Utilities Department	U.S.	32,292	32,292	-	-	8,200	8,200	-	-	24,092	24,092	-	-

					Total EPO	Assessments (NE	RC RE & WIDAD	Costs)		Total NERC Ass	assments		Total Regional Enti	ty Assessments (Inc	luding WIDAR A	(scassments)
					Total ERO A	Assessments (NE	KC, KE & WIKAB	Costs)		TOTAL NEKC ASS	essments		Total Regional Enti	ty Assessments (inc	luding WIKAB A	ssessments)
D-4- V	Regional	ID.	F-Ath.	C	T-4-1	116 7-4-1	Causala Takal	Marrian Tatal	T-4-1	UC Takal	County Total	Marrian Tatal	T-4-1	LIC T-A-I	Canada Takal	Danier Tatal
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada I otal	Mexico Total
2011	MRO	1606	Harlan Municipal Utilities	U.S.	1,040	1,040	_		264	264	_		776	776	_	_
2011	MRO	1211	Hastings Utilities	U.S.	18,530	18,530	_	_	4,705	4,705	_	_	13,824	13,824	_	_
2011	MRO	1212	Heartland Consumers Power District	U.S.	36,670	36,670	_	_	9,312	9,312	_	_	27,358	27,358	_	_
2011	MRO	1213	Hutchinson Utilities Commission	U.S.	13,028	13,028	_	_	3,308	3,308	_	_	9,719	9,719	_	_
2011	MRO	1215	Lincoln Electric System	U.S.	138,781	138,781	_	_	35,241	35,241	_	_	103,540	103,540	_	_
2011	MRO	1218	Manitowoc Public Utilities	U.S.	23,150	23,150	_	_	5,879	5,879	_	_	17,271	17,271	_	_
2011	MRO	1223	Missouri River Energy Services	U.S.	96,378	96,378	_	_	24,474	24,474	_	_	71,904	71,904	_	_
2011	MRO	1224	MN Municipal Power Agency (MMPA)	U.S.	62,680	62,680	_	_	15,917	15,917	_	_	46,764	46,764	_	_
2011	MRO	1607	Montezuma Municipal Light & Power	U.S.	1,511	1,511	_	_	384	384	_	_	1,127	1,127	_	_
2011	MRO	1227	Municipal Energy Agency of Nebraska	U.S.	50,055	50,055	_	_	12,711	12,711	_	-	37,344	37,344	-	-
2011	MRO	1228	Muscatine Power and Water	U.S.	37,898	37,898	_	_	9,624	9,624	_	_	28,274	28,274	_	_
2011	MRO	1229	Nebraska City Utilities	U.S.	7,568	7,568	_	_	1,922	1,922	_	_	5,646	5,646	_	_
2011	MRO	1234	Rochester Public Utilities	U.S.	384	384	_	_	97	97	_	_	286	286	_	_
2011	MRO	1236	Southern Minnesota Municipal Power Agency	U.S.	127,602	127,602	_	_	32,403	32,403	_	_	95,199	95,199	_	_
2011	MRO	1241	Willmar Municipal Utilities	U.S.	11,464	11,464	_	_	2,911	2,911	_	_	8,553	8,553	_	_
2011	MRO	1242	Wisconsin Public Power, Inc. (East and West regions		234,518	234,518	_	_	59,552	59,552	_	_	174,966	174,966	_	_
2011	IVIICO	1242	TOTAL MRO	0.5.	12,222,863	10,283,622	1,939,241		3,123,936	2,611,375	512,561	-	9,098,927	7,672,246	1,426,681	
			TOTALINIO		12,222,003	10,203,022	1,555,241		3,123,330	2,011,373	312,301		5,050,521	7,072,240	1,420,001	
2011	NPCC	1336	New England	U.S.	4,820,460	4,820,460	_	_	1,447,974	1,447,974	_	_	3,372,486	3,372,486	_	_
2011	NPCC	1339	New York	U.S.	5,816,315	5,816,315	_	_	1,747,110	1,747,110	_	_	4,069,205	4,069,205	_	_
2011	NPCC	1337	Ontario	Canada	2,786,712	3,010,313	2,786,712	_	1,035,450	1,747,110	1,035,450	_	1,751,262	4,003,203	1,751,262	_
2011	NPCC	1341	Quebec	Canada	4,270,497	-	4,270,497	_	1,509,375		1,509,375		2,761,122		2,761,122	
2011	NPCC	1338	New Brunswick	Canada	269,567	_	269,567	_	100,162	_	100,162	_	169,405	_	169,405	_
2011	NPCC	1340	Nova Scotia	Canada	364,074	_	364,074	_	135,289	_	135,289	_	228,784	_	228,784	_
2011	WICC	1340	TOTAL NPCC	Curiada	18,327,625	10,636,775	7,690,849		5,975,361	3,195,085	2,780,276	-	12,352,264	7,441,691	4,910,573	
			TO MEM CO		10,527,025	10,030,773	7,030,013			3,133,003	2,700,270		12,332,201	7,112,031	1,510,575	
2011	RFC	1104	Bay City	U.S.	8,756	8,756	_	_	3,594	3,594	_	-	5,162	5,162	-	-
2011	RFC	1102	Cannelton Utilities	U.S.	432	432	_	_	177	177	_	-	254	254	-	_
2011	RFC	1105	City of Chelsea	U.S.	2,572	2,572	_	_	1,055	1,055	_	-	1,516	1,516	-	-
2011	RFC	1106	City of Croswell	U.S.	1,025	1,025	_	_	421	421	_	-	605	605	-	-
2011	RFC	1108	City of Eaton Rapids	U.S.	2,564	2,564	_	_	1,052	1,052	_	-	1,512	1,512	-	-
2011	RFC	1111	City of Hart	U.S.	1,221	1,221	_	_	501	501	_	-	720	720	-	-
2011	RFC	1490	City of Lansing	U.S.	58,620	58,620	_	_	24,059	24,059	_	-	34,561	34,561	-	-
2011	RFC	1112	City of Marquette Board of Light & Power	U.S.	8,696	8,696	_	_	3,569	3,569	_	-	5,127	5,127	-	-
2011	RFC	1114	City of Portland	U.S.	944	944	_	_	388	388	_	-	557	557	-	-
2011	RFC	1116	City of St. Louis	U.S.	1,023	1,023	-	-	420	420	-	-	603	603	-	-
2011	RFC	1118	City of Wyandotte	U.S.	4,801	4,801	-	-	1,970	1,970	-	-	2,830	2,830	-	-
2011	RFC	1120	Cloverland Electric Cooperative	U.S.	23,166	23,166	_	_	9,508	9,508	_	-	13,658	13,658	-	-
2011	RFC	1122	CMS ERM Michigan LLC	U.S.	5,085	5,085	_	_	2,087	2,087	_	-	2,998	2,998	-	-
2011	RFC	1124	Constellation New Energy (MECS-CONS)	U.S.	33,969	33,969	_	_	13,942	13,942	_	-	20,027	20,027	-	-
2011	RFC	1123	Constellation New Energy (MECS-DET)	U.S.	31,676	31,676	_	_	13,001	13,001	_	-	18,676	18,676	-	-
2011	RFC	1126	Consumers Energy Company	U.S.	884,043	884,043	_	_	362,833	362,833	_	-	521,210	521,210	-	-
2011	RFC	1128	Detroit Edison Company	U.S.	1,192,777	1,192,777	-	-	489,545	489,545	-	-	703,232	703,232	-	-
2011	RFC	1166	Duke Energy Indiana	U.S.	799,317	799,317	-	-	328,059	328,059	-	-	471,257	471,257	-	-
2011	RFC	1135	Ferdinand Municipal Light & Water	U.S.	1,090	1,090	_	_	447	447	_	-	643	643	-	-
2011	RFC		FirstEnergy Solutions (MECS-DET)	U.S.	580	580	_	_	238	238	_	-	342	342	-	-
2011	RFC	1549	FirstEnergy Solutions (MECS-DET)	U.S.	52,918	52,918	_	_	21,719	21,719	_	-	31,199	31,199	-	-
2011	RFC	1612	Glacial Energy (MECS-DET)	U.S.	12,235	12,235	_	_	5,021	5,021	_	_	7,213	7,213	_	_
2011	RFC	1144	Holland Board of Public Works	U.S.	20,836	20,836	_	_	8,552	8,552	_	-	12,285	12,285	-	-
2011	RFC	1145	Hoosier Energy	U.S.	191,035	191,035	_	_	78,406	78,406	_	_	112,630	112,630	_	_
2011	RFC	1148	Indiana Municipal Power Agency (DUKE CIN)	U.S.	77,761	77,761	_	_	31,915	31,915	_	_	45,846	45,846	_	_
2011	RFC	1485	Indiana Municipal Power Agency (NIPSCO)	U.S.	11,032	11,032	_	_	4,528	4,528	_	_	6,504	6,504	_	_
2011	RFC	1486	Indiana Municipal Power Agency (NIPSCO)	U.S.	15,729	15,729	-	-	6,455	6,455	-	-	9,273	9,273	-	-
2011	RFC	1149		U.S.			-	-	162,841	162,841	-	-	233,921	233,921	-	-
2011	RFC	1553	Indianapolis Power & Light Co. Integrys Energy Services (MECS-CONS)	U.S.	396,762 12,619	396,762	-	-	5,179	5,179	-	=	7,440	7,440	-	-
2011	RFC	1554		U.S.		12,619	-	-	3,903	3,903	-	-	7,440 5,607		-	-
2011	RFC	1614	Integrys Energy Services (MECS-DET)	U.S. U.S.	9,510 528	9,510 528	-	-	3,903 217	3,903 217	-	-	312	5,607 312	-	-
	RFC		Just Energy (MECS-DET)	U.S. U.S.			-	-			-				-	-
2011		1154	Michigan Public Power Agency		32,035	32,035	-	-	13,148	13,148	-	-	18,887	18,887	-	-
2011	RFC	1155	Michigan South Central Power Agency	U.S.	14,971	14,971	-	-	6,145	6,145	-	-	8,827	8,827	-	-
2011 2011	RFC RFC	1158 1163	MidAmerican Energy Company Retail	U.S. U.S.	2,484	2,484	-	-	1,019	1,019	-	-	1,464 273,765	1,464	-	-
2011	m C	1102	Northern Indiana Public Service Co.	0.3.	464,342	464,342	-	-	190,577	190,577	-	-	2/3,/03	273,765	-	-

					Total ERO	Assessments (NE	RC. RE & WIRAR	Costs)		Total NERC Asse	essments		Total Regional Ent	ity Assessments (Inc	luding WIRAR A	ssessments)
					. C.C. ENO	The second secon	,			7510.72.16 7330			- Star negronal Elit	-, - Socosmento (inc		
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	RFC	1164	Ontonagon County Rural Electrification Assoc.	U.S.	765	765	-	-	314	314	-	-	451	451	-	-
2011 2011	RFC RFC	1265 1172	PJM Interconnnection, LLC Sempra Energy Solutions (MECS-CONS)	U.S. U.S.	18,432,718 29,943	18,432,718 29,943	-	-	7,565,244 12,289	7,565,244 12,289	-	-	10,867,474 17,654	10,867,474 17,654	-	-
2011	RFC	1172	Sempra Energy Solutions (MECS-CONS)	U.S.	26,408	26,408	-	-	10,838	10,838	-	-	15,569	15,569	-	-
2011	RFC	1176	Direct Energy (fka:Strategic Energy,LLC) (MECS-CON		237	237	-	-	97	97	-	-	140	140	_	-
2011	RFC	1174	Direct Energy (fka:Strategic Energy,LLC) (MECS-DET)		9,298	9,298	-	-	3,816	3,816	-	-	5,482	5,482	-	-
2011	RFC	1581	Spartan Renewable Energy	U.S.	1,656	1,656	-	-	680	680	-	-	977	977	-	=
2011	RFC	1180	Thumb Electric Cooperative	U.S.	4,472	4,472	-	-	1,835	1,835	-	-	2,636	2,636	-	-
2011	RFC	1627	US Department of Energy	U.S.	6,661	6,661	-	-	2,734	2,734	-	-	3,927	3,927	-	-
2011	RFC	1181	Vectren Energy Delivery of IN	U.S.	155,265	155,265	-	-	63,725	63,725	-	-	91,541	91,541	-	-
2011	RFC	1183	Village of Sebewaing	U.S.	993	993	-	-	407	407	-	-	585	585	-	-
2011	RFC	1184	Wabash Valley Power Association Inc. (DUKE CIN)	U.S.	71,597	71,597	=	=	29,385	29,385	=	Ē	42,212	42,212	=	=
2011	RFC	1487	Wabash Valley Power Association Inc. (MECS CONS		3,941	3,941	-	-	1,617	1,617	-	-	2,323	2,323	-	-
2011	RFC	1488	Wabash Valley Power Association Inc.(NIPSCO)	U.S.	43,304	43,304	-	-	17,773	17,773	-	-	25,531	25,531	-	-
2011	RFC	1185	Wisconsin Electric Power Co.	U.S.	765,927	765,927	=	=	314,355	314,355	-	=	451,572	451,572	-	=
2011	RFC	1189	Wolverine Power Marketing Cooperative	U.S.	27,575	27,575	-	-	11,317	11,317	-	-	16,258	16,258	-	-
2011 2011	RFC RFC	1191 1190	Wolverine Power Supply Cooperative Wolverine Power Marketing Cooperative	U.S. U.S.	65,915 3,381	65,915 3,381	-	-	27,053 1,388	27,053 1,388	-	-	38,862 1,993	38,862 1,993	-	-
2011	MC	1190	TOTAL RELIABILITYFIRST	0.3.	24,027,209	24,027,209			9,861,361	9,861,361			14,165,848	14,165,848		
			TO THE RELATION THE STATE OF TH		21,027,203	21,027,203			- 3,001,301	3,001,301			11,103,010	11,103,010		
2011	SERC	1267	Alabama Municipal Electric Authority	U.S.	86,135	86,135	-	_	38,617	38,617	-	-	47,518	47,518	_	-
2011	SERC	1268	Alabama Power Company	U.S.	1,460,325	1,460,325	-	-	654,711	654,711	_	-	805,614	805,614	-	-
2011	SERC	1269	Ameren - Illinois	U.S.	1,037,560	1,037,560	-	-	465,172	465,172	-	-	572,388	572,388	-	-
2011	SERC	1271	Ameren - Missouri	U.S.	1,017,204	1,017,204	-	-	456,046	456,046	-	-	561,158	561,158	-	-
2011	SERC	1272	APGI - Yadkin Division	U.S.	569	569	-	-	255	255	-	-	314	314	-	-
2011	SERC	1273	Associated Electric Cooperative Inc.	U.S.	471,170	471,170	-	=	211,241	211,241	-	=	259,929	259,929	-	=
2011	SERC	1582	Beauregard Electric Cooperative, Inc.	U.S.	26,404	26,404	-	-	11,838	11,838	-	-	14,566	14,566	-	-
2011	SERC	1462	Benton Utility District	U.S.	6,995	6,995	-	-	3,136	3,136	-	-	3,859	3,859	-	-
2011	SERC	1274	Big Rivers Electric Corporation	U.S.	257,139	257,139	-	-	115,284	115,284	-	-	141,855	141,855	-	-
2011	SERC	1275	Black Warrior EMC	U.S.	10,643	10,643	=	=	4,772	4,772	=	Ē	5,871	5,871	=	=
2011	SERC	1276	Blue Ridge EMC	U.S.	33,479	33,479	-	-	15,010	15,010	-	-	18,469	18,469	-	-
2011	SERC	1628	Brazos Electric Power Cooperative, Inc.	U.S.	10,244	10,244	-	-	4,593	4,593	-	-	5,651	5,651	-	-
2011	SERC	1463	Canton, MS	U.S.	3,119	3,119	-	-	1,398	1,398	-	-	1,720	1,720	-	-
2011 2011	SERC SERC	1277 1278	Central Electric Power Cooperative Inc. City of Blountstown FL	U.S. U.S.	384,968	384,968	-	-	172,594	172,594	-	-	212,374 540	212,374	-	-
2011	SERC	1278	City of Camden SC	U.S.	979 4,927	979 4,927	-	-	439 2,209	439 2,209	-	-	2,718	540 2,718	-	-
2011	SERC	1280	City of Collins MS	U.S.	1,146	1,146	_	_	514	514	_	_	632	632	-	_
2011	SERC	1281	City of Columbia MO	U.S.	28,519	28,519	_	-	12,786	12,786	_	-	15,733	15,733	-	-
2011	SERC	1282	City of Conway AR (Conway Corporation)	U.S.	25,336	25,336	-	_	11,359	11,359	-	-	13,977	13,977	_	-
2011	SERC	1284	City of Evergreen AL	U.S.	1,483	1,483	-	-	665	665	-	-	818	818	-	=
2011	SERC	1285	City of Hampton GA	U.S.	644	644	-	-	289	289	-	-	355	355	-	-
2011	SERC	1286	City of Hartford AL	U.S.	824	824	-	-	369	369	-	-	455	455	-	-
2011	SERC	1287	City of Henderson (KY) Municipal Power & Light	U.S.	14,969	14,969	-	-	6,711	6,711	-	-	8,258	8,258	-	-
2011	SERC	1288	City of North Little Rock AR (DENL)	U.S.	23,796	23,796	-	-	10,669	10,669	-	-	13,128	13,128	-	-
2011	SERC	1289	City of Orangeburg SC Department of Public Utilities		18,201	18,201	=	=	8,160	8,160	=	Ē	10,041	10,041	=	=
2011	SERC	1290	City of Robertsdale AL	U.S.	2,111	2,111	-	-	946	946	-	-	1,164	1,164	-	-
2011	SERC	1291	City of Ruston LA (DERS)	U.S.	6,997	6,997	-	-	3,137	3,137	-	-	3,860	3,860	-	-
2011	SERC	1292	City of Seneca SC	U.S.	3,923	3,923	-	-	1,759	1,759	-	-	2,164	2,164	-	-
2011	SERC	1115	City of Springfield (CWLP)	U.S.	45,035	45,035	-	-	20,190	20,190	-	-	24,844	24,844	-	-
2011	SERC	1465	City of Thayer, MO	U.S.	488	488	-	-	219	219	-	-	269	269	-	-
2011	SERC	1293	City of West Mamphis AR (West Mamphis Utilities)	U.S.	10,074	10,074	-	-	4,517	4,517	-	-	5,557	5,557	-	-
2011 2011	SERC SERC	1294 1583	City of West Memphis AR (West Memphis Utilities) Claiborne Electric Cooperative, Inc.	U.S. U.S.	9,476 16,349	9,476 16,349	-	-	4,248 7,330	4,248 7,330	-	-	5,228 9,019	5,228 9,019	-	-
2011	SERC	1584	Concordia Electric Cooperative, Inc.	U.S.	6,341	6,341	_		2,843	2,843			3,498	3,498	_	
2011	SERC	1283	Dalton Utilities	U.S.	36,547	36,547	-	-	16,385	16,385	-	-	20,162	20,162	-	-
2011	SERC	1585	Dixie Electric Membership Corporation	U.S.	56,098	56,098	_	-	25,151	25,151	-	-	30,948	30,948	_	_
2011	SERC	1295	Dominion Virginia Power	U.S.	2,021,608	2,021,608	-	-	906,353	906,353	-	-	1,115,255	1,115,255	-	-
2011	SERC	1296	Duke Energy Carolinas, LLC	U.S.	2,002,972	2,002,972	-	-	897,998	897,998	-	-	1,104,975	1,104,975	-	-
2011	SERC	1466	Durant, MS	U.S.	675	675	-	-	303	303	-	-	372	372	-	-
2011	SERC	1478	E.ON U.S. Services Inc.	U.S.	835,268	835,268	-	-	374,478	374,478	-	-	460,790	460,790	-	-
2011	SERC	1297	East Kentucky Power Cooperative	U.S.	300,528	300,528	-	-	134,737	134,737	-	-	165,792	165,792	-	-

					Total ERO /	Assessments (NEF	RC, RE & WIRAB	Costs)		Total NERC Asse	essments		Total Regional Entit	y Assessments (Inc	luding WIRAB A	ssessments)
	Danisası															
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011 2011	SERC SERC	1298 1629	East Mississippi Electric Power Association East Texas Electric Cooperative Inc	U.S. U.S.	11,438 50,469	11,438 50,469	-	-	5,128 22,627	5,128 22,627	-	-	6,310 27,842	6,310 27,842	-	-
2011	SERC	1299	Electric Energy Inc.	U.S.	31,918	31,918	-	-	14,310	14,310	-	-	17,608	17,608	-	-
2011	SERC	1300	EnergyUnited EMC	U.S.	60,792	60,792	-	-	27,255	27,255	-	_	33,537	33,537	_	-
2011	SERC	1301	Entergy	U.S.	2,833,821	2,833,821	-	-	1,270,494	1,270,494	-	-	1,563,327	1,563,327	-	-
2011	SERC	1302	Fayetteville (NC) Public Works Commission	U.S.	53,864	53,864	-	-	24,149	24,149	-	-	29,715	29,715	-	-
2011	SERC	1303	Florida Public Utilities (FL Panhandle Load)	U.S.	8,260	8,260	-	-	3,703	3,703	-	-	4,556	4,556	-	-
2011	SERC	1304	French Broad EMC	U.S.	13,388	13,388	=	=	6,002	6,002	=	-	7,386	7,386	=	-
2011	SERC	1305	Georgia Power Company	U.S.	2,199,771	2,199,771	-	-	986,229	986,229	-	-	1,213,542	1,213,542	-	-
2011	SERC SERC	1306	Georgia System Optns Corporation	U.S.	940,788	940,788	-	-	421,786	421,786	-	-	519,002	519,002	-	-
2011 2011	SERC	1479 1307	Greenwood (MS) Utilities Commission Greenwood (SC) Commissioners of Public Works	U.S. U.S.	6,825 6,396	6,825 6,396	-	-	3,060 2,867	3,060 2,867	-	-	3,765 3,528	3,765 3,528	-	-
2011	SERC	1308	Gulf Power Company	U.S.	294,488	294,488	-	-	132,028	132,028	-	_	162,459	162,459	-	-
2011	SERC	1586	Haywood EMC	U.S.	7,252	7,252	-	-	3,251	3,251	-	-	4,001	4,001	-	-
2011	SERC	1309	Illinois Municipal Electric Agency	U.S.	46,600	46,600	-	-	20,892	20,892	-	-	25,708	25,708	-	-
2011	SERC	1480	Itta Bena, MS	U.S.	396	396	-	-	177	177	-	-	218	218	-	-
2011	SERC	1587	Jefferson Davis Electric Cooperative, Inc.	U.S.	6,647	6,647	-	-	2,980	2,980	-	-	3,667	3,667	-	-
2011	SERC	1617	Kentucky Municipal Power	U.S.	17,779	17,779	-	-	7,971	7,971	-	-	9,808	9,808	-	-
2011	SERC	1481	Kosciusko, MS	U.S.	1,852	1,852	-	-	830	830	-	-	1,021	1,021	-	-
2011	SERC	1482	Leland, MS	U.S.	828	828	-	-	371	371	-	-	457	457	-	-
2011 2011	SERC SERC	1313	McCormick Commission of Public Works	U.S. U.S.	425	425	-	-	191	191	-	-	234 142,731	234	-	-
2011	SERC	1314 1630	Mississippi Power Company Mt. Carmel Public Utility	U.S.	258,726 2,659	258,726 2,659	-	-	115,995 1,192	115,995 1,192	-	-	1,467	142,731 1,467	-	-
2011	SERC	1315	Municipal Electric Authority of Georgia	U.S.	265,393	265,393	-	-	118,984	118,984	-	_	146,409	146,409	-	-
2011	SERC	1316	N.C. Electric Membership Corp.	U.S.	298,315	298,315	-	-	133,744	133,744	-	-	164,571	164,571	_	-
2011	SERC	1317	North Carolina Eastern Municipal Power Agency	U.S.	183,478	183,478	-	-	82,259	82,259	-	-	101,219	101,219	-	-
2011	SERC	1318	North Carolina Municipal Power Agency #1	U.S.	114,990	114,990	-	-	51,554	51,554	-	-	63,436	63,436	-	-
2011	SERC	1588	Northeast Louisiana Power Cooperative, Inc.	U.S.	7,220	7,220	-	-	3,237	3,237	-	-	3,983	3,983	-	-
2011	SERC	1574	Northern Virginia Electric Cooperative	U.S.	90,499	90,499	-	-	40,574	40,574	-	-	49,925	49,925	-	-
2011	SERC	1319	Old Dominion Electric Cooperative	U.S.	142,642	142,642	-	-	63,951	63,951	-	-	78,691	78,691	-	-
2011	SERC	1618	Osceola (Arkansas) Municipal Light and Power	U.S.	4,382	4,382	-	-	1,965	1,965	-	-	2,417	2,417	-	-
2011 2011	SERC SERC	1320	Owensboro (KY) Municipal Utilities	U.S. U.S.	21,826 12,232	21,826 12,232	-	-	9,785 5,484	9,785	-	-	12,041 6,748	12,041	-	-
2011	SERC	1322 1323	Piedmont EMC in Duke and Progress Areas Piedmont Municipal Power Agency (PMPA)	U.S.	56,670	56,670	-	_	25,407	5,484 25,407	-	-	31,263	6,748 31,263	-	-
2011	SERC	1589	Pointe Coupee Electric Memb. Corp.	U.S.	6,381	6,381	_	_	2,861	2,861	-	_	3,520	3,520	_	-
2011	SERC	1266	PowerSouth Energy	U.S.	205,387	205,387	-	-	92,082	92,082	-	-	113,305	113,305	-	-
2011	SERC	1330	Prairie Power, Inc.	U.S.	37,316	37,316	-	-	16,730	16,730	-	-	20,586	20,586	-	-
2011	SERC	1324	Progress Energy Carolinas	U.S.	1,111,269	1,111,269	-	-	498,218	498,218	-	-	613,051	613,051	-	-
2011	SERC	1325	Rutherford EMC	U.S.	31,235	31,235	-	-	14,004	14,004	-	-	17,232	17,232	-	-
2011	SERC	1631	Sam Rayburn G&T Electric Cooperative Inc.	U.S.	45,354	45,354	=	=	20,334	20,334	=	-	25,020	25,020	=	-
2011	SERC	1326	South Carolina Electric & Gas Company	U.S.	559,814	559,814	-	-	250,983	250,983	-	-	308,831	308,831	-	-
2011	SERC	1327	South Carolina Public Service Authority	U.S.	272,069	272,069	-	-	121,977	121,977	-	-	150,091	150,091	-	-
2011 2011	SERC SERC	1590 1328	South Louisiana Electric Cooperative Association South Mississippi Electric Power Association	U.S. U.S.	15,638 248,646	15,638 248,646	-	-	7,011 111,476	7,011 111,476	-	-	8,627 137,170	8,627 137,170	-	-
2011	SERC	1329	Southern Illinois Power Cooperative	U.S.	35,329	35,329	-	_	15,839	15,839	-	-	19,490	19,490	-	-
2011	SERC	1591	Southwest Louisiana Electric Membership Corporati		62,563	62,563	_	_	28,049	28,049	-	_	34,514	34,514	_	_
2011	SERC	1619	Southwestern Electric Cooperative, Inc.	U.S.	11,117	11,117	-	_	4,984	4,984	-	_	6,133	6,133	-	-
2011	SERC	1331	Tennessee Valley Authority	U.S.	4,049,514	4,049,514	-	-	1,815,529	1,815,529	-	-	2,233,985	2,233,985	-	-
2011	SERC	1632	Tex-La Electric Cooperative of Texas, Inc	U.S.	5,114	5,114	-	-	2,293	2,293	-	-	2,821	2,821	-	-
2011	SERC	1332	Tombigbee Electric Cooperative Inc.	U.S.	3,634	3,634	-	-	1,629	1,629	-	-	2,005	2,005	-	-
2011	SERC	1592	Town of Black Creek, N.C.	U.S.	306	306	-	-	137	137	-	-	169	169	-	-
2011	SERC	1593	Town of Lucama, N.C.	U.S.	505	505	-	-	226	226	=	-	279	279	-	=
2011	SERC	1594	Town of Sharpsburg, N.C.	U.S.	491	491	-	-	220	220	-	-	271	271	-	-
2011	SERC	1595	Town of Stantonsburg, N.C.	U.S.	552	552	-	-	248	248	=	-	305	305	-	-
2011 2011	SERC SERC	1333	Town of Waynesville NC Town of Winnsboro SC	U.S. U.S.	2,191 1,315	2,191 1,315	-	-	982 589	982 589	-	-	1,208 725	1,208 725	-	-
2011	SERC	1334 1335	Town of Winnsboro SC Town of Winterville NC	U.S.	1,315	1,315	-	-	589 574	589 574	=	-	706	725	-	-
2011	SERC	1597	Washington-St.Tammany Electric Cooperative, Inc.	U.S.	27,918	27,918	-	-	12,517	12,517	-	-	15,401	15,401	-	-
			TOTAL SERC		25,069,232	25,069,232	-	-	11,239,354	11,239,354	-	-	13,829,878	13,829,878	-	-

Appendix 2-B, Total Assessments

					Total ERO	Assessments (NE	RC, RE & WIRAB	Costs)		Total NERC Ass	essments		Total Regional En	tity Assessments (Inc	luding WIRAB A	Assessments)
D-4- V	Regional	ID.	F-Aib.	C	T-4-1	116 7-4-1	Causada Tabal	Manian Tatal	T-4-1	116 7-4-1	County Total	Manies Tatal	T-4-1	US Takal	Cd- T-4-1	Mania Tatal
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	SPP	1246	American Electric Power	U.S.	1,901,534	1,901,534	-	-	416,469	416,469	-	-	1,485,064	1,485,064	-	-
2011	SPP	1435	Arkansas Electric Cooperative Corporation (AEP)	U.S.	238,319	238,319	-	-	52,196	52,196	-	-	186,123	186,123	-	-
2011	SPP	1247	Board of Public Utilities (Kansas City KS)	U.S.	124,082	124,082	-	-	27,176	27,176	-	-	96,906	96,906	-	-
2011	SPP	1620	Board of Public Utilities, City of McPherson, Kansas	U.S.	46,194	46,194	-	-	10,117	10,117	-	-	36,077	36,077	-	-
2011	SPP		Carthage City Water & Light	U.S.	14,392	14,392	-	-	3,152	3,152	-	-	11,240	11,240	-	-
2011	SPP	1469	Central Valley Electric Cooperative	U.S.	38,977	38,977	-	-	8,537	8,537	-	-	30,440	30,440	-	-
2011	SPP	1556	City of Bentonville	U.S.	31,728	31,728	-	-	6,949	6,949	-	-	24,779	24,779	-	-
2011	SPP	1557	City of Clarksdale, Mississippi	U.S.	8,743	8,743	-	-	1,915	1,915	=	-	6,828	6,828	-	-
2011 2011	SPP SPP	1633 1558	City of Lindsborg Hope Water & Light (HWL)	U.S. U.S.	1,584 14,983	1,584 14,983	-	-	347 3,282	347 3,282	-	-	1,237 11,701	1,237 11,701	-	-
2011	SPP	1559	City of Minden	U.S.	8,875	8,875	-	_	1,944	1,944	_	_	6,931	6,931	-	_
2011	SPP	1634	City of Mulvane	U.S.	2,283	2,283	_	_	500	500	-	_	1,783	1,783	_	_
2011	SPP	1635	The City of Osage City	U.S.	1,806	1,806	-	-	396	396	-	-	1,411	1,411	-	-
2011	SPP	1636	City of Prescott	U.S.	4,498	4,498	-	-	985	985	-	-	3,513	3,513	-	-
2011	SPP	1248	Independence Power & Light (Independence, MO)	U.S.	56,677	56,677	-	-	12,413	12,413	-	-	44,264	44,264	-	-
2011	SPP	1436	City Utilities of Springfield, MO	U.S.	163,892	163,892	-	-	35,895	35,895	-	-	127,996	127,996	-	-
2011	SPP	1249	Cleco Power LLC	U.S.	598,191	598,191	-	-	131,014	131,014	-	-	467,177	467,177	-	-
2011	SPP	1437	East Texas Electric Coop, Inc.	U.S.	22,627	22,627	-	-	4,956	4,956	-	-	17,671	17,671	-	-
2011	SPP	1250	The Empire District Electric Company	U.S.	272,819	272,819	-	-	59,752	59,752	-	-	213,067	213,067	-	-
2011	SPP	1470	Farmers' Electric Coop	U.S.	23,936	23,936	-	-	5,242	5,242	-	-	18,693	18,693	-	-
2011	SPP	1438	Golden Spread Electric Coop	U.S.	291,462	291,462	-	-	63,835	63,835	-	-	227,627	227,627	-	-
2011 2011	SPP SPP	1251	Grand River Dam Authority	U.S. U.S.	241,338 67,956	241,338	-	-	52,857 14,884	52,857 14,884	-	-	188,481 53,073	188,481	-	-
2011	SPP	1252	Jonesboro City Water & Light Kansas City Power & Light (KCPL)	U.S.	812,880	67,956 812,880	-	-	178,035	178,035	-	-	634,845	53,073 634,845	-	-
2011	SPP	1439	Kansas Electric Power Coop., Inc	U.S.	111,108	111,108	-	_	24,335	24,335	_	_	86,773	86,773	-	_
2011	SPP	1440	Kansas Municipal Energy Agency (KCPL)	U.S.	40,125	40,125	-	-	8,788	8,788	-	-	31,337	31,337	-	-
2011	SPP	1637	Kansas Power Pool	U.S.	71,603	71,603	-	-	15,682	15,682	-	-	55,921	55,921	-	-
2011	SPP	1560	Kaw Valley Electric Cooperative, Inc.	U.S.	8,475	8,475	-	-	1,856	1,856	-	-	6,619	6,619	-	-
2011	SPP		Kennett Board of Public Works	U.S.	7,824	7,824	-	-	1,714	1,714	-	-	6,111	6,111	-	-
2011	SPP	1598	KCP&L GMOC (Greater Missouri Operations Compa	U.S.	447,052	447,052	-	-	97,912	97,912	-	-	349,140	349,140	-	-
2011	SPP	1471	Lafayette Utilities System	U.S.	108,920	108,920	-	-	23,855	23,855	-	-	85,064	85,064	-	-
2011	SPP	1472	Lea County Electric Coop	U.S.	65,832	65,832	-	-	14,418	14,418	-	-	51,413	51,413	-	-
2011	SPP	1253	Louisiana Energy & Power Authority (LEPA)	U.S.	50,084	50,084	-	-	10,969	10,969	-	-	39,115	39,115	-	-
2011	SPP		Malden Board of Public Works	U.S.	2,646	2,646	=	=	580	580	=	=	2,066	2,066	=	=
2011	SPP SPP	1441 1443	Misseyri Joint Municipal Floatric Utility Commission	U.S.	91,133	91,133	-	-	19,960	19,960	-	-	71,173	71,173	-	-
2011 2011	SPP	1638	Missouri Joint Municipal Electric Utility Commissior Nemaha Marshall Electric Cooperative (NMEC)	U.S. U.S.	131,090 3,071	131,090 3,071	-	_	28,711 673	28,711 673	-	-	102,379 2,399	102,379 2,399	-	-
2011	SPP	1442	Northeast Texas Electric Cooperative, Inc.	U.S.	170,591	170,591	-	_	37,363	37,363	_	_	133,229	133,229	-	_
2011	SPP	1255	Oklahoma Gas and Electric Co.	U.S.	1,468,243	1,468,243	_	_	321,571	321,571	_	_	1,146,672	1,146,672	_	_
2011	SPP	1444	Oklahoma Municipal Power Auth	U.S.	149,745	149,745	-	-	32,797	32,797	-	-	116,948	116,948	-	-
2011	SPP	1639	OzMo Ozark Missouri, West Plains MO	U.S.	10,474	10,474	-	-	2,294	2,294	-	-	8,180	8,180	-	-
2011	SPP		Paragould Light, Water & Cable	U.S.	30,189	30,189	-	-	6,612	6,612	-	-	23,577	23,577	-	-
2011	SPP		Piggott Municipal Light, Water & Sewer	U.S.	2,235	2,235	-	-	489	489	-	-	1,745	1,745	-	-
2011	SPP		Poplar Bluff Municipal Utilities	U.S.	19,681	19,681	-	-	4,310	4,310	-	-	15,370	15,370	-	-
2011	SPP	1561	Public Service Commission of Yazoo City of Mississi	U.S.	6,418	6,418	-	-	1,406	1,406	-	-	5,012	5,012	-	-
2011	SPP	1473	Roosevelt County Electric Coop	U.S.	11,668	11,668	-	-	2,556	2,556	-	-	9,113	9,113	-	-
2011	SPP	1468	Sharyland Utilities, LP Sikeston Board of Municipal Utilities	U.S.	54,792	54,792	=	=	12,000	12,000	=	=	42,792	42,792	=	=
2011	SPP SPP	1250		U.S.	18,593	18,593	-	-	4,072	4,072	-	-	14,521	14,521	-	-
2011 2011	SPP	1258	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL)	U.S. U.S.	12,769 849,914	12,769 849,914	-	-	2,797 186,146	2,797 186,146	-	-	9,973 663,768	9,973 663,768	-	-
2011	SPP	1256	Sunflower Electric Power Cooperative	U.S.	291,303	291,303	-	-	63,800	63,800	-	=	227,502	227,502	-	-
2011	SPP	1445	Tex - La Electric Cooperative of Texas	U.S.	26,797	26,797	_	-	5,869	5,869	-	-	20,928	20,928	_	-
2011	SPP	1475	Tri County Electric Coop	U.S.	21,175	21,175	-	-	4,638	4,638	-	-	16,537	16,537	-	-
2011	SPP	1260	Westar Energy, Inc.	U.S.	1,102,356	1,102,356	-	-	241,435	241,435	-	-	860,921	860,921	-	-
2011	SPP	1259	Western Farmers Electric Cooperative	U.S.	397,005	397,005	-	-	86,951	86,951	-	-	310,054	310,054	-	-
2011	SPP	1501	West Texas Municipal Power Agency	U.S.	149,523	149,523	-	-	32,748	32,748	-	-	116,775	116,775	-	-
			TOTAL SPP		10,922,211	10,922,211	-	-	2,392,157	2,392,157	-	<u> </u>	8,530,054	8,530,054	-	-
									-							
2011	TRE	1019	ERCUI	U.S.	11,724,917	11,724,917	-		3,572,397	3,572,397	-	<u> </u>	8,152,520	8,152,520	-	
					11,724,917	11,724,917	-		3,572,397	3,572,397	-	<u> </u>	8,152,520	8,152,520	-	

					T-4-1 FB0	A (NE	DC DE 8 14/1DAD	(Control		T-4-I NIEDE A-			Total Basis and Fac	***·· •	-ladin-Managan	
					Total ERO	Assessments (NE	RC, RE & WIRAB	Costs)		Total NERC As	sessments		Total Regional En	tity Assessments (In	cluding WIRAB A	Assessments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	WECC		Alberta Electric System Operator	Canada	2,704,750	_	2,704,750	_	466,437	=	466,437	_	2,238,313	_	2,238,313	_
2011	WECC		British Columbia Hydro & Power Authority	Canada	3,889,239	-	3,889,239	-	683,972	-	683,972	-	3,205,267	-	3,205,267	-
2011	WECC		Comision Federal de Electricidad	Mexico	708,998	-	-	708,998	124,686	-	-	124,686	584,312	-	-	584,312
2011	WECC		Aha Macav Power Service	U.S.	1,551	1,551	-	-	278	278	-	-	1,273	1,273	-	-
2011	WECC		Ajo Improvement District	U.S.	836	836	-	-	150	150	-	-	686	686	-	-
2011	WECC		Ak-Chin	U.S.	2,000	2,000	-	-	358	358	-	-	1,642	1,642	-	-
2011 2011	WECC		Alcoa Inc Arizona Public Service Company	U.S. U.S.	190,816 1,819,240	190,816 1,819,240	-	-	34,200 326,058	34,200 326,058	-	-	156,616 1,493,182	156,616 1,493,182	-	-
2011	WECC		Arkansas River Power Authority (ARPA)	U.S.	18,071	18,071	-	-	3,239	3,239	-	-	14,832	14,832	-	-
2011	WECC		Avista Corporation	U.S.	557,779	557,779	-	-	99,970	99,970	=	=	457,810	457,810	-	-
2011	WECC		Avista Corporation	U.S.	10,606	10,606	-	-	1,901	1,901	-	-	8,705	8,705	-	-
2011	WECC		Barrick Goldstrike Mines Inc.	U.S.	70,113	70,113	-	-	12,566	12,566	=	=	57,547	57,547	-	-
2011	WECC		Basin Electric Power Cooperative	U.S.	198,707	198,707	-	-	35,614	35,614	-	-	163,093	163,093	-	-
2011	WECC		Basin Electric Power Cooperative	U.S.	3,348	3,348	-	-	600	600	-	-	2,748	2,748	-	-
2011	WECC		Benton REA	U.S.	32,311	32,311	-	-	5,791	5,791	=	=	26,520	26,520	-	-
2011	WECC		Big Bend Electric Cooperative, Inc.	U.S.	7,987	7,987	-	-	1,431	1,431	-	-	6,555	6,555	-	-
2011 2011	WECC		Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc.	U.S. U.S.	20,378 2,220	20,378 2,220	-	-	3,652 398	3,652 398	-	-	16,726 1,822	16,726 1,822	-	-
2011	WECC		Blachly-Lane Electric Cooperative	U.S.	9,538	9,538	-	_	1,710	1,710	_	=	7,829	7,829	_	_
2011	WECC		Black Hills Power	U.S.	112,102	112,102	-	_	20,092	20,092	-	-	92,010	92,010	-	-
2011	WECC		Black Hills Power/Cheyenne Light Fuel & Power	U.S.	213,646	213,646	-	-	38,291	38,291	-	=	175,355	175,355	-	-
2011	WECC		Bonneville Power Administration	U.S.	270,269	270,269	-	-	48,440	48,440	-	-	221,829	221,829	-	-
2011	WECC		Bonneville Power Administration	U.S.	99,450	99,450	-	-	17,824	17,824	-	=	81,625	81,625	-	=
2011	WECC		Bonneville Power Administration	U.S.	45,608	45,608	-	-	8,174	8,174	-	-	37,434	37,434	-	-
2011	WECC		Bonneville Power Administration	U.S.	375	375	-	-	67	67	-	=	308	308	-	=
2011	WECC		Bonneville Power Administration	U.S.	998	998	-	-	179	179	-	-	819	819	-	-
2011	WECC		BPA - USBR Load Bureau of Reclamation (Desalter) - c/o DSW EMMO	U.S.	7,942 82	7,942 82	-	-	1,423	1,423	-	-	6,518 67	6,518 67	-	-
2011 2011	WECC		Bureau of Reclamation (Wellfield) - c/o DSW EMMO	U.S. U.S.	306	306	-	-	15 55	15 55	_	-	251	251	-	_
2011	WECC		California Independent System Operator	U.S.	13,658,555	13,658,555	-	-	2,447,993	2,447,993	-	-	11,210,561	11,210,561	-	-
2011	WECC		Canby Public Utility Board	U.S.	10,615	10,615	-	_	1,903	1,903	-	-	8,713	8,713	_	-
2011	WECC		Central Arizona Water Conservation District	U.S.	109,732	109,732	-	-	19,667	19,667	-	=	90,065	90,065	-	-
2011	WECC		Central Arizona Water Conservation District	U.S.	86,734	86,734	-	-	15,545	15,545	-	-	71,189	71,189	-	-
2011	WECC		Central Electric Cooperative	U.S.	30,769	30,769	-	-	5,515	5,515	-	-	25,255	25,255	-	-
2011	WECC		Central Lincoln PUD	U.S.	80,687	80,687	-	-	14,461	14,461	-	-	66,226	66,226	-	-
2011	WECC		Central Montana Electric Power Cooperative	U.S.	1,826	1,826	-	-	327	327	-	-	1,499	1,499	-	-
2011	WECC		Central Montana Electric Power Cooperative	U.S.	5,439	5,439	-	-	975	975	-	=	4,465	4,465	-	=
2011 2011	WECC		City of Aztec Electric Dept City of Bandon	U.S. U.S.	2,064 4,011	2,064 4,011	-	-	370 719	370 719	-	-	1,694 3,292	1,694 3,292	-	-
2011	WECC		City of Blaine	U.S.	4,731	4,731	-	-	848	848	-	-	3,883	3,883	-	-
2011	WECC		City of Bonners Ferry	U.S.	4,027	4,027	-	-	722	722	-	-	3,305	3,305	-	-
2011	WECC		City of Boulder City	U.S.	9,671	9,671	-	-	1,733	1,733	-	-	7,938	7,938	-	-
2011	WECC		City of Cascade Locks	U.S.	1,183	1,183	-	-	212	212	-	-	971	971	-	-
2011	WECC		City of Centralia	U.S.	16,532	16,532	-	-	2,963	2,963	-	-	13,569	13,569	=	-
2011	WECC		City of Cheney	U.S.	8,561	8,561	-	-	1,534	1,534	-	-	7,026	7,026	-	-
2011	WECC		City of Chewelah	U.S.	1,458	1,458	-	-	261	261	-	-	1,197	1,197	-	-
2011	WECC		City of Drain	U.S.	1,004	1,004	-	-	180	180	-	-	824	824	-	-
2011 2011	WECC		City of Ellensburg City of Fallon	U.S. U.S.	12,242 6,924	12,242 6,924	-	-	2,194 1,241	2,194 1,241	-	-	10,048 5,683	10,048 5,683	-	-
2011	WECC		City of Forest Grove	U.S.	14,560	14,560	-	-	2,610	2,610	_	-	11,950	11,950	-	-
2011	WECC		City of Gallup	U.S.	13,097	13,097	-	-	2,347	2,347	-	-	10,750	10,750	-	-
2011	WECC		City of Henderson	U.S.	845	845	-	-	152	152	=	=	694	694	-	-
2011	WECC		City of Hermiston, DBA Hermiston Energy Services	U.S.	6,508	6,508	-	-	1,166	1,166	-	-	5,341	5,341	-	-
2011	WECC		City of Las Vegas	U.S.	2,726	2,726	-	-	489	489	=	=	2,237	2,237	-	-
2011	WECC		City of McCleary	U.S.	1,786	1,786	-	-	320	320	-	-	1,466	1,466	-	-
2011	WECC		City of McMinnville	U.S.	44,291	44,291	-	-	7,938	7,938	-	-	36,353	36,353	-	-
2011	WECC		City of Mesa	U.S.	15,338	15,338	-	-	2,749	2,749	-	-	12,589	12,589	-	-
2011	WECC		City of Milton	U.S.	3,791	3,791	-	-	679	679	=	=	3,112	3,112	-	-
2011 2011	WECC		City of Monmouth	U.S. U.S.	6,553 4,356	6,553	-	-	1,174 781	1,174 781	-	-	5,378 3,575	5,378 3,575	=	-
2011	WECC		City of Monmouth City of Needles	U.S.	1,890	4,356 1,890	-	-	339	339	=	-	1,551	1,551	-	-
					1,030	1,050			555	555			2,331	1,551		

Appendix 2-B, Total Assessments

				ſ												
					Total ERO A	ssessments (NE	RC, RE & WIRAB C	Costs)		Total NERC A	ssessments		Total Regional Er	tity Assessments (In	cluding WIRAB	Assessments)
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Tota	I Mexico Total
Data Icai	Littley	10	Littly	Country	rotarj	OS TOTAL	Canada rotar	Wickico Fotal	Total	03 10141	Cunada rotar	Wickles Total	Total	03 10141	Canada 10ta	IVICAICO TOTAL
2011	WECC		City of Plummer	U.S.	2,099	2,099	-	-	376	376	-	-	1,723	1,723	-	-
2011	WECC		City of Port Angeles	U.S.	44,949	44,949	-	-	8,056	8,056	-	-	36,893	36,893	-	-
2011	WECC		City of Redding	U.S.	72,779	72,779	-	-	13,044	13,044	-	-	59,735	59,735	-	-
2011 2011	WECC		City of Richland City of Roseville	U.S. U.S.	52,489 47,490	52,489 47,490	-	-	9,407 8,511	9,407 8,511	-	-	43,081 38,978	43,081 38,978	-	-
2011	WECC		City of Shasta Lake	U.S.	10,968	10,968	-	-	1,966	1,966	-	-	9,002	9,002	-	-
2011	WECC		City of Sumas	U.S.	1,815	1,815	_	_	325	325	_	-	1,490	1,490	_	-
2011	WECC		City of Tacoma DBA Tacoma Power	U.S.	21	21	-	-	4	4	-	-	17	17	-	-
2011	WECC		City of Tacoma DBA Tacoma Power	U.S.	301,940	301,940	=	-	54,116	54,116	-	=	247,824	247,824	-	=
2011	WECC		City of Troy	U.S.	1,089	1,089	-	-	195	195	-	-	894	894	-	-
2011	WECC		City of Williams	U.S.	2,383	2,383	-	-	427	427	-	-	1,956	1,956	-	-
2011	WECC		Clark County Water Resources	U.S.	361	361	-	-	65	65	-	-	297	297	-	=
2011 2011	WECC		Clark Public Utilities Clatskanie PUD	U.S. U.S.	268,386 47,289	268,386 47,289	-	-	48,102 8,475	48,102 8,475	-	-	220,284 38,813	220,284 38,813	-	-
2011	WECC		Clearwater Cooperative, Inc	U.S.	9,883	9,883	-	-	1,771	1,771	_	-	8,112	8,112	-	-
2011	WECC		Clearwater Cooperative, Inc	U.S.	2,384	2,384	-	-	427	427	-	-	1,956	1,956	-	-
2011	WECC		Colorado River Agency-Bureau of Indian Affairs	U.S.	873	873	-	-	156	156	-	-	717	717	-	-
2011	WECC		Colorado River Commission of Nevada	U.S.	47,659	47,659	-	-	8,542	8,542	-	-	39,117	39,117	-	-
2011	WECC		Colorado Springs Utilities	U.S.	4,856	4,856	-	-	870	870	-	-	3,985	3,985	-	-
2011	WECC		Colorado Springs Utilities	U.S.	1,186	1,186	=	-	213	213	-	-	974	974	-	-
2011	WECC		Columbia Basin Electric Cooperative, Inc.	U.S.	6,345	6,345	-	-	1,137	1,137	-	-	5,208	5,208	-	-
2011	WECC		Columbia Falls Aluminum Company	U.S.	254	254	-	-	45	45	-	-	208	208	-	-
2011 2011	WECC		Columbia Power Cooperative Association Columbia River PUD	U.S. U.S.	1,269 10,131	1,269 10,131	-	-	227 1,816	227 1,816	-	-	1,041 8,316	1,041 8,316	-	-
2011	WECC		Columbia River PUD	U.S.	19,103	19,103	-	-	3,424	3,424	-	-	15,679	15,679	-	-
2011	WECC		Columbia Rural Electric Association (REA)	U.S.	18,235	18,235	-	_	3,268	3,268	_	-	14,966	14,966	_	-
2011	WECC		Consolidated Irrigation District No. 19	U.S.	334	334	-	-	60	60	-	-	275	275	-	-
2011	WECC		Constellation New Energy, Inc.	U.S.	4,357	4,357	-	-	781	781	-	-	3,576	3,576	-	-
2011	WECC		Consumers Power, Inc.	U.S.	25,307	25,307	-	-	4,536	4,536	-	-	20,771	20,771	-	-
2011	WECC		Coos-Curry Electric Cooperative, Inc	U.S.	21,311	21,311	-	-	3,819	3,819	-	-	17,491	17,491	-	-
2011	WECC		Deseret Generation & Transmission Cooperative	U.S.	272,657	272,657	-	-	48,868	48,868	-	-	223,790	223,790	-	-
2011	WECC		Deseret Generation & Transmission Cooperative	U.S.	5,176	5,176	-	-	928	928	-	-	4,248	4,248	-	-
2011	WECC		Douglas Electric Cooperative, Inc.	U.S.	5,726	5,726	-	-	1,026	1,026	-	-	4,700	4,700	-	-
2011 2011	WECC		Douglas Palisades	U.S.	1,067	1,067	-	-	191 88,961	191	-	-	876	876	-	-
2011	WECC		El Paso Electric Company Electrical District #2	U.S. U.S.	496,354 10,867	496,354 10,867	-	-	1,948	88,961 1,948	-	-	407,394 8,919	407,394 8,919	-	-
2011	WECC		Electrical District #2 - Coolidge Generating Station	U.S.	539	539	_	_	97	97	_	-	443	443	_	_
2011	WECC		Electrical Districts 1 & 3	U.S.	39,792	39,792	_	-	7,132	7,132	-	-	32,660	32,660	-	-
2011	WECC		Elmhurst Mutual Power & Light Company	U.S.	16,775	16,775	-	-	3,007	3,007	-	-	13,768	13,768	-	-
2011	WECC		Emerald PUD	U.S.	41,289	41,289	-	-	7,400	7,400	-	-	33,889	33,889	-	-
2011	WECC		Energy Northwest	U.S.	1,591	1,591	-	-	285	285	-	-	1,306	1,306	-	-
2011	WECC		Eugene Water & Electric Board	U.S.	148,421	148,421	=	=	26,601	26,601	-	=	121,820	121,820	-	=
2011	WECC		Farmington Electric Utility System	U.S.	62,087	62,087	-	-	11,128	11,128	-	-	50,959	50,959	-	-
2011	WECC		Flathead Electric Cooperative, Inc	U.S.	86,178	86,178	-	-	15,446	15,446	-	-	70,733	70,733	-	=
2011	WECC		Frederickson Power LP	U.S. U.S.	310 13,568	310 13,568	-	-	56	56 2,432	-	-	254	254	-	-
2011 2011	WECC		Grand Valley Power Harney Electric Cooperative, Inc.	U.S.	6,608	6,608	-	-	2,432 1,184	1,184	-	-	11,136 5,424	11,136 5,424	-	-
2011	WECC		Harney Electric Cooperative, Inc.	U.S.	3,976	3,976	_	_	713	713	_	-	3,264	3,264	_	_
2011	WECC		Hermiston Power LLC	U.S.	352	352	-	-	63	63	-	-	289	289	-	-
2011	WECC		Holy Cross Energy	U.S.	43,494	43,494	-	-	7,795	7,795	-	-	35,699	35,699	-	-
2011	WECC		Hood River Electric Cooperative	U.S.	2,469	2,469	-	-	443	443	-	=	2,027	2,027	-	-
2011	WECC		Idaho County Light and Power Cooperative Associat		3,435	3,435	-	-	616	616	-	-	2,819	2,819	-	-
2011	WECC		Idaho Power Company	U.S.	891,274	891,274	-	-	159,741	159,741	-	-	731,533	731,533	-	-
2011	WECC		Imperial Irrigation District	U.S.	214,105	214,105	-	-	38,374	38,374	-	-	175,731	175,731	-	-
2011	WECC		Inland Power and Light Company	U.S.	27,795	27,795	-	-	4,982	4,982	-	=	22,814	22,814	-	-
2011 2011	WECC		Inland Power and Light Company Intermountain Rural Electric Association	U.S. U.S.	28,871 66,392	28,871 66,392	-	-	5,175 11,899	5,175 11,899	-	-	23,697 54,493	23,697 54,493	-	-
2011	WECC		Kaiser Aluminum Fabricated Products LLC	U.S.	18,675	18,675	-	-	3,347	3,347	-	-	15,328	15,328	-	-
2011	WECC		Kootenai Electric Cooperative, Inc.	U.S.	28,188	28,188	-	-	5,052	5,052	-	-	23,136	23,136	-	-
2011	WECC		Lakeview Light & Power	U.S.	16,764	16,764	-	-	3,005	3,005	-	-	13,760	13,760	-	-
2011	WECC		Lane Electric Cooperative, Inc.	U.S.	13,641	13,641	-	-	2,445	2,445	-	-	11,196	11,196	-	-

			1		Total ERO	Assessments (NE	RC, RE & WIRAE	3 Costs)		Total NERC As	ssessments		Total Regional En	tity Assessments (In	cluding WIRAB	Assessments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Tota	Mexico Total
2011 2011	WECC		Las Vegas Valley Water District Lincoln County Power District No. 1	U.S. U.S.	5,389 5,369	5,389 5,369	-	-	966 962	966 962	-	-	4,423 4,407	4,423 4,407	-	-
2011	WECC		Lincoln Electric Cooperative, Inc.	U.S.	7,155	7,155	-	-	1,282	1,282	=	=	5,873	5,873	-	-
2011	WECC		Los Angeles Department of Water and Power	U.S.	1,717,320	1,717,320	_	-	307,792	307,792	-	-	1,409,528	1,409,528	-	-
2011	WECC		Majority Districts	U.S.	39,858	39,858	-	-	7,144	7,144	-	-	32,714	32,714	-	=
2011	WECC		Merced Irrigation District	U.S.	27,031	27,031	-	=	4,845	4,845	=	Ē	22,187	22,187	-	=
2011	WECC		Midstate Electric Cooperative, Inc.	U.S.	23,987	23,987	-	-	4,299	4,299	-	-	19,688	19,688	-	-
2011	WECC		Mission Valley Power	U.S.	23,488	23,488	-	=	4,210	4,210	≡	=	19,278	19,278	=	=
2011	WECC		Modern Electric Water Company	U.S.	14,000	14,000	-	-	2,509	2,509	-	-	11,490	11,490	-	-
2011	WECC		Modesto Irrigation District	U.S.	150,207	150,207	-	-	26,921	26,921	-	-	123,286	123,286	-	-
2011	WECC		Montana-Dakota Utilities Co.	U.S. U.S.	1,008 31,620	1,008	-	-	181 5,667	181 5,667	-	-	827 25,953	827 25,953	-	-
2011 2011	WECC		Mt. Wheeler Power Municipal Energy Agency of Nebraska	U.S.	10,888	31,620 10,888	-	-	1,951	1,951	_	-	8,937	25,935 8,937	-	-
2011	WECC		Municipal Energy Agency of Nebraska	U.S.	1,694	1,694	-	-	304	304	-	-	1,390	1,390	-	-
2011	WECC		Navajo Tribal Utility Authority	U.S.	2,665	2,665	-	-	478	478	-	-	2,187	2,187	-	-
2011	WECC		Navajo Tribal Utility Authority	U.S.	18,646	18,646	-	-	3,342	3,342	-	-	15,304	15,304	-	=
2011	WECC		Navopache Electric Cooperative, Inc.	U.S.	25,984	25,984	-	-	4,657	4,657	-	-	21,327	21,327	-	-
2011	WECC		Nebraska Public Power Marketing	U.S.	33,062	33,062	-	-	5,926	5,926	-	-	27,136	27,136	-	-
2011	WECC		Nespelem Valley Electric Cooperative, Inc.	U.S.	3,006	3,006	-	-	539	539	-	-	2,467	2,467	-	-
2011	WECC		Nevada Power Company dba NV Energy	U.S.	1,287,507	1,287,507	-	-	230,757	230,757	-	-	1,056,750	1,056,750	-	=
2011	WECC		Noble Americas Energy Solutions, LLC	U.S.	56,656	56,656	-	-	10,154	10,154	-	-	46,501	46,501	-	-
2011	WECC		Northern Lights, Inc.	U.S.	2,159	2,159	-	-	387	387	-	-	1,772	1,772	-	-
2011 2011	WECC		Northern Lights, Inc. Northern Wasco County PUD	U.S. U.S.	18,110 34,051	18,110 34,051	-	-	3,246 6,103	3,246 6,103	-	-	14,864 27,948	14,864 27,948	-	-
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC		535,505	535,505	-	-	95,977	95,977	-	-	439,528	439,528	-	-
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC		18,171	18,171	_	-	3,257	3,257	-	-	14,915	14,915	-	-
2011	WECC		Ohop Mutual Light Company	U.S.	5,285	5,285	-	-	947	947	_	-	4,337	4,337	-	-
2011	WECC		Orcas Power and Light Cooperative	U.S.	13,038	13,038	-	-	2,337	2,337	-	-	10,701	10,701	-	-
2011	WECC		Operations Office	U.S.	11,589	11,589	-	-	2,077	2,077	-	-	9,512	9,512	-	-
2011	WECC		Oregon Trail Electric Consumers Cooperative, Inc.	U.S.	19,870	19,870	-	-	3,561	3,561	-	-	16,308	16,308	-	-
2011	WECC		Overton Power District No. 5	U.S.	22,539	22,539	-	-	4,040	4,040	-	-	18,499	18,499	-	-
2011	WECC		PacifiCorp	U.S.	3,453	3,453	-	-	619	619	-	-	2,834	2,834	-	-
2011	WECC		PacifiCorp	U.S.	125	125	-	-	22	22	-	-	102	102	-	=
2011 2011	WECC		PacifiCorp PacifiCorp	U.S. U.S.	2,847,510 107	2,847,510 107	-	-	510,353 19	510,353 19	-	-	2,337,157 88	2,337,157 88	-	-
2011	WECC		PacifiCorp	U.S.	226	226	-	-	40	40		-	185	185	-	-
2011	WECC		PacifiCorp West (PACW)	U.S.	1,242,565	1,242,565	_	-	222,702	222,702	-	-	1,019,863	1,019,863	-	-
2011	WECC		Page Electric Utility	U.S.	888	888	-	-	159	159	_	-	729	729	-	-
2011	WECC		Parkland Light and Water Company	U.S.	7,353	7,353	-	-	1,318	1,318	-	-	6,035	6,035	-	-
2011	WECC		Pend Oreille County PUD No. 1	U.S.	59,432	59,432	-	-	10,652	10,652	-	-	48,780	48,780	-	-
2011	WECC		Peninsula Light Company, Inc.	U.S.	36,901	36,901	-	-	6,614	6,614	-	-	30,287	30,287	-	-
2011	WECC		Platte River Power Authority	U.S.	193,398	193,398	-	-	34,662	34,662	-	-	158,736	158,736	-	-
2011	WECC		Port of Seattle - Seattle-Tacoma International Airpo	U.S.	8,625	8,625	-	-	1,546	1,546	-	-	7,079	7,079	-	-
2011 2011	WECC		Port Townsend Paper Corporation	U.S. U.S.	12,043	12,043 2,831	-	-	2,158 507	2,158 507	-	-	9,885 2,323	9,885 2,323	-	-
2011	WECC		Portland General Electric Company Portland General Electric Company	U.S.	2,831 1,134,343	1,134,343	-	-	203,306	203,306	_	-	931,037	931,037	-	-
2011	WECC		Public Service Company of Colorado (Xcel)	U.S.	1,874,451	1,874,451	_	-	335,954	335,954	_	_	1,538,497	1,538,497	_	_
2011	WECC		Public Service Company of Colorado (Xcel)	U.S.	10,238	10,238	_	-	1,835	1,835	-	-	8,403	8,403	-	-
2011	WECC		Public Service Company of New Mexico	U.S.	648,007	648,007	-	-	116,141	116,141	-	-	531,866	531,866	-	=
2011	WECC		Public Utility District No. 1 of Chelan County	U.S.	225,055	225,055	-	-	40,336	40,336	-	-	184,719	184,719	-	-
2011	WECC		PUD No. 1 of Asotin County	U.S.	267	267	-	-	48	48	-	-	219	219	-	=
2011	WECC		PUD No. 1 of Asotin County	U.S.	19	19	-	-	3	3	-	-	15	15	-	-
2011	WECC		PUD No. 1 of Benton County	U.S.	101,285	101,285	-	-	18,153	18,153	-	-	83,132	83,132	-	-
2011	WECC		PUD No. 1 of Clallam County	U.S.	41,374	41,374	-	-	7,415	7,415	-	-	33,959	33,959	-	-
2011	WECC		PUD No. 1 of Cowlitz County	U.S.	304,328	304,328	-	-	54,544	54,544	=	=	249,784	249,784	-	-
2011 2011	WECC		PUD No. 1 of Cowlitz County PUD No. 1 of Douglas County	U.S. U.S.	285 537	285 537	-	-	51 96	51 96	-	-	234 441	234 441	-	-
2011	WECC		PUD No. 1 of Douglas County PUD No. 1 of Douglas County	U.S.	85,410	85,410	-	-	15,308	15,308	-	-	70,102	70,102	-	-
2011	WECC		PUD No. 1 of Ferry County	U.S.	6,410	6,410	-	-	1,149	1,149	-	-	5,261	5,261	-	-
2011	WECC		PUD No. 1 of Franklin County	U.S.	60,999	60,999	-	-	10,933	10,933	-	-	50,066	50,066	-	-
2011	WECC		PUD No. 1 of Grays Harbor	U.S.	70,477	70,477	-	-	12,631	12,631	-	-	57,846	57,846	-	-

					T-1-1 F00	Accoccm /	DC DE O MURA	(Costs)		Total NEDG •			Total Profession	hitu Assass	aluding Mass	Assassmt-\
					Total ERO	Assessments (NE	KC, RE & WIRAE	(Costs)		Total NERC As	ssessments		I otal Regional En	tity Assessments (In	cluding WIRAB	Assessments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Tota	Mexico Total
2011	WECC		PUD No. 1 of Kittitas County	U.S.	4,191	4,191	-	-	751	751	-	-	3,440	3,440	-	-
2011	WECC		PUD No. 1 of Kittitas County	U.S.	469	469	-	-	84	84	-	-	385	385	-	-
2011	WECC		PUD No. 1 of Kittitas County	U.S.	1,011	1,011	-	-	181	181	-	-	830	830	-	-
2011	WECC		PUD No. 1 of Klickitat County	U.S.	15,725	15,725	-	-	2,818	2,818	=	=	12,906	12,906	-	-
2011 2011	WECC		PUD No. 1 of Lewis County PUD No. 1 of Mason County	U.S. U.S.	58,331 4,813	58,331 4,813	-	-	10,455 863	10,455 863	=	-	47,877 3,950	47,877 3,950	-	-
2011	WECC		PUD No. 1 of Skamania County	U.S.	4,813 8,138	4,613 8,138	-	-	1,459	1,459	-	-	6,679	6,679	-	-
2011	WECC		PUD No. 1 of Snohomish County	U.S.	428,114	428,114	-	-	76,730	76,730	-	-	351,384	351,384	-	-
2011	WECC		PUD No. 1 of Wahkiakum County	U.S.	2,709	2,709	-	-	486	486	-	-	2,224	2,224	-	-
2011	WECC		PUD No. 1 of Whatcom County	U.S.	13,087	13,087	-	-	2,346	2,346	-	-	10,742	10,742	-	-
2011	WECC		PUD No. 1 of Whatcom County	U.S.	651	651	-	-	117	117	-	-	534	534	-	-
2011	WECC		PUD No. 2 of Grant County	U.S.	5,100	5,100	-	-	914	914	-	-	4,186	4,186	-	-
2011 2011	WECC		PUD No. 2 of Grant County PUD No. 2 of Grant County	U.S. U.S.	2,912 235,265	2,912 235,265	-	-	522 42,166	522 42,166	-	-	2,390 193,099	2,390 193,099	-	-
2011	WECC		PUD No. 2 of Pacific County	U.S.	18,553	18,553	-	_	3,325	3,325	-	-	15,228	15,228	-	-
2011	WECC		PUD No. 3 of Mason County	U.S.	41,721	41,721	-	-	7,478	7,478	-	-	34,244	34,244	-	-
2011	WECC		Puget Sound Energy, Inc.	U.S.	1,474,638	1,474,638	-	-	264,296	264,296	-	-	1,210,342	1,210,342	-	-
2011	WECC		Rocky Mountain Generation Cooperative, Inc.	U.S.	1,967	1,967	-	-	352	352	-	-	1,614	1,614	-	-
2011	WECC		Sacramento Municipal Utility District	U.S.	666,042	666,042	-	-	119,373	119,373	=	-	546,669	546,669	-	=
2011	WECC		Salem Electric	U.S.	19,662	19,662	-	-	3,524	3,524	-	-	16,138	16,138	-	-
2011	WECC		Salt River Project	U.S. U.S.	1,696,663 7	1,696,663 7	-	-	304,089 1	304,089	-	-	1,392,574 5	1,392,574 5	-	-
2011 2011	WECC		San Carlos Indian Irrigation Project Seattle City Light	U.S.	606,228	606,228	-	_	108,653	108,653	-	-	497,575	497,575	-	-
2011	WECC		Sierra Pacific Power Company dba NV Energy	U.S.	519,695	519,695	_	_	93,144	93,144	-	-	426,551	426,551	_	-
2011	WECC		Southern Montana Electric Generation & Transmiss		11,235	11,235	-	-	2,014	2,014	-	-	9,221	9,221	-	-
2011	WECC		Southern Montana Electric Generation & Transmiss	U.S.	41,524	41,524	-	-	7,442	7,442	-	-	34,082	34,082	-	-
2011	WECC		Southern Nevada Water Authority	U.S.	47,063	47,063	-	-	8,435	8,435	-	-	38,628	38,628	-	-
2011	WECC		Southwest Transmission Cooperative, Inc.	U.S.	160,158	160,158	-	-	28,705	28,705	=	-	131,453	131,453	-	=
2011	WECC		Springfield Utility Board	U.S.	50,410	50,410	-	-	9,035	9,035	-	-	41,375	41,375	-	-
2011 2011	WECC		Surprise Valley Electrification Corporation	U.S. U.S.	1,837 5,747	1,837	-	-	329 1,030	329 1,030	-	-	1,508	1,508	-	-
2011	WECC		Tanner Electric Cooperative The Incorporated County of Los Alamos	U.S.	21,948	5,747 21,948	-	-	3,934	3,934	-	-	4,717 18,014	4,717 18,014	-	-
2011	WECC		Tillamook People's Utility District	U.S.	22,488	22,488	-	-	4,031	4,031	-	_	18,458	18,458	_	-
2011	WECC		Tohono O'Odham Utility Authority	U.S.	4,110	4,110	-	-	737	737	=	-	3,373	3,373	-	=
2011	WECC		Town of Center	U.S.	623	623	-	-	112	112	-	-	511	511	-	-
2011	WECC		Town of Coulee	U.S.	1,048	1,048	-	-	188	188	-	-	860	860	-	-
2011	WECC		Town of Eatonville	U.S.	1,831	1,831	-	-	328	328	-	-	1,503	1,503	-	-
2011	WECC		Town of Fredonia	U.S.	93	93	-	-	17	17	-	-	76	76	-	=
2011 2011	WECC		Town of Steilacoom Town of Wickenburg	U.S. U.S.	2,523 1,694	2,523 1,694	-	-	452 304	452 304	-	-	2,071 1,390	2,071 1,390	-	-
2011	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel		123,227	123,227	-	-	22,086	22,086	-	-	101,141	101,141	-	-
2011	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel		2,623	2,623	-	-	470	470	-	_	2,153	2,153	_	-
2011	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel		1,985	1,985	-	-	356	356	-	-	1,629	1,629	-	-
2011	WECC		Tri-State Generation & Transmission Association, In	U.S.	152,827	152,827	-	-	27,391	27,391	-	-	125,436	125,436	-	-
2011	WECC		Truckee Donner Public Utility District	U.S.	9,043	9,043	-	-	1,621	1,621	=	-	7,422	7,422	-	=
2011	WECC		Tucson Electric Power Company	U.S.	808,839	808,839	-	-	144,967	144,967	-	-	663,873	663,873	-	-
2011	WECC		Turlock Irrigation District	U.S.	121,670	121,670	-	-	21,807	21,807	-	-	99,863	99,863	-	-
2011 2011	WECC		U.S. Army Yuma Proving Ground U.S. BOR Columbia Basin	U.S. U.S.	267 1,707	267 1,707	-	-	48 306	48 306	-	-	219 1,401	219 1,401	-	-
2011	WECC		U.S. BOR East Greenacres (Rathdrum)	U.S.	212	212	_	_	38	38	-	-	174	174	_	-
2011	WECC		U.S. Bor Spokane Indian Development`	U.S.	196	196	-	-	35	35	=	-	161	161	-	=
2011	WECC		U.S. BOR The Dalles Project	U.S.	971	971	-	-	174	174	-	-	797	797	-	-
2011	WECC		U.S. DOE National Energy Technology Laboratory	U.S.	281	281	-	-	50	50	-	-	231	231	-	-
2011	WECC		Umatilla Electric Cooperative Association	U.S.	57,672	57,672	-	-	10,336	10,336	-	-	47,335	47,335	-	-
2011	WECC		Unit B Irrigation District	U.S.	1	1	-	-	0	0	-	-	1	1	-	-
2011 2011	WECC		US Air Force Base, Fairchild US Dept of Energy - Kirtland AFB	U.S. U.S.	2,972	2,972 25,218	-	-	533	533	=	-	2,439	2,439	-	-
2011	WECC		USN Naval Station, Bremerton	U.S.	25,218 15,294	25,218 15,294	-	-	4,520 2,741	4,520 2,741	-	-	20,699 12,553	20,699 12,553	-	-
2011	WECC		USN Naval Station, Everett	U.S.	789	789	-	-	141	141	-	-	647	647	<u>-</u>	-
2011	WECC		USN Submarine Base, Bangor	U.S.	10,761	10,761	-	-	1,929	1,929	-	-	8,832	8,832	-	-
2011	WECC		Valley Electric Association, Inc.	U.S.	24,604	24,604	-	-	4,410	4,410	-	-	20,195	20,195	-	-

					Total ERO	Assessments (NEI	RC, RE & WIRAB	Costs)		Total NERC Ass	essments		Total Regional Enti	ty Assessments (Inc	luding WIRAB A	ssessments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	WECC		Vera Water and Power	U.S.	13,801	13,801	-	-	2,474	2,474	-	=	11,327	11,327	=	-
2011	WECC		Vigilante Electric Cooperative, Inc.	U.S.	960	960	-	-	172	172	-	=	788	788	=	-
2011	WECC		Wasco Electric Cooperative	U.S.	5,707	5,707	-	-	1,023	1,023	-	-	4,684	4,684	-	-
2011	WECC		Wells Rural Electric Cooperative	U.S.	38,425	38,425	-	-	6,887	6,887	-	-	31,538	31,538	-	-
2011	WECC		Wellton-Mohawk Irrigation & Drainage District	U.S.	1,144	1,144	-	-	205	205	-	=	939	939	-	-
2011	WECC		West Oregon Electric Cooperative, Inc.	U.S.	3,269	3,269	-	-	586	586	-	=	2,683	2,683	=	-
2011	WECC		West Oregon Electric Cooperative, Inc.	U.S.	794	794	-	-	142	142	-	=	652	652	=	-
2011	WECC		Western Area Power - Loveland, CO	U.S.	20,359	20,359	-	-	3,649	3,649	-	=	16,710	16,710	=	-
2011	WECC		Western Area Power - Loveland, CO	U.S.	14,651	14,651	-	-	2,626	2,626	-	=	12,025	12,025	-	-
2011	WECC		Western Area Power Administration - CRSP	U.S.	104,727	104,727	-	-	18,770	18,770	-	=	85,957	85,957	=	-
2011	WECC		Western Area Power Administration - Sierra Nevada	U.S.	90,934	90,934	-	-	16,298	16,298	-	=	74,636	74,636	=	-
2011	WECC		Western Area Power Administration-Desert Southw	U.S.	160,341	160,341	-	-	28,738	28,738	-	=	131,604	131,604	=	-
2011	WECC		Western Area Power Administration-Upper Great Pl	U.S.	11,397	11,397	-	-	2,043	2,043	-	=	9,354	9,354	-	-
2011	WECC		Western Area Power Administration-Upper Great Pl	U.S.	87,711	87,711	-	-	15,720	15,720	-	=	71,990	71,990	=	-
2011	WECC		Western Area Power Administration-Upper Great Pl	U.S.	12,756	12,756	-	-	2,286	2,286	-	=	10,470	10,470	=	-
2011	WECC		Wyoming Municipal Power Agency	U.S.	439,692	439,692	-	-	78,805	78,805	-	=	360,887	360,887	=	-
2011	WECC		Yakama Power	U.S.	1,157	1,157	-	-	207	207	-	-	949	949	-	-
2011	WECC		Yampa Valley Electric Association	U.S.	34,847	34,847	-	-	6,246	6,246	-	-	28,601	28,601	-	-
2011	WECC		Yuma Irrigation District	U.S.	184	184	-	-	33	33	-	=	151	151	=	-
2011	WECC		Yuma-Mesa Irrigation District	U.S.	9	9	-	-	2	2	-	=	7	7	-	-
			TOTAL WECC		50,517,596	43,214,609	6,593,988	708,998	9,020,357	7,745,261	1,150,409	124,686	41,497,239	35,469,348	5,443,579	584,312
	TOTAL ERO				161,188,857	144,255,780	16,224,079	708,998	47,604,156	43,036,224	4,443,246	124,686	113,584,701	101,219,556	11,780,833	584,312
						,,		,	,	,,	1,110,210					55.,511
Summary	by Regional En	tity														
2011	FRCC				8,377,204	8,377,204	-	-	2,419,233	2,419,233	-	-	5,957,971	5,957,971	-	-
2011	MRO				12,222,863	10,283,622	1,939,241	-	3,123,936	2,611,375	512,561	-	9,098,927	7,672,246	1,426,681	-
2011	NPCC				18,327,625	10,636,775	7,690,849	-	5,975,361	3,195,085	2,780,276	-	12,352,264	7,441,691	4,910,573	-
2011	RFC				24,027,209	24,027,209	-	-	9,861,361	9,861,361	-	-	14,165,848	14,165,848	-	-
2011	SERC				25,069,232	25,069,232	-	-	11,239,354	11,239,354	-	-	13,829,878	13,829,878	-	-
2011	SPP				10,922,211	10,922,211	-	-	2,392,157	2,392,157	-	-	8,530,054	8,530,054	-	-
2011	TRE				11,724,917	11,724,917	-	-	3,572,397	3,572,397	-	-	8,152,520	8,152,520	-	-
2011	WECC				50,517,596	43,214,609	6,593,988	708,998	9,020,357	7,745,261	1,150,409	124,686	41,497,239	35,469,348	5,443,579	584,312
Total					161,188,857	144,255,780	16,224,079	708,998	47,604,156	43,036,224	4,443,246	124,686	113,584,701	101,219,556	11,780,833	584,312

Appendix 2-B, Total Assessments

Part																					
18							Total NERC Ass	essments			NERC NEL Asse	essments		Penalty Sanc	tions		NERC Complian	nce Credits	NERC	DC Assessments	
1			_																		
March Marc	Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total Me	exico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total	Canada Total
10 10 10 10 10 10 10 10								•	-			•	-								-
Math								-	-	-,-		-	-						6		
18								-	-			-	-								
March Marc				-			, . ,	-	-			-	-								-
18								-	-			-	-								
18						-,-	-,-	-	-	-,	-,	-	-								-
10								-				-	-								
10								-				-	-								
14 15 15 15 15 15 15 15								-	-			-	-								
14								-	-			-	-								
14 14 15 15 15 15 15 15							. , .	-	-	. ,	- ,	-	-			, -	, -				
1								-	-			-	-								-
10				· ·			-,	-	-			-	-								-
14 15 15 15 15 15 15 15		FRCC						-	-			-	-						395		-
14 15 15 15 15 15 15 15								-	-			-	-								-
18								-				-	-								
14 15 15 15 15 16 16 16 16								-	-			-	-						5		-
18 18 19 19 19 19 19 19								-	-			-	-								-
								-				-	-								
1.00 1.00								-				-	-								
150 150	2044		4400	Paris Florido Paris Company			440.000			444.350	444.350			(0.005)	(0.005)	4.440	4440		2.502	2.502	
May								-				-									
180 180	2011		1204	Corn Belt Power Cooperative		19,386	19,386	-	-			-	-			571	571		493	493	
10.0 10.0								-	-			-	-								
1.00 1.00				- -		,	,	-			,	-		1., .,		, .	, .		-, -	-, -	
May	2011		1230		U.S.	139,974	139,974	-	-	140,338	140,338	-	-	(8,043)	(8,043)	4,121	4,121		3,558		
May								-	-			-	-								
Min								-				-	-								
1.00 1.00	2011		1239			1,388	1,388	-	-		1,392	-	-	(80)			41		35	35	
1.00 1.00				•					-			.,	-	-	-		-				
1901 1800 1801 1802 1804							313,589	250,055	-		314,404	237,063	-	(18,018)	(18,018)		9,232	0,901 -			0,011
10.0 10.0								-	-			-	-								
10.0 10.0								-	-			-	-								
1.00 1.00								-				-	-								
1.00 1.00								-	-			-	-								
1.00 1.00								-	-			-	-								
Minor Mino						,		-	-	-,	-,	-	-			,-				-, -	
Mod			1196	Ames Municipal Electric System				-	-			-	-							216	
MINO 1200 Cefar Falls Municipal Utilliès U.S. 5,672 5,673 5,673 5,674 5,687 5,687 5,687 5,687 5,687 5,190 1279 1279 1279 1272 122 122 122 122 122 123 124 148				·				-				-	-	1 - 7							
2011 MO 105 Cay of Pells U.S. 2,173 2,17												-	-								
MINO 1208 Exanaba Municipal Electric Utility U.S. 1,671 1,671 1,675 1,676 1,	2011		1477	Central Minnesota Municipal Power Agency (CMM	U.S.	5,177	5,177	-	-	5,190	5,190	-	-	(297)	(297)	152				132	
2011 MRO 1206 Fellocity Marke & Light Department U.S. 6.18 6.18 6.18 6.20				•					-			-									
2011 MRO 1208 Genese Municipal Utilities U.S. 736 736 736 736 738 73													-								
2011 MRO 129 Grand Island Utilities Department U.S. 8,200 8,200 8,201 265 26									-			-									
2011 MRO 1606 Harlan Municipal Utilities U.S. 264 264 264 265 265 265 (15) (15) 8 8 7 7 7 7 7 7 7 7									-			-									
Part							.,	-				-	-						7		
2011 MRO 1213 Hutchirson Utilities Commission U.S. 3,308 3,308 3,308 - 3,317 3,317 - (190) (190) 97 97 - 84 84 84 2011 MRO 1215 Lincon Electric System U.S. 35,241 35,241 - 35,333 35,333 - (2,025) (2,025) 1,037 1,037 - 896 896 896 896 896 896 896 896 896 896									-			-									
2011 MRO 1215 Lincoln Electric System U.S. 35,241 35,241 - 35,333 35,333 - (2,025) 1,037 1,037 - 886 86 2011 MRO 1218 Manitowore Public Utilities U.S. 5,879 5,879 - 5,879 5,879 - 5,894 5,894 - 3,838 (38) 173 173 - 149 149 2011 MRO 1224 Missouri River Energy Services U.S. 24,474 24,474 - 24,4574 24,537 - (1,106) (1,406) 720 720 - 622 622 2011 MRO 1224 Missouri River Energy Services U.S. 15,917 15,917 - 15,917 - 15,958 15,958 - (21) (21) (21) (21) (21) (21) (21) (21)																					
2011 MRO 1223 Missouri River Energy Services U.S. 24,474 24,474 - 24,537 24,537 - (1,406) (1,406) 720 720 - 622 622 2011 MRO 1224 MN Municipal Power Agency (MMPA) U.S. 15,917 15,917 - 15,958 15,958 - (915) (1915) 469 469 - 405 405 2011 MRO 1607 Montezuma Municipal Light R Power U.S. 384 384 - 385 385 - (2012) (22) 11 11 11 - 10 10 10 2011 MRO 1227 Municipal Energy Agency of Nebraska U.S. 12,711 12,711 - 12,711 - 12,714 12,744 12,744 - (730) (730) 374 374 - 323 323 2011 MRO 1228 Muscatine Power and Water U.S. 9,624 9,624 - 9,624 9,624 - 9,649 9,649 - (553) (553) 283 283 - 245 245 2011 MRO 1229 Mebraska City Utilities U.S. 1,922 1,922 - 1,922 - 1,927 - (10) (10) 57 57 - 4 49 2011 MRO 1229 Montein Municipal Municipal Power Agency U.S. 32,403 32,403 - 32,403 - 32,403 - (1,862) (1,862) 954 954 - 2824 2011 MRO 1244 Wilkens Municipal Municip							-,						-								
2011 MRO 1224 MN Municipal Power Agency (MMPA) U.S. 15,917 15,917 - 15,958 15,958 - (915) (915) 469 469 - 405 405 405 405 405 405 405 405 405 405									-			-									
2011 MRO 1607 Montexuma Municipal Light & Power U.S. 384 384 384 - 385 385 - (22) (22) 11 11 - 10 10 10 10 10 10 10 10 10 10 10 10 10						,		•	-												
2011 MRO 1227 Municipal Energy Agency of Nebraska U.S. 12,711 12,711									-												
2011 MRO 1229 Nebraska City Utilities U.S. 1,922 1,922 · 1,922 · 1,927	2011	MRO			U.S.	12,711	12,711	-	-	12,744	12,744	-		(730)	(730)	374	374			323	
2011 MRO 1234 Rochester Public Utilities U.S. 97 97 - 98 98 - (6) (6) 3 3 - 2 2 2011 MRO 1245 Southern Minnesotia Municipal Power Agency U.S. 32,403 32,403 - 32,487 - (1,862) 48,000 954 954 - 824 824 2011 MRO 1241 Williams Municipal Utilities U.S. 2,911 2,911 - 2,219 2,919 - (167) (167) 86 86 - 74 74 2011 MRO 1242 Wisconsin Public Power, Inc. (East and West region U.S. 59,552 59,552 - 59,707 - 59,707 - (3,422) (3,422) 1,753 1,753 - 1,514 1,514									-			-									
2011 MRO 1245 Southern Minnesota Municipal Power Agency U.S. 32,403 32,403 - 32,487 - (1,662) (1,862) 954 954 - 824 824 824 8201 MRO 1242 Williams Municipal Ultimar Municipal				·									-								
2011 MRO 1242 Wisconsin Public Power, Inc. (East and West region U.S. 59,552 59,552 59,552 59,707 59,707 - (3,422) 1,753 1,753 - 1,514 1,514								-	-			-		(1,862)	(1,862)						
									-			-									
	2011		12.42		U.J.			512,561				485,970						14,269 -			12,322

				[
						Total NERC Ass	essments			NERC NEL Ass	essments		Penalty Sanct	tions		NERC Complia	nce Credits		NERC IDC A	ssessments	
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico T	otal To	tal	US Total Can	nada Total
2011	NPCC	1336	New England	U.S.	- 1,447,974	1,447,974		-	1,480,080	1,480,080	-		(84,823)	(84,823)	43,459	43,459		9,2	i9	9,259	
2011	NPCC	1339	New York	U.S.	1,747,110	1,747,110		-	1,785,849	1,785,849	-	-	(102,347)	(102,347)	52,437	52,437		11,1		11,172	
2011 2011	NPCC NPCC		Ontario Quebec	Canada Canada	1,035,450 1,509,375		1,035,450 1,509,375		1,572,539 2,047,231	-	1,572,539 2,047,231	-	-		(546,926) (550,663)	-	(546,926) (550,663)	9,8			9,837 12,807
2011	NPCC		New Brunswick	Canada	100,162	-	100,162		152,116		152,116	-	-		(52,906)	-	(52,906)	9:			952
2011	NPCC	1340	Nova Scotia TOTAL NPCC	Canada	135,289 5,975,361	3,195,085	135,289 2,780,276	-	130,636 7,168,451	3,265,928	130,636 3,902,522	<u> </u>	(187,170)	(187,170)	3,836 (1,050,764)	95,895	3,836 (1,146,659)	44,8		20,431	817 24,413
2011	RFC	1104	Bay City	U.S.	3,594	3,594	-	-	3,651	3,651	_		(209)	(209)	107	107	-		15	45	
2011	RFC		Cannelton Utilities	U.S.	177	177	-	-	180	180	-	-	(10)	(10)	5	5	-		2	2	
2011 2011	RFC RFC		City of Chelsea City of Croswell	U.S. U.S.	1,055 421	1,055 421	-		1,072 428	1,072 428		-	(61) (25)	(61) (25)	31 13	31 13	-		5	13	
2011	RFC		City of Eaton Rapids	U.S.	1,052	1,052	-	-	1,069	1,069	-	-	(61)	(61)	31	31	-		3	13	
2011	RFC		City of Hart	U.S.	501	501	-	-	509	509	-	-	(29)	(29)	15	15	-		6	6	
2011	RFC RFC		City of Lansing City of Marquette Board of Light & Power	U.S. U.S.	24,059 3,569	24,059 3,569	-		24,444 3,626	24,444 3,626		-	(1,401) (208)	(1,401) (208)	718 106	718 106		2	14	298 44	
2011	RFC		City of Portland	U.S.	388	388	-		394	394		-	(23)	(23)	12	12	-		5	5	
2011	RFC		City of St. Louis	U.S.	420	420	-	-	427	427		-	(24)	(24)	13	13	-		5	5	
2011	RFC RFC		City of Wyandotte Cloverland Electric Cooperative	U.S. U.S.	1,970 9,508	1,970 9,508			2,002 9,660	2,002 9,660			(115) (554)	(115) (554)	59 284	59 284		1	.8	24 118	
2011	RFC	1122	CMS ERM Michigan LLC	U.S.	2,087	2,087			2,120	2,120	-	-	(122)	(122)	62	62		. :	16	26	
2011 2011	RFC RFC		Constellation New Energy (MECS-CONS)	U.S.	13,942	13,942	-	-	14,165 13,209	14,165	-	-	(812)	(812)	416 388	416 388	-	1		173 161	
2011	RFC		Constellation New Energy (MECS-DET) Consumers Energy Company	U.S. U.S.	13,001 362,833	13,001 362,833	-		368,640	13,209 368,640			(757) (21,127)	(757) (21,127)	10,824	10,824		4,4		4,495	
2011	RFC		Detroit Edison Company	U.S.	489,545	489,545	-		497,381	497,381		-	(28,505)	(28,505)	14,604	14,604		6,0	5	6,065	
2011 2011	RFC RFC	1166	Duke Energy Indiana Ferdinand Municipal Light & Water	U.S. U.S.	328,059 447	328,059 447	-		333,310 455	333,310 455		-	(19,102) (26)	(19,102) (26)	9,787 13	9,787 13	-	4,0	6	4,064	
2011	RFC	1133	FirstEnergy Solutions (MECS-DET)	U.S.	238	238	-		242	242		-	(14)	(14)	7	7	-		3	3	
2011	RFC	1549	FirstEnergy Solutions (MECS-DET)	U.S.	21,719	21,719	-	-	22,066	22,066	-	-	(1,265)	(1,265)	648	648	-	2		269	
2011 2011	RFC RFC	1612 1144	Glacial Energy (MECS-DET) Holland Board of Public Works	U.S. U.S.	5,021 8,552	5,021 8,552	-		5,102 8,689	5,102 8,689		-	(292) (498)	(292) (498)	150 255	150 255			62 16	62 106	
2011	RFC	1145	Hoosier Energy	U.S.	78,406	78,406	-		79,661	79,661			(4,565)	(4,565)	2,339	2,339	-	91		971	
2011	RFC		Indiana Municipal Power Agency (DUKE CIN)	U.S.	31,915	31,915	-		32,426	32,426		-	(1,858)	(1,858)	952	952	-	3		395	
2011 2011	RFC RFC		Indiana Municipal Power Agency (NIPSCO) Indiana Municipal Power Agency (SIGE)	U.S. U.S.	4,528 6.455	4,528 6.455	-		4,600 6,559	4,600 6,559			(264) (376)	(264)	135 193	135 193			i6 IO	56 80	
2011	RFC	1149	Indianapolis Power & Light Co.	U.S.	162,841	162,841	-	-	165,448	165,448	-	-	(9,482)	(9,482)	4,858	4,858	-	2,0		2,017	
2011	RFC	1553	Integrys Energy Services (MECS-CONS)	U.S.	5,179	5,179	-	-	5,262	5,262	-	-	(302)	(302)	155	155	-		4	64	
2011 2011	RFC RFC		Integrys Energy Services (MECS-DET) Just Energy (MECS-DET)	U.S. U.S.	3,903 217	3,903 217			3,965 220	3,965 220		-	(227) (13)	(227) (13)	116 6	116			3	48	
2011	RFC		Michigan Public Power Agency	U.S.	13,148	13,148	-		13,359	13,359		-	(766)	(766)	392	392	-	10		163	
2011	RFC		Michigan South Central Power Agency	U.S.	6,145	6,145	-	-	6,243	6,243	-	-	(358)	(358)	183	183	-		6	76	
2011 2011	RFC RFC	1158 1163	MidAmerican Energy Company Retail Northern Indiana Public Service Co.	U.S. U.S.	1,019 190,577	1,019 190,577	-		1,036 193,628	1,036 193,628		-	(59) (11,097)	(59) (11,097)	30 5,685	30 5,685		2,31	3 i1	13 2,361	
2011	RFC		Ontonagon County Rural Electrification Assoc.	U.S.	314	314	-	-	319	319		-	(18)	(18)	9	9			4	4	
2011	RFC	1265	PJM Interconnection, LLC	U.S.	7,565,244	7,565,244	-	-	7,686,329	7,686,329		-	(440,503)	(440,503)	225,689	225,689	-	93,7		93,728	
2011 2011	RFC RFC		Sempra Energy Solutions (MECS-CONS) Sempra Energy Solutions (MECS-DET)	U.S. U.S.	12,289 10,838	12,289 10,838	-		12,486 11,012	12,486 11,012		-	(716) (631)	(716) (631)	367 323	367 323		1:		152 134	
2011	RFC		Direct Energy (fka:Strategic Energy,LLC) (MECS-CO		97	97	-		99	99		-	(6)	(6)	3	3			1	1	
2011	RFC		Direct Energy (fka:Strategic Energy,LLC) (MECS-DET		3,816 680	3,816	-	-	3,877 691	3,877		-	(222)	(222)	114	114	-		17 8	47	
2011 2011	RFC RFC	1581 1180	Spartan Renewable Energy Thumb Electric Cooperative	U.S. U.S.	1,835	680 1,835	-		1,865	691 1,865		-	(40) (107)	(40) (107)	20 55	20 55			8 !3	8 23	
2011	RFC		US Department of Energy	U.S.	2,734	2,734	-	-	2,778	2,778	-	-	(159)	(159)	82	82	-		14	34	
2011 2011	RFC RFC		Vectren Energy Delivery of IN Village of Sebewaing	U.S. U.S.	63,725 407	63,725 407	-		64,745 414	64,745 414		-	(3,711)	(3,711)	1,901 12	1,901 12	-		5	790 5	
2011	RFC		Wabash Valley Power Association Inc. (DUKE CIN)	U.S.	29,385	29,385	-		29,856	29,856		-	(1,711)	(1,711)	877	877		31		364	
2011	RFC	1487	Wabash Valley Power Association Inc. (MECS CON	U.S.	1,617	1,617	-	-	1,643	1,643	-	-	(94)	(94)	48	48	-	. :	.0	20	
2011 2011	RFC RFC		Wabash Valley Power Association Inc.(NIPSCO) Wisconsin Electric Power Co.	U.S. U.S.	17,773 314,355	17,773 314,355	-	-	18,057 319,387	18,057 319,387	-	-	(1,035) (18,304)	(1,035) (18,304)	530 9,378	530 9,378	-	3,8		220 3,895	
2011	RFC		Wolverine Power Marketing Cooperative	U.S.	11,317	11,317	-		11,499	11,499			(659)	(659)	338	338	-	1.		140	
2011	RFC		Wolverine Power Supply Cooperative	U.S.	27,053	27,053	-		27,486	27,486		-	(1,575)	(1,575)	807	807	-	3		335	
2011	RFC	1190	Wolverine Power Marketing Cooperative TOTAL RELIABILITYFIRST	U.S.	1,388 9,861,361	1,388 9,861,361		-	1,410 10,019,197	1,410 10,019,197	-		(81)	(81)	41 294,188	294,188		122,1	.7 '5	17 122,175	
2011	SERC	1267	Alabama Municipal Floatric Authority	11.5	- 38,617	38,617			39,318	39.318			(2.252)	(2,253)	1,154	1,154		3:		398	
2011	SERC		Alabama Municipal Electric Authority Alabama Power Company	U.S. U.S.	654,711	654,711	-		39,318 666,597	666,597		-	(2,253) (38,203)	(38,203)	1,154	1,154		6,74		6,744	
2011	SERC	1269	Ameren - Illinois	U.S.	465,172	465,172	•	-	473,617	473,617	-	-	(27,143)	(27,143)	13,907	13,907	-	4,7	1	4,791	
2011 2011	SERC SERC		Ameren - Missouri APGI - Yadkin Division	U.S. U.S.	456,046 255	456,046 255		-	464,325 260	464,325 260	-	-	(26,610) (15)	(26,610) (15)	13,634 8	13,634 8		4,69)7 3	4,697 3	
2011	SERC		Associated Electric Cooperative Inc.	U.S.	211,241	211,241		-	215,076	215,076		-	(12,326)	(12,326)	6,315	6,315	-	2,1		2,176	
2011	SERC	1582	Beauregard Electric Cooperative, Inc.	U.S.	11,838	11,838	-	-	12,053	12,053	-	-	(691)	(691)	354	354		1	12	122	
2011 2011	SERC SERC		Benton Utility District Big Rivers Electric Corporation	U.S. U.S.	3,136 115,284	3,136 115,284		-	3,193 117,377	3,193 117,377	-	-	(183) (6,727)	(183) (6,727)	94 3,446	94 3,446		1,1	12	32 1,187	
2011	SERC		Black Warrior EMC	U.S.	4,772	4,772			4,858	4,858			(278)	(278)	143	143			19	49	
2011	SERC		Blue Ridge EMC	U.S.	15,010	15,010	-	-	15,282	15,282	-	-	(876)	(876)	449	449		1		155	
2011 2011	SERC SERC	1628 1463	Brazos Electric Power Cooperative, Inc. Canton. MS	U.S. U.S.	4,593 1.398	4,593 1.398		-	4,676 1.424	4,676 1.424		-	(268) (82)	(268)	137 42	137 42			17 .4	47 14	
2011	SERC		Central Electric Power Cooperative Inc.	U.S.	172,594	172,594	-		175,727	175,727			(10,071)	(10,071)	5,160	5,160		1,7		1,778	

								Total NERC Ass	essments			NERC NEL Asse	essments		Penalty Sanct	tions		NERC Complian	nce Credits	NERC	IDC Assessments
19	Da	ta Reg	gional																		
15	Ye	ar Ei	ntity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total Me	exico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Tot
1									-	-			-	-							5
1.														-							23 5
15. 15.				1281	City of Columbia MO				-		13,018		-	-		(746)					
1. 1. 1. 1. 1. 1. 1. 1.									-	-			-	-							117
1. 1. 1. 1. 1. 1. 1. 1.									-				-	-	1					•	3
1.					·				-				-	-							4
The Content of the									-				-	-							
18									-	-			-	-							
150 150									-				-	-							
150 150					· ·				-	-			-	-							
200 100									-				-								
Part March				1293	City of Troy AL	U.S.			-	-			-	-	(264)	(264)					
188 189										-			-	-							
201 102 103 103 104								,	-	-	,	,	-	-	,	,					
Mary									-	-			-	-							
180 181									-		-,	-,	-	-		. , ,					
250 260									-	-			-	-							9,250
1906 1919									-				-				-	-		-	3 3,857
1906 180				1297	East Kentucky Power Cooperative	U.S.			-		137,183		-	-	(7,862)	(7,862)	4,028	4,028		1,388	
201 202 202 Section Se									-				-								
Proc. Proc									-				-	-							
Mart								,	-	-	,	,	-	-							
Sect May Sect May Sect May Sect Sec									-				-	-							
Sect									-				-	-							
Sect									-	-			-	-							
Mart	20	11 S	ERC	1306	Georgia System Optns Corporation	U.S.	421,786	421,786	-		429,443	429,443	-	-	(24,611)	(24,611)	12,609	12,609		4,345	4,345
Section Sect							.,	.,	-	-		-,	-	-							
201 586 139 100 sea Managam Henter Agency 15 20,000 23,000 23 25 25 25 25 25 25 25									-				-	-							
SMC 148 189 1					·		-, -	-, -	-	-	-,-	-,-	-	-							
Sect									-				-	-							2
Secondary Seco								,	-		-,	-,	-	-		. ,					
Section Sect									-	-			-	-							82 9
2011 SIRC 134 Mississipi Power Company U.S. 13,995 13,995 13,895 13,895 13,995 13,895 13,995 1									-				-	-				11			4
2011 SIRC 1430 M. Carmon Peakit Culliny U.S. 1,192									-	-			-	-			-	6 3.468		-	2 1.195
		11 S	ERC						-	-			-	-							
Series 1317 North Carolina Statem Menicingal Prower Agency #1 U.S. \$1,526 \$2,299 \$2,299 \$3,733 \$3,733 \$2,240 \$3,000 \$3,000 \$3,000 \$2,690 \$2,690 \$2,690 \$3,000 \$3,100 \$3									-	-			-	-							
Self. 158 158 Northwart Londinan Power Cooperative U.S. 3.237 3.237 3.237 4.33.06 3.296 1.89 1.89 79 7 3.3 3.3									-	-			-	-							
Seff. 1578 1578 1579 Northern Wigning Electric Cooperative U.S. 40,574									-				-	-							
2011 SERC 1618 Osceola (Arkansas) Municipal Light and Power U.S. 1,965 1,965 2,000 2,000 (115) (115) (57) 293 293 (101 101 101 101 101 101 101 101 101 10									-				-	-							
2011 SERC 1320 Newnshorn (NY Municipal Utilities U.S. 9,785 9,785 9,785 9,963 9,96					· ·				-	-			-	-							
2011 SERC 1322 Pedmont Municipal Power Agency (PMPA) U.S. 25,407 25,407 25,407 25,868 25,868 25,868 26,868 27,913 2,913									-	-			-	-							
SERC 1589 Pointe Coupsee Electric Memb. Corp. U.S. 2,861 2	20	11 S	SERC	1322	Piedmont EMC in Duke and Progress Areas	U.S.	5,484	5,484	-	-	5,584	5,584	-	-	(320)	(320)	164	164		56	56
2011 SERC 1266 Power-South Energy U.S. 92,082 92,082 92,082 93,754 94,954									-	-			-	-							
2011 SERC 1324 Progress Energy Carolinas U.S. 498,218 498,218 498,218 - 507,263 507,263 - (29,071) (29,071) 14,894 14,894 5,132 5,132 (2011) SERC 1325 Rutherford EMC U.S. 14,004 14,004 - 14,258 14,258 - (817) (817) 419 419 144 144 144 144 144 144 144 144									-				-							948	
2011 SERC 1325 Rutherford EMC U.S. 14,04 14,004 14,004 14,258 12,258 12,258 12,258 12,258 12,258 12,258 12,258 12,258 12,258 12,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 12,258 12									-	-			-	-							
2011 SERC 1326 South Carolina Electric & Gas Company U.S. 250,983 250,983 - 255,539 - 255,539 - 14,645) (14,645) 7,503 7,503 2,585 2,585 2,585 2,185 2									-				-	-							
2011 SERC 1327 South Carolina Public Service Authority U.S. 121,977 121,977 - 121,977 - 124,192 124,192 - (7,117) (7,117) 3,647 3,647 3,647 1,256 1,25						U.S.			-	-			-	-		(1,186)					
2011 SERC 1590 South Louisiana Electric Cooperative Association U.S. 7,011 7,011 7,011 - 7,138 7,138 - (409) (409) 210 210 72 72 2011 SERC 1328 South Mississippi Electric Power Association U.S. 111,476 111,476 - 113,500 113,500 1 5,800 1 6,505 (5,505) 3,333 3,333 3,333 1,488 1,148 1,148 2011 SERC 1591 Southwest Louisiana Electric Membership Corporati U.S. 28,049 28,049 - 28,558 28,558 - (1,637) (1,637) 839 839 289 2011 SERC 1591 Southwest Louisiana Electric Cooperative, Inc. U.S. 4,984 4,984 - 5,074 5,074 - (291) (291) 149 149 151 51 2011 SERC 1331 Tennessee Valley Authority U.S. 1,815,259 1,815,259 - 1,848,489 1,848,489 - (15,937) (105,937) 54,76 54,76 18,701 18,701 2011 SERC 1332 Teval Electric Cooperative Inc. U.S. 2,293 2,293 - 2,233 2,335 2,335 - (13,44) 1,449 59 49 49 49 49 47 2011 SERC 1332 Tombighee Electric Cooperative Inc. U.S. 1,629 1,629 - 1,659 1,659 - (95) (95) 49 49 49 49 49										-			-								
2011 SERC 1329 Southern Illinois Power Cooperative U.S. 15,839 15,839 - 16,127 16,127 - (924) (924) 474 474 163 163 163 163 163 163 163 163 163 163	20	11 S	ERC	1590	South Louisiana Electric Cooperative Association	U.S.	7,011	7,011		-	7,138	7,138	-		(409)	(409)	210	210		72	72
2011 SERC 1591 Suthwest Louisiana Electric Cooperative Inc. U.S. 28,049 28,049 - 2,8,558 28,558 - (1,637) (1,637) 839 839 289 289 289 2011 SERC 1619 Suthwestern Electric Cooperative Inc. U.S. 4,984 4,984 - 5,5074 5,074 - (291) (291) 149 149 51 51 51 51 51 51 51 51 51 51 51 51 51										-				-							
2011 SERC 1619 Southwestern Electric Cooperative, Inc. U.S. 4,984 4,984 5,074 5,074 (291) (291) 149 149 51 51 2011 SERC 1331 Tennessee Valley, Authority U.S. 1,815,529 1,815,529 1,848,889 1,848,489 (105,937) (105,937) 54,276 54,276 18,701 18,701 2011 SERC 1332 Tennessee Valley Authority U.S. 2,293 2,293 2,335 2,335 (134) (14) 69 69 24 24 2011 SERC 1332 Tennessee Valley Electric Cooperative Inc. U.S. 1,629 1,629 1,659 1,659 (95) (95) 49 49 17 17										-				-							
2011 SERC 1632 Tex-La Electric Cooperative of Texas, Inc U.S. 2,293 2,293 2,335 2,335 (134) (134) 69 69 24 24 24 2011 SERC 1332 Tombigbee Electric Cooperative Inc. U.S. 1,629 1,629 1,659 1,659 (95) (95) 49 49 17 17	20	11 S			Southwestern Electric Cooperative, Inc.	U.S.	4,984	4,984	-	-	5,074	5,074	-	-	(291)	(291)					
2011 SERC 1332 Tombigbee Electric Cooperative Inc. U.S. 1,629 1,629 1,659 1,659 (95) (95) 49 49 17 17							,,.			-	,,	,,	-				. , .			-, -	
2011 SERC 1592 Town of Black Creek, N.C. U.S. 137 137 140 140 (8) (8) 4 4 1 1	20	11 S	ERC	1332	Tombigbee Electric Cooperative Inc.	U.S.	1,629	1,629	-	-	1,659	1,659	-	-	(95)	(95)	49	49		17	
	20	11 S	SERC	1592	Town of Black Creek, N.C.	U.S.	137	137		-	140	140	-	•	(8)	(8)	4	4		1	1

						Total NERC Ass	essments			NERC NEL Ass	essments		Penalty San	ctions		NERC Complia	nce Credits	NERC I	IDC Assessments
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Total
2011	SERC	1593	Town of Lucama, N.C.	U.S.	226	226			231	231			(13)	(13)	7	7		2	2
2011	SERC	1594	Town of Sharpsburg, N.C.	U.S.	220	220	-	-	224	224	-	-	(13)	(13)	7	7		2	2
2011	SERC	1595	Town of Stantonsburg, N.C.	U.S.	248	248		-	252	252	-	-	(14)	(14)	7	7		3	3
2011	SERC	1333	Town of Waynesville NC	U.S.	982	982		-	1,000	1,000	-	-	(57)	(57)	29	29		10	10
2011	SERC	1334	Town of Winnsboro SC	U.S.	589	589		-	600	600	-	-	(34)	(34)	18	18		6	6
2011	SERC	1335	Town of Winterville NC	U.S.	574	574		-	585	585	-	-	(33)	(33)	17	17		6	6
2011	SERC	1597	Washington-St.Tammany Electric Cooperative, Inc.	U.S.	12,517	12,517			12,744	12,744	-		(730)	(730)	374	374		129	129
			TOTAL SERC		11,239,354	11,239,354	-	-	11,443,399	11,443,399		-	(655,820)	(655,820)	336,006	336,006		115,769	115,769 -

											_									
						Total NERC Asse	essments			NERC NEL Asse	essments		Penalty Sanc	ctions		NERC Complian	ce Credits		NERC II	OC Assessments
Data	Regional																			
Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexic	o Total	Total	US Total Canada Total
2011	SPP	1246	American Electric Power	U.S.	416,469	416,469		-	416,888	416,888	-		(23,892)	(23,892)	12,241	12,241	-	-	11,233	11,233
2011	SPP	1435	Arkansas Electric Cooperative Corporation (AEP)	U.S.	52,196	52,196	-	-	52,248	52,248		-	(2,994)	(2,994)	1,534	1,534	-	-	1,408	1,408
2011 2011	SPP SPP	1247 1620	Board of Public Utilities (Kansas City KS)	U.S. U.S.	27,176	27,176 10.117	-		27,203	27,203 10.128		-	(1,559) (580)	(1,559) (580)	799 297	799 297	-	-	733 273	733 273
2011	SPP	1620	Board of Public Utilities, City of McPherson, Kansa Carthage City Water & Light	U.S.	10,117 3,152	3,152	-		10,128 3,155	3,155			(181)	(181)	93	93	-	-	2/3 85	273 85
2011	SPP	1469	Central Valley Electric Cooperative	U.S.	8,537	8,537	-		8,545	8,545			(490)	(490)	251	251	-		230	230
2011	SPP	1556	City of Bentonville	U.S.	6,949	6,949	-		6,956	6,956			(399)	(399)	204	204	-	-	187	187
2011 2011	SPP SPP	1557 1633	City of Clarksdale, Mississippi City of Lindsborg	U.S. U.S.	1,915 347	1,915 347	-		1,917 347	1,917 347			(110)	(110) (20)	56 10	56 10	-	-	52 9	52
2011	SPP	1558	Hope Water & Light (HWL)	U.S.	3,282	3.282	-		3.285	3.285			(188)	(188)	96	96	-	-	89	89
2011	SPP	1559	City of Minden	U.S.	1,944	1,944	-		1,946	1,946			(112)	(112)	57	57	-		52	52
2011	SPP	1634	City of Mulvane	U.S.	500	500	-	-	501	501	-	-	(29)	(29)	15	15	-	-	13	13
2011 2011	SPP SPP	1635 1636	The City of Osage City	U.S. U.S.	396 985	396 985	-	-	396 986	396 986	-	-	(23)	(23)	12 29	12 29	-	-	11 27	11 27
2011	SPP	1248	City of Prescott Independence Power & Light (Independence, MO)	U.S.	12,413	12,413	-		12,426	12,426			(57) (712)	(57) (712)	365	365	-		335	335
2011	SPP	1436	City Utilities of Springfield, MO	U.S.	35,895	35,895	-	-	35,931	35,931	-	-	(2,059)	(2,059)	1,055	1,055	-	-	968	968
2011	SPP	1249	Cleco Power LLC	U.S.	131,014	131,014	-		131,146	131,146			(7,516)	(7,516)	3,851	3,851	-	-	3,534	3,534
2011 2011	SPP SPP	1437 1250	East Texas Electric Coop, Inc. The Empire District Electric Company	U.S. U.S.	4,956 59,752	4,956 59,752	-	•	4,961 59,812	4,961 59,812	•	-	(284) (3,428)	(284) (3,428)	146 1,756	146 1,756	-	-	134 1,612	134 1,612
2011	SPP	1470	Farmers' Electric Coop	U.S.	5.242	5.242	-	-	59,812	5.248	-		(301)	(301)	1,756	1,756	-		1,612	1,012
2011	SPP	1438	Golden Spread Electric Coop	U.S.	63,835	63,835	-	-	63,899	63,899	-		(3,662)	(3,662)	1,876	1,876	-	-	1,722	1,722
2011	SPP	1251	Grand River Dam Authority	U.S.	52,857	52,857	-		52,910	52,910			(3,032)	(3,032)	1,554	1,554	-	-	1,426	1,426
2011	SPP	4252	Jonesboro City Water & Light	U.S.	14,884	14,884	-	•	14,899	14,899	•	-	(854)	(854)	437	437	-	-	401	401
2011 2011	SPP SPP	1252 1439	Kansas City Power & Light (KCPL) Kansas Electric Power Coop., Inc	U.S. U.S.	178,035 24,335	178,035 24,335	-		178,214 24,359	178,214 24,359			(10,213) (1,396)	(10,213) (1,396)	5,233 715	5,233 715	-	-	4,802 656	4,802 656
2011	SPP	1440	Kansas Municipal Energy Agency (KCPL)	U.S.	8,788	8,788	-		8,797	8,797			(504)	(504)	258	258	-		237	237
2011	SPP	1637	Kansas Power Pool	U.S.	15,682	15,682	-		15,698	15,698			(900)	(900)	461	461	-	-	423	423
2011 2011	SPP SPP	1560	Kaw Valley Electric Cooperative, Inc. Kennett Board of Public Works	U.S. U.S.	1,856 1.714	1,856 1,714	-	-	1,858 1,715	1,858 1,715	-	-	(106) (98)	(106)	55 50	55 50	-	-	50 46	50 46
2011	SPP	1598	KCP&L GMOC (Greater Missouri Operations Comp		1,714 97,912	97,912		-	98,011	98,011	-		(5,617)	(5,617)	2,878	2,878	-	-	2,641	2,641
2011	SPP	1471	Lafayette Utilities System	U.S.	23,855	23,855	-		23,879	23,879			(1,369)	(1,369)	701	701	-	-	643	643
2011	SPP	1472	Lea County Electric Coop	U.S.	14,418	14,418	-	-	14,433	14,433	-	-	(827)	(827)	424	424	-	-	389	389
2011	SPP	1253	Louisiana Energy & Power Authority (LEPA)	U.S.	10,969	10,969	-		10,980	10,980		-	(629)	(629)	322	322	-	-	296	296
2011 2011	SPP SPP	1441	Malden Board of Public Works Midwest Energy Inc.	U.S. U.S.	580 19,960	580 19.960			580 19.980	580 19,980			(33) (1,145)	(33)	17 587	17 587			16 538	16 538
2011	SPP	1443	Missouri Joint Municipal Electric Utility Commissio	U.S.	28,711	28,711	-		28,740	28,740			(1,647)	(1,647)	844	844	-	-	774	774
2011	SPP	1638	Nemaha Marshall Electric Cooperative (NMEC)	U.S.	673	673	-	-	673	673		-	(39)	(39)	20	20	-	-	18	18
2011	SPP	1442	Northeast Texas Electric Cooperative, Inc.	U.S.	37,363	37,363	-		37,400	37,400		-	(2,143)	(2,143)	1,098	1,098	-	-	1,008	1,008
2011 2011	SPP SPP	1255 1444	Oklahoma Gas and Electric Co. Oklahoma Municipal Power Auth	U.S. U.S.	321,571 32,797	321,571 32,797			321,894 32,830	321,894 32,830			(18,448) (1,881)	(18,448) (1,881)	9,452 964	9,452 964			8,673 885	8,673 885
2011	SPP	1639	OzMo Ozark Missouri, West Plains MO	U.S.	2,294	2,294			2,296	2,296	-		(132)	(132)	67	67	-	-	62	62
2011	SPP		Paragould Light, Water & Cable	U.S.	6,612	6,612	-	-	6,619	6,619	-	-	(379)	(379)	194	194	-	-	178	178
2011	SPP		Piggott Municipal Light, Water & Sewer Poplar Bluff Municipal Utilities	U.S.	489	489	-	-	490	490	-	-	(28)	(28)	14	14	-	-	13	13
2011 2011	SPP SPP	1561	Public Service Commission of Yazoo City of Mississ	U.S. U.S.	4,310 1.406	4,310 1.406	-		4,315 1,407	4,315 1,407		-	(247) (81)	(247)	127 41	127 41	-	-	116 38	116 38
2011	SPP	1473	Roosevelt County Electric Coop	U.S.	2,556	2,556	-		2,558	2,558			(147)	(147)	75	75	-		69	69
2011	SPP	1468	Sharyland Utilities, LP	U.S.	12,000	12,000	-	-	12,013	12,013	-	-	(688)	(688)	353	353	-	-	324	324
2011	SPP SPP	4350	Sikeston Board of Municipal Utilities	U.S.	4,072	4,072	-	-	4,076	4,076	-	-	(234)	(234)	120 82	120 82	-	-	110	110 75
2011 2011	SPP	1258 1257	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL)	U.S. U.S.	2,797 186,146	2,797 186,146			2,800 186,333	2,800 186,333			(160) (10,679)	(160) (10,679)	5,471	5,471	-	-	75 5,021	5,021
2011	SPP		Sunflower Electric Power Cooperative	U.S.	63,800	63,800	-		63,865	63,865			(3,660)	(3,660)	1,875	1,875	-		1,721	1,721
2011	SPP	1445	Tex - La Electric Cooperative of Texas	U.S.	5,869	5,869	-		5,875	5,875			(337)	(337)	173	173	-	-	158	158
2011 2011	SPP SPP	1475 1260	Tri County Electric Coop Westar Energy, Inc.	U.S. U.S.	4,638 241.435	4,638 241.435	-	-	4,642 241.678	4,642 241,678	-	-	(266) (13,851)	(266) (13,851)	136 7.096	136 7.096	-	-	125 6.512	125 6.512
2011	SPP	1259	Western Farmers Electric Cooperative	U.S.	86,951	86,951	-	-	87,038	87,038	-		(4,988)	(4,988)	2,556	2,556	-		2,345	2,345
2011	SPP	1501	West Texas Municipal Power Agency	U.S.	32,748	32,748	-	-	32,781	32,781		-	(1,879)	(1,879)	963	963	-		883	883
			TOTAL SPP	=	2,392,157	2,392,157	-		2,394,559	2,394,559	-		(137,232)	(137,232)	70,310	70,310	-		64,520	64,520 -
2011	TRE	1019	ERCOT	U.S.	- 3,572,397	3,572,397	_	_	3,675,107	3,675,107	_		(210,620)	(210,620)	107,910	107,910	-	_		
				-	3,572,397	3,572,397		-	3,675,107	3,675,107			(210,620)	(210,620)	107,910	107,910			-	
2011 2011	WECC		Alberta Electric System Operator British Columbia Hydro & Power Authority	Canada Canada	466,437 683,972		466,437 683,972	-	644,379 664,462		644,379 664,462				(177,942) 19,510	-	(177,942) 19,510	-		
2011	WECC		Comision Federal de Electricidad	Mexico	124,686		-	124,686	121,130		-	121,130		-	3,557			3,557	-	
2011	WECC		Aha Macav Power Service	U.S.	278	278	-	-	286	286	-		(16)	(16)	8	8	-		-	
2011	WECC		Ajo Improvement District	U.S.	150	150	-	-	154	154	-	-	(9)	(9)	5	5	-	-	-	
2011 2011	WECC		Ak-Chin Alcoa Inc	U.S. U.S.	358 34,200	358 34,200	-		369 35,183	369 35,183	-		(21) (2,016)	(21) (2,016)	11 1,033	11 1,033	-	-	-	
2011	WECC		Arizona Public Service Company	U.S.	34,200	34,200	-		35,183	35,183			(19,224)	(19,224)	9,849	9,849	-	-		
2011	WECC		Arkansas River Power Authority (ARPA)	U.S.	3,239	3,239	-	-	3,332	3,332	-	-	(191)	(191)	98	98	-	-	-	
2011	WECC		Avista Corporation	U.S.	99,970	99,970	-	-	102,844	102,844	-	-	(5,894)	(5,894)	3,020	3,020	-	-	-	
2011 2011	WECC		Avista Corporation Barrick Goldstrike Mines Inc.	U.S. U.S.	1,901 12.566	1,901 12,566	-		1,956 12,927	1,956 12.927	-		(112) (741)	(112) (741)	57 380	57 380	-		-	
2011	WECC		Basin Electric Power Cooperative	U.S.	35,614	35,614	-		36,638	36,638			(2,100)	(2,100)	1,076	1,076	-	-		
2011	WECC		Basin Electric Power Cooperative	U.S.	600	600	-	-	617	617	-	-	(35)	(35)	18	18	-	-	-	
2011	WECC		Benton REA	U.S.	5,791	5,791	-	-	5,958	5,958	-	-	(341)	(341)	175	175	-	-	-	
2011 2011	WECC		Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc.	U.S. U.S.	1,431 3,652	1,431 3,652	-	-	1,473 3,757	1,473 3,757	-	-	(84) (215)	(84) (215)	43 110	43 110	-	-	-	
2022	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		and a second cooperative, me.	0.5.	3,032	3,032			3,.31	3,131			(223)	(220)		110				-

5

					Total NERC Asse	eccments			NERC NEL Ass	sessments		Penalty Sano	tions		NERC Complia	nce Credits	NERC	IDC Assessments
					TOTAL NEIKE ASS	essinents			NEIC NEE AS	sessilients		renaity saint	Lions		NEIKE COMPILA	ince creatis	NERC	IDC ASSESSITIENTS
Data Year	Regional Entity ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Total
2011	WECC	Big Bend Electric Cooperative, Inc.	U.S.	398	398	-	_	409	409	_	_	(23)	(23)	12	12		-	
2011	WECC	Blachly-Lane Electric Cooperative	U.S.	1,710	1,710	•	-	1,759	1,759	-		(101)	(101)	52	52		-	
2011 2011	WECC	Black Hills Power Black Hills Power/Cheyenne Light Fuel & Power	U.S. U.S.	20,092 38,291	20,092 38.291			20,669 39,392	20,669 39.392			(1,185) (2,258)	(1,185) (2,258)	607 1.157	607 1,157		-	
2011	WECC	Bonneville Power Administration	U.S.	48,440	48,440	-		49,832	49,832			(2,856)	(2,856)	1,463	1,463		-	
2011	WECC	Bonneville Power Administration	U.S.	17,824	17,824	-	-	18,337	18,337	-		(1,051)	(1,051)	538	538		-	
2011 2011	WECC	Bonneville Power Administration Bonneville Power Administration	U.S. U.S.	8,174 67	8,174 67	-	-	8,409 69	8,409 69		-	(482)	(482)	247 2	247 2		-	
2011	WECC	Bonneville Power Administration	U.S.	179	179	-		184	184			(11)	(11)	5	5		-	
2011	WECC	BPA - USBR Load Bureau of Reclamation (Desalter) - c/o DSW EMM(U.S. U.S.	1,423	1,423	-	-	1,464	1,464 15			(84)	(84)	43	43 0		-	
2011 2011	WECC	Bureau of Reclamation (Wellfield) - c/o DSW EMM		15 55	15 55	-	-	15 56	56		-	(1)	(1)	2	2		-	
2011	WECC	California Independent System Operator	U.S.	2,447,993	2,447,993	-	-	2,518,376	2,518,376	-		(144,328)	(144,328)	73,946	73,946		-	
2011 2011	WECC	Canby Public Utility Board Central Arizona Water Conservation District	U.S. U.S.	1,903 19,667	1,903 19,667	-		1,957 20,233	1,957 20,233			(112) (1,160)	(112) (1,160)	57 594	57 594		-	
2011	WECC	Central Arizona Water Conservation District	U.S.	15,545	15,545	-	-	15,992	15,992		-	(917)	(917)	470	470		-	
2011	WECC	Central Electric Cooperative	U.S.	5,515	5,515	-	-	5,673	5,673	-	-	(325)	(325)	167	167		-	
2011 2011	WECC	Central Lincoln PUD Central Montana Electric Power Cooperative	U.S. U.S.	14,461 327	14,461 327	-		14,877 337	14,877 337			(853) (19)	(853) (19)	437 10	437 10		-	
2011	WECC	Central Montana Electric Power Cooperative	U.S.	975	975	-		1,003	1,003	-	-	(57)	(57)	29	29		-	
2011 2011	WECC	City of Aztec Electric Dept City of Bandon	U.S. U.S.	370 719	370 719	-	-	380 740	380 740	-		(22) (42)	(22) (42)	11 22	11 22		-	
2011	WECC	City of Blaine	U.S.	848	848	-		872	872			(50)	(50)	26	26		-	
2011	WECC	City of Bonners Ferry	U.S.	722	722	-	-	743	743			(43)	(43)	22	22		-	
2011 2011	WECC	City of Boulder City City of Cascade Locks	U.S. U.S.	1,733 212	1,733 212	-	-	1,783 218	1,783 218		-	(102) (13)	(102)	52 6	52 6		-	
2011	WECC	City of Centralia	U.S.	2,963	2,963	-		3,048	3,048			(175)	(175)	90	90		-	
2011 2011	WECC	City of Cheney City of Chewelah	U.S. U.S.	1,534 261	1,534 261	-	-	1,578 269	1,578 269			(90)	(90) (15)	46	46 8		-	
2011	WECC	City of Criewelan	U.S.	180	180	-	-	185	185		-	(15) (11)	(11)	5	5		-	
2011	WECC	City of Ellensburg	U.S.	2,194	2,194	-	-	2,257	2,257	-	-	(129)	(129)	66	66		-	
2011 2011	WECC	City of Fallon City of Forest Grove	U.S. U.S.	1,241 2,610	1,241 2,610	-	-	1,277 2,685	1,277 2,685			(73) (154)	(73) (154)	37 79	37 79		-	
2011	WECC	City of Gallup	U.S.	2,347	2,347	-	-	2,415	2,415		-	(138)	(138)	71	71		-	
2011	WECC	City of Henderson	U.S.	152	152	•	•	156	156	-		(9)	(9)	5	5		-	
2011 2011	WECC	City of Hermiston, DBA Hermiston Energy Services City of Las Vegas	U.S. U.S.	1,166 489	1,166 489	-		1,200 503	1,200 503			(69) (29)	(69) (29)	35 15	35 15		-	
2011	WECC	City of McCleary	U.S.	320	320	-	-	329	329	-	-	(19)	(19)	10	10		-	
2011 2011	WECC	City of McMinnville City of Mesa	U.S. U.S.	7,938 2,749	7,938 2,749	-	-	8,166 2,828	8,166 2,828		-	(468) (162)	(468) (162)	240 83	240 83		-	
2011	WECC	City of Milton	U.S.	679	679	-		699	699			(40)	(40)	21	21		-	
2011	WECC	City of Milton-Freewater	U.S.	1,174	1,174	-	-	1,208	1,208	-	-	(69)	(69)	35	35		-	
2011 2011	WECC	City of Monmouth City of Needles	U.S. U.S.	781 339	781 339	-	-	803 348	803 348		-	(46) (20)	(46) (20)	24 10	24 10		-	
2011	WECC	City of Plummer	U.S.	376	376	-		387	387			(22)	(22)	11	11		-	
2011 2011	WECC	City of Port Angeles City of Redding	U.S. U.S.	8,056 13,044	8,056 13,044	-	-	8,288 13,419	8,288 13,419	-	-	(475) (769)	(475) (769)	243 394	243 394		-	
2011	WECC	City of Redding	U.S.	9,407	9,407	-	-	9,678	9,678		-	(555)	(555)	284	284		-	
2011	WECC	City of Roseville	U.S.	8,511	8,511	-		8,756	8,756	-		(502)	(502)	257	257		-	
2011 2011	WECC	City of Shasta Lake City of Sumas	U.S. U.S.	1,966 325	1,966 325	-		2,022 335	2,022 335			(116) (19)	(116) (19)	59 10	59 10		-	
2011	WECC	City of Tacoma DBA Tacoma Power	U.S.	4	4	-	-	4	4		-	(0)	(0)	0	0		-	
2011 2011	WECC	City of Tacoma DBA Tacoma Power	U.S.	54,116	54,116	-	-	55,672 201	55,672			(3,191)	(3,191)	1,635	1,635		-	
2011	WECC	City of Troy City of Williams	U.S. U.S.	195 427	195 427	-		439	201 439			(12) (25)	(12) (25)	13	6 13		-	
2011	WECC	Clark County Water Resources	U.S.	65	65	-	-	67	67	-	-	(4)	(4)	2	2		-	
2011 2011	WECC	Clark Public Utilities Clatskanie PUD	U.S. U.S.	48,102 8,475	48,102 8,475		-	49,485 8,719	49,485 8,719			(2,836) (500)	(2,836) (500)	1,453 256	1,453 256		-	
2011	WECC	Clearwater Cooperative, Inc	U.S.	1,771	1,771	-		1,822	1,822	-		(104)	(104)	54	54		-	
2011	WECC	Clearwater Cooperative, Inc	U.S.	427	427	-	-	439	439			(25)	(25)	13	13		-	
2011 2011	WECC	Colorado River Agency-Bureau of Indian Affairs Colorado River Commission of Nevada	U.S. U.S.	156 8,542	156 8,542	-		161 8,787	161 8,787			(9) (504)	(9) (504)	258	5 258		-	
2011	WECC	Colorado Springs Utilities	U.S.	870	870	-	-	895	895	-	-	(51)	(51)	26	26		-	
2011 2011	WECC	Colorado Springs Utilities Columbia Basin Electric Cooperative, Inc.	U.S. U.S.	213 1,137	213 1,137	-	-	219 1,170	219 1,170	-	-	(13) (67)	(13) (67)	6 34	6 34		-	
2011	WECC	Columbia Falls Aluminum Company	U.S.	45	45		-	47	47	-	-	(3)	(3)	1	1		-	
2011	WECC	Columbia Power Cooperative Association	U.S.	227	227	•	-	234	234	-	-	(13)	(13)	7	7		-	
2011 2011	WECC	Columbia River PUD Columbia River PUD	U.S. U.S.	1,816 3,424	1,816 3,424		-	1,868 3,522	1,868 3,522	-		(107) (202)	(107) (202)	55 103	55 103		-	
2011	WECC	Columbia Rural Electric Association (REA)	U.S.	3,268	3,268	-	-	3,362	3,362	-	-	(193)	(193)	99	99		-	
2011 2011	WECC	Consolidated Irrigation District No. 19 Constellation New Energy, Inc.	U.S. U.S.	60 781	60 781	-	-	62 803	62 803	-	-	(4) (46)	(4) (46)	2 24	2 24	-	-	
2011	WECC	Consumers Power, Inc.	U.S.	4,536	4,536		-	4,666	4,666	-		(267)	(267)	137	137		-	
2011	WECC	Coos-Curry Electric Cooperative, Inc	U.S.	3,819	3,819		-	3,929	3,929	-	-	(225)	(225)	115	115		-	
2011 2011	WECC	Deseret Generation & Transmission Cooperative Deseret Generation & Transmission Cooperative	U.S. U.S.	48,868 928	48,868 928	-		50,273 954	50,273 954			(2,881) (55)	(2,881) (55)	1,476 28	1,476 28		-	
2011	WECC	Douglas Electric Cooperative, Inc.	U.S.	1,026	1,026		-	1,056	1,056	-	-	(61)	(61)	31	31		-	
2011	WECC	Douglas Palisades	U.S.	191	191	-		197	197	-		(11)	(11)	6	6		-	-

					Total NERC Ass	oremonte			NERC NEL As	rocemonte		Penalty Sand	rtions		NERC Complia	nnea Cradite	NEDO	CIDC Assessments
					Total NERC ASS	essments			NERC NEL AS	sessments		Penalty Sand	Luons		NEKC COMPIIA	ince credits	NERC	IDC ASSESSMENTS
Data Year	Regional Entity ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Total
2011	WECC		U.S.	88.961	88.961									2.687	2.687			
2011	WECC	El Paso Electric Company Electrical District #2	U.S.	1,948	1,948	-		91,518 2,004	91,518 2,004	-		(5,245) (115)	(5,245) (115)	2,687	2,687		-	
2011	WECC	Electrical District #2 - Coolidge Generating Station	U.S.	97	97	-	-	99	99	-	-	(6)	(6)	3	3		-	
2011 2011	WECC	Electrical Districts 1 & 3 Elmhurst Mutual Power & Light Company	U.S. U.S.	7,132 3,007	7,132 3,007	-		7,337 3,093	7,337 3,093	-	-	(420) (177)	(420) (177)	215 91	215 91		-	
2011	WECC	Emerald PUD	U.S.	7,400	7,400	-		7,613	7,613	-	-	(436)	(436)	224	224		-	
2011	WECC	Energy Northwest	U.S.	285	285	-		293	293	-	-	(17)	(17)	9	9		-	
2011 2011	WECC	Eugene Water & Electric Board Farmington Electric Utility System	U.S. U.S.	26,601 11,128	26,601 11,128	-		27,366 11,448	27,366 11,448	-	-	(1,568) (656)	(1,568) (656)	804 336	804 336		-	
2011	WECC	Flathead Electric Cooperative, Inc	U.S.	15,446	15,446	-		15,890	15,890			(911)	(911)	467	467		-	
2011	WECC	Frederickson Power LP	U.S.	56	56	-	-	57	57	-	-	(3)	(3)	2	2		-	
2011	WECC	Grand Valley Power	U.S.	2,432	2,432	-		2,502	2,502		-	(143)	(143)	73 36	73 36		-	
2011 2011	WECC	Harney Electric Cooperative, Inc. Harney Electric Cooperative, Inc.	U.S. U.S.	1,184 713	1,184 713	-		1,218 733	1,218 733			(70) (42)	(70) (42)	22	22		-	
2011	WECC	Hermiston Power LLC	U.S.	63	63	-	-	65	65			(4)	(4)	2	2		-	
2011	WECC	Holy Cross Energy	U.S.	7,795	7,795	-	-	8,019	8,019	-		(460)	(460)	235	235		-	-
2011 2011	WECC	Hood River Electric Cooperative Idaho County Light and Power Cooperative Associa	U.S. U.S.	443 616	443 616	-		455 633	455 633			(26)	(26) (36)	13 19	13 19		-	
2011	WECC	Idaho Power Company	U.S.	159,741	159,741	-		164,334	164,334	-	-	(9,418)	(9,418)	4,825	4,825		-	
2011	WECC	Imperial Irrigation District	U.S.	38,374	38,374	-		39,477	39,477			(2,262)	(2,262)	1,159	1,159		-	
2011 2011	WECC	Inland Power and Light Company Inland Power and Light Company	U.S. U.S.	4,982 5,175	4,982 5,175	-		5,125 5,323	5,125 5,323			(294)	(294) (305)	150 156	150 156			
2011	WECC	Intermountain Rural Electric Association	U.S.	11,899	11,899	-	-	12,241	12,241			(702)	(702)	359	359		-	
2011	WECC	Kaiser Aluminum Fabricated Products LLC	U.S.	3,347	3,347	-		3,443	3,443	-	-	(197)	(197)	101	101		-	
2011 2011	WECC	Kootenai Electric Cooperative, Inc. Lakeview Light & Power	U.S. U.S.	5,052 3.005	5,052 3.005	-	•	5,197 3.091	5,197 3.091	-	-	(298) (177)	(298) (177)	153 91	153 91		-	
2011	WECC	Lane Electric Cooperative, Inc.	U.S.	2,445	2,445	-		2,515	2,515			(144)	(144)	74	74			
2011	WECC	Las Vegas Valley Water District	U.S.	966	966	-	-	994	994	-	-	(57)	(57)	29	29		-	
2011	WECC	Lincoln County Power District No. 1	U.S.	962	962	-	-	990	990	-		(57)	(57)	29	29		-	
2011 2011	WECC	Lincoln Electric Cooperative, Inc. Los Angeles Department of Water and Power	U.S. U.S.	1,282 307,792	1,282 307,792		-	1,319 316,641	1,319 316,641			(76) (18,147)	(76) (18,147)	39 9,297	39 9,297		-	
2011	WECC	Majority Districts	U.S.	7,144	7,144	-		7,349	7,349			(421)	(421)	216	216		-	
2011	WECC	Merced Irrigation District	U.S.	4,845	4,845	-		4,984	4,984			(286)	(286)	146	146		-	
2011 2011	WECC	Midstate Electric Cooperative, Inc. Mission Valley Power	U.S. U.S.	4,299 4.210	4,299 4.210	-		4,423 4.331	4,423 4.331			(253)	(253)	130 127	130 127			
2011	WECC	Modern Electric Water Company	U.S.	2,509	2,509	-	-	2,581	2,581			(148)	(148)	76	76		-	
2011	WECC	Modesto Irrigation District	U.S.	26,921	26,921	-	•	27,695	27,695	-		(1,587)	(1,587)	813	813	-	-	
2011 2011	WECC	Montana-Dakota Utilities Co. Mt. Wheeler Power	U.S. U.S.	181 5.667	181 5,667	-		186 5,830	186 5.830	-	-	(11) (334)	(11) (334)	5 171	5 171			
2011	WECC	Municipal Energy Agency of Nebraska	U.S.	1,951	1,951	-		2,008	2,008			(115)	(115)	59	59		-	
2011	WECC	Municipal Energy Agency of Nebraska	U.S.	304	304	-		312	312			(18)	(18)	9	9		-	
2011	WECC	Navajo Tribal Utility Authority	U.S.	478	478	-	-	491	491	-		(28)	(28)	14	14		-	-
2011 2011	WECC	Navajo Tribal Utility Authority Navopache Electric Cooperative, Inc.	U.S. U.S.	3,342 4,657	3,342 4,657	-		3,438 4,791	3,438 4,791			(197) (275)	(197) (275)	101 141	101 141		-	
2011	WECC	Nebraska Public Power Marketing	U.S.	5,926	5,926	-	-	6,096	6,096	-	-	(349)	(349)	179	179		-	
2011	WECC	Nespelem Valley Electric Cooperative, Inc.	U.S.	539	539	-	•	554	554	-	-	(32)	(32)	16	16		-	
2011 2011	WECC	Nevada Power Company dba NV Energy Noble Americas Energy Solutions, LLC	U.S. U.S.	230,757 10,154	230,757 10,154	-		237,392 10.446	237,392 10.446			(13,605) (599)	(13,605) (599)	6,970 307	6,970 307		-	
2011	WECC	Northern Lights, Inc.	U.S.	387	387	-		398	398			(23)	(23)	12	12		-	
2011	WECC	Northern Lights, Inc.	U.S.	3,246	3,246	-		3,339	3,339			(191)	(191)	98	98		-	
2011 2011	WECC	Northern Wasco County PUD NorthWestern Corp. dba NorthWestern Energy, LLI	U.S. U.S.	6,103 95,977	6,103 95,977	-		6,278 98,737	6,278 98,737			(360) (5,659)	(360) (5,659)	184 2,899	184 2,899			
2011	WECC	NorthWestern Corp. dba NorthWestern Energy, LLI		3,257	3,257	-	-	3,350	3,350			(192)	(192)	98	98		-	
2011	WECC	Ohop Mutual Light Company	U.S.	947	947	-		974	974	-	-	(56)	(56)	29	29		-	
2011 2011	WECC	Orcas Power and Light Cooperative Operations Office	U.S. U.S.	2,337 2,077	2,337 2,077	•	-	2,404 2,137	2,404 2,137		•	(138) (122)	(138) (122)	71 63	71 63		-	
2011	WECC	Oregon Trail Electric Consumers Cooperative, Inc.	U.S.	3,561	3,561		-	3,664	3,664			(210)	(210)	108	108		-	
2011	WECC	Overton Power District No. 5	U.S.	4,040	4,040		-	4,156	4,156	-	-	(238)	(238)	122	122		-	
2011 2011	WECC	PacifiCorp PacifiCorp	U.S. U.S.	619 22	619 22	-	•	637 23	637 23	-	-	(36)	(36)	19	19 1		-	
2011	WECC	PacifiCorp	U.S.	510,353	510,353			525,026	525,026			(30,089)	(30,089)	15,416	15,416		-	
2011	WECC	PacifiCorp	U.S.	19	19	-	-	20	20			(1)	(1)	1	1		-	
2011 2011	WECC	PacifiCorp	U.S. U.S.	40 222,702	40 222,702		-	42 229,105	42	-	-	(2) (13,130)	(2) (13,130)	6 777	1 6,727	-	-	-
2011	WECC	PacifiCorp West (PACW) Page Electric Utility	U.S.	159	159		-	229,105 164	229,105 164	-		(13,130)	(13,130)	6,727 5	6,727		-	
2011	WECC	Parkland Light and Water Company	U.S.	1,318	1,318	-	-	1,356	1,356	-	-	(78)	(78)	40	40		-	
2011	WECC	Pend Oreille County PUD No. 1	U.S.	10,652	10,652		-	10,958	10,958	•	-	(628)	(628)	322	322		-	
2011 2011	WECC	Peninsula Light Company, Inc. Platte River Power Authority	U.S. U.S.	6,614 34,662	6,614 34,662		-	6,804 35,659	6,804 35,659	-	-	(390) (2,044)	(390) (2,044)	200 1,047	200 1,047		-	
2011	WECC	Port of Seattle - Seattle-Tacoma International Airpo	U.S.	1,546	1,546			1,590	1,590			(91)	(91)	47	47		-	
2011	WECC	Port Townsend Paper Corporation	U.S.	2,158	2,158	-	-	2,221	2,221	-	-	(127)	(127)	65	65		-	
2011 2011	WECC	Portland General Electric Company Portland General Electric Company	U.S. U.S.	507 203.306	507 203.306			522 209,151	522 209.151	•		(30) (11,986)	(30)	15 6,141	15 6.141		-	
2011	WECC	Public Service Company of Colorado (Xcel)	U.S.	335,954	335,954		-	345,613	345,613			(19,807)	(19,807)	10,148	10,141		-	
2011	WECC	Public Service Company of Colorado (Xcel)	U.S.	1,835	1,835			1,888	1,888			(108)	(108)	55	55		-	
2011 2011	WECC	Public Service Company of New Mexico Public Utility District No. 1 of Chelan County	U.S. U.S.	116,141 40.336	116,141 40,336		-	119,480	119,480	-		(6,847)	(6,847)	3,508 1 218	3,508 1 218		-	
2011	WECC	PUD No. 1 of Asotin County	U.S.	40,336 48	40,336 48	-		41,496 49	41,496 49	-		(2,378)	(2,378)	1,218 1	1,218 1		-	
					.5			.,				(3)	(-/	-	-			

					Total NEDC Ass				NEDC NEL Ass			Penalty Sanc	tions		NEDC Comulia	nee Credite	NEDC	IDC Assessments
					Total NERC Ass	essments			NERC NEL Ass	sessments		Penalty Sanct	tions		NERC Complia	nce Credits	NERC	IDC Assessments
Data Year	Regional Entity ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Total
						Canada Total	Wextee Total			cundu rotar	Wexten Total					Canada Fotal Micalco Fotal	10.01	OJ Total
2011 2011	WECC	PUD No. 1 of Asotin County PUD No. 1 of Benton County	U.S. U.S.	3 18,153	3 18,153			3 18,675	3 18,675			(0) (1,070)	(0) (1,070)	0 548	0 548		-	
2011	WECC	PUD No. 1 of Clallam County	U.S.	7,415	7,415	-	-	7,629	7,629	-	-	(437)	(437)	224	224		-	
2011	WECC	PUD No. 1 of Cowline County	U.S.	54,544	54,544	-	-	56,112	56,112	-	-	(3,216)	(3,216)	1,648 2	1,648 2	-	-	
2011 2011	WECC	PUD No. 1 of Cowlitz County PUD No. 1 of Douglas County	U.S. U.S.	51 96	51 96	-		53 99	53 99	-		(3)	(3)	3	3		-	
2011	WECC	PUD No. 1 of Douglas County	U.S.	15,308	15,308	-	-	15,748	15,748	-	-	(903)	(903)	462	462		-	
2011 2011	WECC	PUD No. 1 of Ferry County PUD No. 1 of Franklin County	U.S. U.S.	1,149 10,933	1,149 10,933			1,182 11,247	1,182 11,247			(68) (645)	(68) (645)	35 330	35 330		-	
2011	WECC	PUD No. 1 of Grays Harbor	U.S.	12,631	12,631	-	-	12,995	12,995			(745)	(745)	382	382			
2011	WECC	PUD No. 1 of Kittitas County	U.S.	751	751	-	-	773	773	-	-	(44)	(44)	23	23		-	
2011 2011	WECC	PUD No. 1 of Kittitas County PUD No. 1 of Kittitas County	U.S. U.S.	84 181	84 181	-		86 186	86 186			(5) (11)	(5) (11)	3 5	3 5		-	
2011	WECC	PUD No. 1 of Klickitat County	U.S.	2,818	2,818	-		2,899	2,899			(166)	(166)	85	85		-	
2011	WECC	PUD No. 1 of Lewis County	U.S.	10,455	10,455	-	-	10,755	10,755	-	-	(616)	(616)	316	316		-	
2011 2011	WECC	PUD No. 1 of Mason County PUD No. 1 of Skamania County	U.S. U.S.	863 1,459	863 1,459	-	-	887 1,500	887 1.500	-	-	(51) (86)	(51) (86)	26 44	26 44		-	
2011	WECC	PUD No. 1 of Snohomish County	U.S.	76,730	76,730	-	-	78,936	78,936	-		(4,524)	(4,524)	2,318	2,318		-	
2011 2011	WECC	PUD No. 1 of Wahkiakum County	U.S.	486	486	-	-	500	500	-	-	(29)	(29)	15	15		-	
2011	WECC	PUD No. 1 of Whatcom County PUD No. 1 of Whatcom County	U.S. U.S.	2,346 117	2,346 117	-		2,413 120	2,413 120			(138)	(138)	71 4	71 4		-	
2011	WECC	PUD No. 2 of Grant County	U.S.	914	914	-		940	940	-		(54)	(54)	28	28		-	
2011	WECC	PUD No. 2 of Grant County	U.S.	522	522	-	-	537	537	-		(31)	(31)	16	16		-	
2011 2011	WECC	PUD No. 2 of Grant County PUD No. 2 of Pacific County	U.S. U.S.	42,166 3,325	42,166 3,325			43,378 3,421	43,378 3,421			(2,486) (196)	(2,486) (196)	1,274 100	1,274 100		-	
2011	WECC	PUD No. 3 of Mason County	U.S.	7,478	7,478	-		7,693	7,693			(441)	(441)	226	226		-	
2011	WECC	Puget Sound Energy, Inc. Rocky Mountain Generation Cooperative, Inc.	U.S.	264,296	264,296	-	-	271,895	271,895	-	-	(15,582)	(15,582)	7,983	7,983		-	
2011 2011	WECC	Sacramento Municipal Utility District	U.S. U.S.	352 119,373	352 119,373	-		363 122,805	363 122,805			(21) (7,038)	(21) (7,038)	11 3,606	11 3,606		-	
2011	WECC	Salem Electric	U.S.	3,524	3,524	-	-	3,625	3,625	-	-	(208)	(208)	106	106		-	
2011 2011	WECC	Salt River Project	U.S. U.S.	304,089 1	304,089	-	-	312,832 1	312,832	-		(17,928)	(17,928)	9,186 0	9,186 0		-	
2011	WECC	San Carlos Indian Irrigation Project Seattle City Light	U.S.	108,653	108,653	-		111,777	111,777			(6,406)	(6,406)	3,282	3,282		-	
2011	WECC	Sierra Pacific Power Company dba NV Energy	U.S.	93,144	93,144	-	-	95,822	95,822	-		(5,492)	(5,492)	2,814	2,814		-	
2011	WECC	Southern Montana Electric Generation & Transmis:	U.S.	2,014 7,442	2,014 7,442	-	-	2,071 7,656	2,071 7,656	-	-	(119)	(119) (439)	61	61 225		-	
2011 2011	WECC	Southern Montana Electric Generation & Transmis: Southern Nevada Water Authority	U.S. U.S.	8,435	8,435	-	-	8,678	8,678		-	(439) (497)	(497)	225 255	255		-	
2011	WECC	Southwest Transmission Cooperative, Inc.	U.S.	28,705	28,705	-	-	29,530	29,530	-	-	(1,692)	(1,692)	867	867		-	
2011 2011	WECC	Springfield Utility Board Surprise Valley Electrification Corporation	U.S. U.S.	9,035 329	9,035 329	-		9,295 339	9,295 339			(533) (19)	(533) (19)	273 10	273 10		-	
2011	WECC	Tanner Electric Cooperative	U.S.	1,030	1,030	-		1,060	1,060			(61)	(61)	31	31		-	
2011	WECC	The Incorporated County of Los Alamos	U.S.	3,934	3,934	-	-	4,047	4,047	-		(232)	(232)	119	119		-	
2011 2011	WECC	Tillamook People's Utility District Tohono O'Odham Utility Authority	U.S. U.S.	4,031 737	4,031 737	-		4,146 758	4,146 758			(238) (43)	(238) (43)	122 22	122 22		-	
2011	WECC	Town of Center	U.S.	112	112	-	-	115	115	-		(7)	(7)	3	3		-	
2011	WECC	Town of Coulee	U.S.	188	188	-	-	193	193	-	-	(11)	(11)	6	6		-	
2011 2011	WECC	Town of Eatonville Town of Fredonia	U.S. U.S.	328 17	328 17	-	-	338 17	338 17			(19) (1)	(19) (1)	10 1	10 1		-	
2011	WECC	Town of Steilacoom	U.S.	452	452	-		465	465	-		(27)	(27)	14	14		-	
2011 2011	WECC	Town of Wickenburg	U.S.	304 22,086	304 22.086	-	-	312	312	-	-	(18)	(18)	9	9 667		-	
2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Re Tri-State Generation & Transmission Assoc. Inc - Re	U.S. U.S.	22,086 470	22,086 470	-	-	22,721 484	22,721 484		-	(1,302) (28)	(1,302) (28)	667 14	14		-	
2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Re		356	356	-		366	366	-		(21)	(21)	11	11		-	
2011	WECC	Tri-State Generation & Transmission Association, Ir		27,391	27,391	-	-	28,178 1.667	28,178 1.667	-	-	(1,615)	(1,615)	827 49	827 49		-	
2011 2011	WECC	Truckee Donner Public Utility District Tucson Electric Power Company	U.S. U.S.	1,621 144,967	1,621 144,967	-		1,667	1,667	-	-	(96) (8,547)	(96) (8,547)	49 4,379	49 4,379			
2011	WECC	Turlock Irrigation District	U.S.	21,807	21,807	-	-	22,434	22,434	-	-	(1,286)	(1,286)	659	659		-	-
2011 2011	WECC	U.S. Army Yuma Proving Ground U.S. BOR Columbia Basin	U.S. U.S.	48 306	48 306		-	49 315	49 315	-		(3) (18)	(3) (18)	1 q	1			
2011	WECC	U.S. BOR East Greenacres (Rathdrum)	U.S.	38	38			315	315			(2)	(2)	1	1			
2011	WECC	U.S. Bor Spokane Indian Development`	U.S.	35	35	-	-	36	36	-		(2)	(2)	1	1		-	
2011 2011	WECC	U.S. BOR The Dalles Project U.S. DOE National Energy Technology Laboratory	U.S. U.S.	174 50	174 50			179 52	179 52			(10)	(10)	5	5		-	
2011	WECC	Umatilla Electric Cooperative Association	U.S.	10,336	10,336	-		10,634	10,634			(609)	(609)	312	312		-	
2011	WECC	Unit B Irrigation District	U.S.	0	0	-	-	0	0	-	-	(0)	(0)	0	0		-	-
2011 2011	WECC	US Air Force Base, Fairchild US Dept of Energy - Kirtland AFB	U.S. U.S.	533 4,520	533 4,520			548 4,650	548 4.650	-		(31) (266)	(31)	16 137	16 137		-	
2011	WECC	USN Naval Station, Bremerton	U.S.	2,741	2,741		-	2,820	2,820	-		(162)	(162)	83	83			
2011	WECC	USN Naval Station, Everett	U.S.	141	141		-	145	145	-		(8)	(8)	4	4		-	
2011 2011	WECC	USN Submarine Base, Bangor Valley Electric Association, Inc.	U.S. U.S.	1,929 4,410	1,929 4,410			1,984 4,537	1,984 4,537	-	-	(114) (260)	(114) (260)	58 133	58 133		-	
2011	WECC	Vera Water and Power	U.S.	2,474	2,474			2,545	2,545			(146)	(146)	75	75		-	-
2011	WECC	Vigilante Electric Cooperative, Inc.	U.S.	172	172		-	177	177	-		(10)	(10)	5	5		-	
2011 2011	WECC	Wasco Electric Cooperative Wells Rural Electric Cooperative	U.S. U.S.	1,023 6,887	1,023 6,887			1,052 7,085	1,052 7,085	-		(60) (406)	(60) (406)	31 208	31 208		-	
2011	WECC	Wellton-Mohawk Irrigation & Drainage District	U.S.	205	205			211	211			(12)	(12)	6	6		-	
2011	WECC	West Oregon Electric Cooperative, Inc.	U.S.	586	586	-	-	603	603	-		(35)	(35)	18	18		-	
2011	WECC	West Oregon Electric Cooperative, Inc.	U.S.	142	142	-	-	146	146	-	-	(8)	(8)	4	4		-	

						Total NERC Ass				NERC NEL Ass			Penalty Sar	estions		NERC Complia	naa Caadita		NEDC	IDC Assessments	
Data	Regional					TOTAL NERC ASS	essments			NERC NEL ASS	essments		renatty Sar	ictions		NEKC COMpila	ince creats		NERC	DC Assessments	,
Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total
2011	WECC		Western Area Power - Loveland, CO	U.S.	3,649	3,649			3.754	3,754			(215)	(215)	110	110					
2011	WECC		Western Area Power - Loveland, CO Western Area Power - Loveland, CO	U.S.	2,626	2,626		-	2,701	2,701	-	-	(215)	(215)	79	79	-	-	-	-	-
	WECC		Western Area Power - Loveland, CO Western Area Power Administration - CRSP	U.S.	18,770	18,770	-		19,310	19,310	-	-	(1,107)	(1,107)		567	-	-	-	-	-
2011	WECC		Western Area Power Administration - CRSP Western Area Power Administration - Sierra Nevad	U.S.	16,298	16,298			19,310	16,766	-		(1,107)	(1,107)	567 492	492	-	-	-	-	-
2011	WECC		Western Area Power Administration - Sierra Nevau Western Area Power Administration-Desert Southy	U.S.	28,738	28,738	-	-	29,564	29,564	-	-	(1,694)	(1,694)	868	868	-	-	-	-	-
2011	WECC		Western Area Power Administration-Upper Great F		2,043	2,043	-	_	2,101	2,101	-		(1,034)	(120)	62	62	-	-	-	-	-
2011	WECC		Western Area Power Administration-Upper Great F		15,720	15,720	-	-	16.172	16,172	-		(927)	(927)	475	475	-	-	-	-	-
2011	WECC		Western Area Power Administration-Upper Great F	U.S.	2,286	2,286			2,352	2,352		-	(135)	(135)	69	69					
2011	WECC		Wyoming Municipal Power Agency	U.S.	78,805	78,805			81,071	81,071		_	(4,646)	(4,646)	2,380	2,380					
2011	WECC		Yakama Power	U.S.	207	207			213	213			(12)	(12)	2,300	2,300					
2011	WECC		Yampa Valley Electric Association	U.S.	6.246	6.246			6.425	6.425		-	(368)	(368)	189	189					
2011	WECC		Yuma Irrigation District	U.S.	33	33			34	34			(2)	(2)	103	103					
2011	WECC		Yuma-Mesa Irrigation District	U.S.	2	2	-	_	2	2	_	_	(0)	(0)	0	0	_	_	-	_	_
			TOTAL WECC		9.020.357	7,745,261	1,150,409	124.686	9,397,916	7,967,946	1.308.841	121,130	(456,642)	(456,642)	79,083	233,958	(158.432)	3.557	-		
					-,,	.,,	-//		2,001,000	.,,	-,0.00,0.1		(100)012)	(100)010	,		(200).02)	-,			
	TOTAL ERO				47.604.156	43.036.224	4.443.246	124.686	49.659.070	43.840.607	5.697.333	121,130	(2,512,500)	(2,512,500)	_	1,287,265	(1.290.822)	3.557	457,586	420.851	36,735
	TOTAL ENU				47,004,136	43,030,224	4,443,240	124,000	49,639,070	45,640,007	3,097,333	121,130	(2,312,300)	(2,312,300)		1,207,203	(1,290,822)	3,337	437,300	420,831	30,733
Summar	by Regional E	ntity																			
	FRCC	•			2,419,233	2,419,233	_	-	2,456,308	2,456,308	-	-	(140,771)	(140,771)	72,123	72,123	_	-	31,573	31,573	_
2011	MRO				3,123,936	2,611,375	512,561	-	3,104,133	2,618,163	485,970	-	(150,047)	(150,047)	91,145	76,876	14,269	-	78,705	66,383	12,322
2011	NPCC				5,975,361	3,195,085	2,780,276	-	7,168,451	3,265,928	3,902,522	-	(187,170)	(187,170)	(1,050,764)	95,895	(1,146,659)	-	44,843	20,431	24,413
2011	RFC				9,861,361	9,861,361		-	10,019,197	10,019,197	-	-	(574,199)	(574,199)	294,188	294,188		-	122,175	122,175	
2011	SERC				11,239,354	11,239,354		-	11,443,399	11,443,399	-	-	(655,820)	(655,820)	336,006	336,006	_	-	115,769	115,769	-
2011	SPP				2,392,157	2,392,157			2,394,559	2,394,559			(137,232)	(137,232)	70,310	70,310			64,520	64,520	
2011	TRE				3,572,397	3,572,397			3,675,107	3,675,107			(210,620)	(210,620)	107,910	107,910					
2011	WECC				9,020,357	7,745,261	1,150,409	124,686	9,397,916	7,967,946	1,308,841	121,130	(456,642)	(456,642)	79,083	233,958	(158,432)	3,557	-	-	-
Total	_				47,604,156	43,036,224	4,443,246	124,686	49,659,070	43,840,607	5,697,333	121,130	(2,512,500)	(2,512,500)	-	1,287,265	(1,290,822)	3,557	457,586	420.851	36,735

					Total Regional Entity A	Assessments (Incl	uding WIRAB A	ssessments)	Re	gional Entity NEL Asse	essments		Penalty Sanction	ns - US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60%	CORC Program		WECC Compliance Assess	ments (ex.AESO)		WIRA	3 Assessments	
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico	Total	US Total	Total US Total Canada Total	Total	US Total	Canada Total	Total US Total	Canada Mer	cico ntal	Total US	Cana Total To	da Mexico
										•														
2011 2011	FRCC		Alachua, City of Bartow, City of	U.S. U.S.	3,404 7,374	3,404 7,374		-	3,578 7,750	3,578 7,750	-	-	(174) (377)	(174) (377)										
2011	FRCC	1076	Chattahoochee, City of	U.S.	1,092	1,092	-	-	1,148	1,148	-	-	(56)	(56)										
2011 2011	FRCC		Florida Keys Electric Cooperative Assn Florida Power & Light Co.	U.S.	18,600 2.934.508	18,600 2.934.508	-	-	19,551 3.084.485	19,551 3.084.485	-	-	(951) (149,977)	(951) (149,977)										
2011	FRCC		Florida Public Utilities Company	U.S.	10,777	10,777	-	-	11,328	11,328	-	-	(551)	(551)										
2011 2011	FRCC		Gainesville Regional Utilities Homestead, City of	U.S. U.S.	48,488 13,172	48,488 13,172	-	-	50,966 13,845	50,966 13,845	-	-	(2,478) (673)	(2,478) (673)										
2011	FRCC	1082 .	JEA	U.S.	334,617	334,617	-	-	351,719	351,719	-	-	(17,102)	(17,102)										
2011 2011	FRCC		Lakeland Electric Lee County Electric Cooperative, Inc	U.S. U.S.	76,982 31,344	76,982 31,344	-	-	80,916 32,946	80,916 32.946	-	-	(3,934) (1,602)	(3,934) (1,602)										
2011	FRCC		Mount Dora, City of	U.S.	2,414	2,414	-		2,537	2,537	-	-	(123)	(123)										
2011 2011	FRCC		New Smyrna Beach, Utilities Commission of Orlando Utilities Commission	U.S. U.S.	10,298 150,475	10,298 150,475	-	-	10,824 158,166	10,824 158,166	-	-	(526) (7,690)	(526) (7,690)										
2011	FRCC	1087	Progress Energy Florida	U.S.	1,065,446	1,065,446	-		1,119,899	1,119,899	-	-	(54,453)	(54,453)										
2011 2011	FRCC		Quincy, City of Reedy Creek Improvement District	U.S. U.S.	3,803 32,145	3,803 32,145	-	-	3,997 33,787	3,997 33.787	-	-	(194) (1,643)	(194) (1,643)										
2011	FRCC		St. Cloud, City of (OUC)	U.S.	15,700	15,700	-		16,502	16,502	-	-	(802)	(802)										
2011 2011	FRCC		Tallahassee, City of Tampa Electric Company	U.S. U.S.	74,481 511,056	74,481 511,056	-	-	78,287 537,175	78,287 537,175	-	-	(3,807) (26,119)	(3,807) (26,119)										
2011	FRCC		City of Vero Beach	U.S.	19,718	19,718	-		20,726	20,726	-	-	(1,008)	(1,008)										
2011 2011	FRCC		Wauchula, City of Williston, City of	U.S. U.S.	1,676 883	1,676 883	-	-	1,762	1,762 928	-	-	(86)	(86) (45)										
2011	FRCC		Winter Park, City of	U.S.	11,769	11,769	-	-	928 12,371	12,371		-	(45) (602)	(602)										
2011	FRCC		Florida Municipal Power Agency	U.S.	160,245	160,245	-	-	168,435	168,435	-	-	(8,190)	(8,190)										
2011	FRCC		Seminole Electric Cooperative TOTAL FRCC	U.S.	417,506 5,957,971	417,506 5,957,971			438,844 6,262,471	438,844 6,262,471			(21,338)	(21,338)										
2044	MPC			11.5																				
2011 2011	MRO		Basin Electric Power Cooperative Central Iowa Power Cooperative (CIPCO)	U.S. U.S.	413,944 89,787	413,944 89,787	-	-	414,699 89,951	414,699 89,951	-		(755) (164)	(755) (164)										
2011	MRO MRO		Corn Belt Power Cooperative	U.S.	56,956 169.117	56,956	-	-	57,060 169,425	57,060 169,425	-	-	(104)	(104)										
2011 2011	MRO		Dairyland Power Cooperative Great River Energy	U.S. U.S.	169,117 433,536	169,117 433,536	-		169,425 434,327	169,425 434,327		-	(309) (791)	(309) (791)										
2011	MRO		Minnkota Power Cooperative, Inc.	U.S.	129,928	129,928	-	-	130,165	130,165	-	-	(237)	(237)										
2011 2011	MRO		Nebraska Public Power District Omaha Public Power District	U.S. U.S.	411,244 363,093	411,244 363.093	-	-	411,995 363,755	411,995 363,755		-	(750) (663)	(750) (663)										
2011	MRO	1237	Southern Montana Generation and Transmission	U.S.	132	132	-	-	132	132	-	-	(0)	(0)										
2011 2011	MRO MRO		Western Area Power Administration (UM) Western Area Power Administration (LM)	U.S. U.S.	288,662 4,079	288,662 4,079	-	-	289,189 4,087	289,189 4,087	-	-	(527)	(527) (7)										
2011	MRO	1217	Manitoba Hydro	CAN	730,668	-	730,668	-	730,668	-	730,668	-	-	- '										
2011 2011	MRO MRO		SaskPower Alliant Energy (Alliant East - WPL & Alliant West IPL	CAN U.S.	696,013 921,327	921,327	696,013	-	696,013 923,008	923.008	696,013	-	(1,681)	(1,681)										
2011	MRO	1216	Madison, Gas and Electric	U.S.	111,974	111,974	-	-	112,179	112,179	-	-	(204)	(204)										
2011 2011	MRO		MidAmerican Energy Company Minnesota Power	U.S. U.S.	891,573 423,887	891,573 423,887	-	-	893,200 424,660	893,200 424,660	-	-	(1,627) (773)	(1,627) (773)										
2011	MRO		Montana-Dakota Utilities Co.	U.S.	89,245	89,245	-		89,408	89,408	-	-	(163)	(163)										
2011 2011	MRO MRO		NorthWestern Energy Otter Tail Power Company	U.S. U.S.	48,339 139,541	48,339 139,541	-	-	48,427 139,796	48,427 139,796	-	-	(88) (255)	(88) (255)										
2011	MRO		Integrys Energy Group (WPS and UPPCO)	U.S.	433,865	433,865	-	-	434,657	434,657		-	(792)	(792)										
2011	MRO		Xcel Energy Company (NSP)	U.S.	1,483,607	1,483,607	-	-	1,486,315	1,486,315	-	-	(2,707)	(2,707)										
2011 2011	MRO		Ames Municipal Electric System Atlantic Municipal Utilities	U.S. U.S.	24,947 2,278	24,947 2,278	-		24,993 2,282	24,993 2,282	-	-	(46)	(46)										
2011	MRO	1476	Badger Power Marketing Authority of Wisconsin, In	U.S.	13,267	13,267	-	-	13,291	13,291	-	-	(24)	(24)										
2011 2011	MRO		Cedar Falls Municipal Utilities Central Minnesota Municipal Power Agency (CMMF	U.S. U.S.	16,664 15,210	16,664 15,210	-		16,694 15,238	16,694 15,238	-	-	(30)	(30)										
2011	MRO MRO		City of Pella	U.S.	6,384 4.911	6,384	-	-	6,395	6,395	-	-	(12)	(12)										
2011 2011	MRO		Escanaba Municipal Electric Utility Falls City Water & Light Department	U.S. U.S.	4,911 1,816	4,911 1,816	-		4,920 1,819	4,920 1,819	-	-	(9)	(9)										
2011	MRO	1206	Fremont Department of Utilities	U.S.	14,129	14,129	-	-	14,154	14,154	-	-	(26)	(26)										
2011 2011	MRO MRO		Geneseo Municipal Utilities Grand Island Utilities Department	U.S. U.S.	2,162 24,092	2,162 24,092	-	-	2,166 24,136	2,166 24,136	-	-	(4) (44)	(4) (44)										
2011	MRO	1606	Harlan Municipal Utilities	U.S.	776	776	-	-	778	778	-	-	(1)	(1)										
2011 2011	MRO MRO		Hastings Utilities Heartland Consumers Power District	U.S. U.S.	13,824 27,358	13,824 27,358	-	-	13,850 27,408	13,850 27,408	-	-	(25) (50)	(25) (50)										
2011	MRO	1213	Hutchinson Utilities Commission	U.S.	9,719	9,719	-	-	9,737	9,737	-	-	(18)	(18)										
2011 2011	MRO MRO		Lincoln Electric System Manitowoc Public Utilities	U.S. U.S.	103,540 17,271	103,540 17.271	-	-	103,729 17,303	103,729 17.303	-	-	(189)	(189)										
2011	MRO	1223	Missouri River Energy Services	U.S.	71,904	71,904	-	-	72,035	72,035	-		(131)	(131)										
2011 2011	MRO MRO		MN Municipal Power Agency (MMPA) Montezuma Municipal Light & Power	U.S. U.S.	46,764 1,127	46,764 1,127	-	-	46,849 1,129	46,849 1,129	-		(85)	(85)										
2011	MRO	1227	Municipal Energy Agency of Nebraska	U.S.	37,344	37,344	-	-	37,412	37,412	-		(68)	(68)										
2011 2011	MRO MRO		Muscatine Power and Water Nebraska City Utilities	U.S. U.S.	28,274 5,646	28,274 5,646	-	-	28,326 5,657	28,326 5,657	-	-	(52) (10)	(52) (10)										
2011	MRO	1234	Rochester Public Utilities	U.S.	286	286	-	-	287	287	-		(1)	(1)										
2011 2011	MRO MRO		Southern Minnesota Municipal Power Agency Willmar Municipal Utilities	U.S. U.S.	95,199 8.553	95,199 8.553	-	-	95,373 8,569	95,373 8,569	-		(174)	(174)										
2011	MRO				174,966	8,553 174,966	-		175,285	175,285	-		(319)	(319)										_
			TOTAL MRO		9,098,927	7,672,246	1,426,681	<u> </u>	9,112,927	7,686,246	1,426,681	-	(14,000)	(14,000)										_
2011	NPCC			U.S.	3,372,486	3,372,486	-	-	1,005,976	1,005,976	-		(134,733)	(134,733)	642,319 642,319		1,858,924							
2011 2011	NPCC NPCC	1339	New York	U.S. Canada	4,069,205 1.751.262	4,069,205	1.751.262	-	1,213,800 1.068.818	1,213,800	1.068.818	-	(162,567)	(162,567)	775,015 775,015 682.444 682.444	2,242,957	2,242,957							
2011	NPCC	1341	Quebec	Canada	1,751,262 2,761,122	-	2,761,122	-	1,391,456	-	1,391,456	-			888,448 888,448	481,218		1,218						
2011	NPCC		New Brunswick	Canada	169,405	-	169,405	-	103,390	-	103,390	-			66,015 66,015	-	-	- 13,301						
2011	NPCC		Nova Scotia TOTAL NPCC	Canada	228,784 12,352,264	7,441,691	228,784 4,910,573		88,790 4,872,231	2,219,776	88,790 2,652,455		(297,300)	(297,300)	56,693 56,693 3,110,933 1,417,333 1,693,600	83,301 4,666,400	4,101,881 5					-		
2011 2011	RFC RFC	1104		U.S. U.S.	5,162 254	5,162 254	-	-	6,248 308	6,248 308	-		(1,086) (54)	(1,086) (54)										
2011	RFC	1105	City of Chelsea	U.S.	1,516	1,516	-	-	1,835	1,835	-	-	(319)	(319)										
2011 2011	RFC RFC		City of Croswell City of Eaton Rapids	U.S. U.S.	605 1,512	605 1,512	-	-	732 1,830	732 1,830	-		(127) (318)	(127) (318)										
2011	RFC	1111	City of Hart	U.S.	720	720	-	-	871	871	-	-	(151)	(151)										
2011 2011	RFC RFC	1112	City of Lansing City of Marquette Board of Light & Power	U.S. U.S.	34,561 5,127	34,561 5,127	-	-	41,830 6,206	41,830 6,206	-		(7,270) (1,078)	(7,270) (1,078)										
2011	RFC	1114	City of Portland	U.S.	557	557	-	-	674	674	-	-	(117)	(117)										
2011 2011	RFC RFC		City of St. Louis City of Wyandotte	U.S. U.S.	603 2,830	603 2,830	-	-	730 3,426	730 3,426	-	-	(127) (595)	(127) (595)										
			•			,			-,				,	*****										

											11		1						 1 i		
_				Total Regional Entity	Assessments (Inclu	uding WIRAB As:	sessments)	Re	egional Entity NEL As	ssessments		Penalty Sanctio	ns - US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60% CORC Prog	ram	WECC Cor	mpliance Assessments	(ex.AESO)	WIF	RAB Assessments
Data Year	Regional Entity	ID Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	<u>U</u> S Total	Total US Total Canada Total	Total US Total	Canada Total	Total	US Total	nada Mexico Total Total	Total I	Canada Mexico US Total Total Total
	,													33.00							
2011 2011	RFC RFC	1120 Cloverland Electric Cooperative 1122 CMS ERM Michigan LLC	U.S. U.S.	13,658 2,998	13,658 2,998	-	-	16,531 3,628	16,531 3,628	-	-	(2,873) (631)	(2,873) (631)								
2011	RFC	1124 Constellation New Energy (MECS-CONS)	U.S.	20,027	20,027	-	-	24,240	24,240	-	-	(4,213)	(4,213)								
2011 2011	RFC RFC	1123 Constellation New Energy (MECS-DET) 1126 Consumers Energy Company	U.S. U.S.	18,676 521,210	18,676 521,210	-	-	22,604 630,847	22,604 630,847		-	(3,928) (109,637)	(3,928) (109,637)								
2011	RFC	1128 Detroit Edison Company	U.S.	703,232	703,232		-	851,157	851,157		-	(147,925)	(147,925)								
2011 2011	RFC RFC	1166 Duke Energy Indiana 1135 Ferdinand Municipal Light & Water	U.S. U.S.	471,257 643	471,257 643	-	-	570,387 778	570,387 778		-	(99,129) (135)	(99,129) (135)								
2011	RFC	FirstEnergy Solutions (MECS-DET)	U.S.	342	342	-	-	414	414	-	-	(72)	(72)								
2011 2011	RFC RFC	1549 FirstEnergy Solutions (MECS-DET) 1612 Glacial Energy (MECS-DET)	U.S. U.S.	31,199 7,213	31,199 7,213		-	37,762 8,731	37,762 8,731	-	-	(6,563) (1,517)	(6,563) (1,517)								
2011	RFC	1144 Holland Board of Public Works	U.S.	12,285	12,285		-	14,869	14,869		-	(2,584)	(2,584)								
2011 2011	RFC RFC	1145 Hoosier Energy 1148 Indiana Municipal Power Agency (DUKE CIN)	U.S. U.S.	112,630 45,846	112,630 45,846	-	-	136,322 55,490	136,322 55,490	-	-	(23,692) (9,644)	(23,692) (9,644)								
2011	RFC	1485 Indiana Municipal Power Agency (NIPSCO)	U.S.	6,504	6,504	-	-	7,873	7,873	-	-	(1,368)	(1,368)								
2011 2011	RFC RFC	1486 Indiana Municipal Power Agency (SIGE) 1149 Indianapolis Power & Light Co.	U.S. U.S.	9,273 233,921	9,273 233,921		-	11,224 283,127	11,224 283,127		-	(1,951) (49,206)	(1,951) (49,206)								
2011	RFC	1553 Integrys Energy Services (MECS-CONS)	U.S.	7,440	7,440		-	9,005	9,005		-	(1,565)	(1,565)								
2011 2011	RFC RFC	1554 Integrys Energy Services (MECS-DET) 1614 Just Energy (MECS-DET)	U.S. U.S.	5,607 312	5,607 312	-	-	6,786 377	6,786 377	-	-	(1,179)	(1,179)								
2011	RFC	1154 Michigan Public Power Agency	U.S.	18,887	18,887		-	22,860	22,860		-	(3,973)	(3,973)								
2011	RFC RFC	1155 Michigan South Central Power Agency	U.S.	8,827 1,464	8,827 1,464	-	-	10,684	10,684 1,772	-	-	(1,857)	(1,857)								
2011 2011	RFC	1158 MidAmerican Energy Company Retail 1163 Northern Indiana Public Service Co.	U.S. U.S.	273,765	273,765		-	1,772 331,351	331,351		-	(308) (57,587)	(308) (57,587)								
2011	RFC	1164 Ontonagon County Rural Electrification Assoc.	U.S.	451	451	-	-	546	546	-	-	(95)	(95)								
2011 2011	RFC RFC	1265 PJM Interconnnection, LLC 1172 Sempra Energy Solutions (MECS-CONS)	U.S. U.S.	10,867,474 17,654	10,867,474 17,654	-	-	13,153,458 21,367	13,153,458 21,367	-	-	(2,285,984) (3,713)	(2,285,984)								
2011	RFC	1171 Sempra Energy Solutions (MECS-DET)	U.S.	15,569	15,569		-	18,844	18,844		-	(3,275)	(3,275)								
2011 2011	RFC RFC	1176 Direct Energy (fka:Strategic Energy,LLC) (MECS-CON 1174 Direct Energy (fka:Strategic Energy,LLC) (MECS-DET)	U.S. U.S.	140 5,482	140 5.482	-	-	169 6,635	169 6.635	-	-	(29) (1,153)	(29) (1,153)								
2011	RFC	1581 Spartan Renewable Energy	U.S.	977	977		-	1,182	1,182		-	(205)	(205)								
2011 2011	RFC RFC	1180 Thumb Electric Cooperative 1627 US Department of Energy	U.S. U.S.	2,636 3,927	2,636 3,927		-	3,191 4,753	3,191 4,753		-	(555) (826)	(555) (826)								
2011	RFC	1181 Vectren Energy Delivery of IN	U.S.	91,541	91,541	-	-	110,796	110,796	-	-	(19,256)	(19,256)								
2011 2011	RFC RFC	1183 Village of Sebewaing 1184 Wabash Valley Power Association Inc. (DUKE CIN)	U.S.	585	585 42,212	-	-	708	708 51,091	-	-	(123)	(123) (8,879)								
2011	RFC	1487 Wabash Valley Power Association Inc. (DUKE CIN)	U.S. U.S.	42,212 2,323	2,323		-	51,091 2,812	2,812		-	(8,879) (489)	(489)								
2011	RFC	1488 Wabash Valley Power Association Inc.(NIPSCO)	U.S.	25,531	25,531	-	-	30,901	30,901	-	-	(5,370)	(5,370)								
2011 2011	RFC RFC	1185 Wisconsin Electric Power Co. 1189 Wolverine Power Marketing Cooperative	U.S. U.S.	451,572 16,258	451,572 16,258		-	546,560 19,677	546,560 19,677		-	(94,989) (3,420)	(94,989) (3,420)								
2011	RFC RFC	1191 Wolverine Power Supply Cooperative	U.S.	38,862	38,862		-	47,036	47,036		-	(8,175)	(8,175)								
2011	RFC	1190 Wolverine Power Marketing Cooperative TOTAL RELIABILITYFIRST	U.S.	1,993 14,165,848	1,993 14,165,848			2,413 17,145,648	2,413 17,145,648	-		(419)	(419) (2,979,800)								
2011	SERC	1267 Alabama Municipal Electric Authority	U.S.	47,518	47,518			47,693	47,693			(175)	(175)								
2011	SERC	1268 Alabama Power Company	U.S.	47,518 805,614	47,518 805,614		-	808,585	808,585		-	(2,971)	(2,971)								
2011	SERC	1269 Ameren - Illinois	U.S.	572,388	572,388		-	574,499	574,499		-	(2,111)	(2,111)								
2011 2011	SERC SERC	1271 Ameren - Missouri 1272 APGI - Yadkin Division	U.S. U.S.	561,158 314	561,158 314		-	563,227 315	563,227 315			(2,069)	(2,069)								
2011	SERC	1273 Associated Electric Cooperative Inc.	U.S.	259,929	259,929	-	-	260,888	260,888	-	-	(959)	(959)								
2011 2011	SERC SERC	1582 Beauregard Electric Cooperative, Inc. 1462 Benton Utility District	U.S. U.S.	14,566 3,859	14,566 3,859		-	14,620 3,873	14,620 3,873	_	-	(54) (14)	(54) (14)								
2011	SERC	1274 Big Rivers Electric Corporation	U.S.	141,855	141,855	-	-	142,378	142,378	-	-	(523)	(523)								
2011 2011	SERC SERC	1275 Black Warrior EMC 1276 Blue Ridge EMC	U.S. U.S.	5,871 18,469	5,871 18.469	-	-	5,893 18.538	5,893 18.538	-	-	(22)	(22)								
2011	SERC	1628 Brazos Electric Power Cooperative, Inc.	U.S.	5,651	5,651		-	5,672	5,672		-	(21)	(21)								
2011 2011	SERC SERC	1463 Canton, MS 1277 Central Electric Power Cooperative Inc.	U.S. U.S.	1,720 212,374	1,720 212,374	-	-	1,727 213,158	1,727 213,158	-	-	(6) (783)	(6) (783)								
2011	SERC	1278 City of Blountstown FL	U.S.	540	540	-	-	542	542	-	-	(2)	(2)								
2011	SERC SERC	1279 City of Camden SC	U.S.	2,718 632	2,718 632	-	-	2,728 635	2,728 635	-	-	(10)	(10)								
2011 2011	SERC	1280 City of Collins MS 1281 City of Columbia MO	U.S. U.S.	15,733	15,733		-	15,791	15,791		-	(58)	(58)								
2011 2011	SERC SERC	1282 City of Conway AR (Conway Corporation)	U.S.	13,977 818	13,977	-	-	14,028 821	14,028 821	-	-	(52)	(52)								
2011	SERC	1284 City of Evergreen AL 1285 City of Hampton GA	U.S. U.S.	818 355	818 355	-	-	821 356	821 356		-	(3)	(3)								
2011	SERC	1286 City of Hartford AL	U.S.	455	455	-	-	456	456	-	-	(2)	(2)								
2011 2011	SERC SERC	1287 City of Henderson (KY) Municipal Power & Light 1288 City of North Little Rock AR (DENL)	U.S. U.S.	8,258 13,128	8,258 13,128	-	-	8,288 13,176	8,288 13,176	-	-	(30)	(30) (48)								
2011	SERC	1289 City of Orangeburg SC Department of Public Utilitie	U.S.	10,041	10,041	-	-	10,078	10,078	-	-	(37)	(37)								
2011 2011	SERC SERC	1290 City of Robertsdale AL 1291 City of Ruston LA (DERS)	U.S. U.S.	1,164 3,860	1,164 3,860	-	-	1,169 3,874	1,169 3,874	-	-	(4) (14)	(4) (14)								
2011	SERC	1292 City of Seneca SC	U.S.	2,164	2,164	-	-	2,172	2,172	-	-	(8)	(8)								
2011 2011	SERC SERC	1115 City of Springfield (CWLP) 1465 City of Thayer, MO	U.S. U.S.	24,844 269	24,844 269	-	-	24,936 270	24,936 270		-	(92)	(92)								
2011	SERC	1293 City of Troy AL	U.S.	5,557	5,557	-	-	5,578	5,578	-	-	(20)	(20)								
2011 2011	SERC SERC	1294 City of West Memphis AR (West Memphis Utilities) 1583 Claiborne Electric Cooperative, Inc.	U.S. U.S.	5,228 9,019	5,228 9,019	-	-	5,247 9,053	5,247 9,053	-	-	(19)	(19)								
2011	SERC	1584 Concordia Electric Cooperative, Inc.	U.S.	3,498	3,498	-	-	3,511	3,511			(13)	(13)								
2011 2011	SERC SERC	1283 Dalton Utilities 1585 Dixie Electric Membership Corporation	U.S. U.S.	20,162 30.948	20,162 30.948		-	20,236 31.062	20,236 31.062		-	(74) (114)	(74) (114)								
2011	SERC	1295 Dominion Virginia Power	U.S.	1,115,255	1,115,255	-	-	1,119,368	1,119,368	-	-	(4,113)	(4,113)								
2011 2011	SERC SERC	1296 Duke Energy Carolinas, LLC	U.S. U.S.	1,104,975	1,104,975 372	-	-	1,109,049 374	1,109,049 374	-	-	(4,075) (1)	(4,075)								
2011	SERC	1466 Durant, MS 1478 E.ON U.S. Services Inc.	U.S.	372 460,790	460,790		-	462,490	462,490		-	(1,699)	(1) (1,699)								
2011	SERC	1297 East Kentucky Power Cooperative	U.S.	165,792	165,792	-	-	166,403	166,403	-	-	(611)	(611)								
2011 2011	SERC SERC	1298 East Mississippi Electric Power Association 1629 East Texas Electric Cooperative Inc	U.S. U.S.	6,310 27,842	6,310 27,842	-	-	6,333 27,945	6,333 27,945	-	-	(23) (103)	(23) (103)								
2011	SERC	1299 Electric Energy Inc.	U.S.	17,608	17,608	-	-	17,673	17,673	-	-	(65)	(65)								
2011 2011	SERC SERC	1300 EnergyUnited EMC 1301 Entergy	U.S. U.S.	33,537 1,563,327	33,537 1,563,327	-		33,661 1,569,092	33,661 1,569,092		-	(124) (5,765)	(124) (5,765)								
2011	SERC	1302 Fayetteville (NC) Public Works Commission	U.S.	29,715	29,715	-	-	29,824	29,824	-	-	(110)	(110)								
2011 2011	SERC SERC	1303 Florida Public Utilities (FL Panhandle Load) 1304 French Broad EMC	U.S. U.S.	4,556 7,386	4,556 7,386	-	-	4,573 7,413	4,573 7,413	-	-	(17) (27)	(17) (27)								
2011	SERC	1305 Georgia Power Company	U.S.	1,213,542	1,213,542	-	-	1,218,017	1,218,017	-	-	(4,475)	(4,475)								
2011 2011	SERC SERC	1306 Georgia System Optns Corporation 1479 Greenwood (MS) Utilities Commission	U.S. U.S.	519,002 3,765	519,002 3,765	-	-	520,916 3,779	520,916 3,779		-	(1,914) (14)	(1,914) (14)								
2011	SERC	1307 Greenwood (SC) Commissioners of Public Works	U.S.	3,528	3,528	-	-	3,541	3,541	-	-	(13)	(13)								
2011	SERC	1308 Gulf Power Company	U.S.	162,459	162,459	-	-	163,058	163,058	-	-	(599)	(599)								

				Total Regional Entity	y Assessments (In	cluding WIRA	B Assessments)	Re	egional Entity NEL As	sessments		Penalty Sanction	ns - US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60% CORC Program	WECC Compliance Assessments (ex.AESO))	WIRAB Asse	ssments
	Regional	ID Entity									Mexico				Canada	Canada	Mexico		Canada Mexico Total Tota
Data Year	Entity	ID Entity	Country	Total	US Total	Canada Tol	tal Mexico Total	Total	US Total	Canada Total	Total	Total	US Total	Total US Total Canada Total	Total US Total Total	Total US Total Total	Total	Total US Total	Total Tota
2011	SERC	1586 Haywood EMC	U.S.	4,001	4,001		_	4,016	4,016			(15)	(15)						
2011		1309 Illinois Municipal Electric Agency	U.S.	25,708	25,708		-	25,803	25,803	_		(95)	(95)						
2011		1480 Itta Bena. MS	U.S.	218	218		-	219	219		-	(1)	(1)						
2011	SERC	1587 Jefferson Davis Electric Cooperative, Inc.	U.S.	3,667	3,667		-	3,681	3,681	-	-	(14)	(14)						
2011	SERC	1617 Kentucky Municipal Power	U.S.	9,808	9,808		-	9,844	9,844	-	-	(36)	(36)						
2011	SERC	1481 Kosciusko, MS	U.S.	1,021	1,021		-	1,025	1,025	-		(4)	(4)						
2011	SERC	1482 Leland, MS	U.S.	457	457		-	458	458	-		(2)	(2)						
2011	SERC	1313 McCormick Commission of Public Works	U.S.	234	234		-	235	235	-		(1)	(1)						
2011	SERC	1314 Mississippi Power Company	U.S.	142,731	142,731	-	-	143,257	143,257	-	-	(526)	(526)						
2011	SERC	1630 Mt. Carmel Public Utility	U.S.	1,467	1,467	-	-	1,473	1,473	-	-	(5)	(5)						
2011	SERC	1315 Municipal Electric Authority of Georgia	U.S.	146,409	146,409		-	146,948	146,948	-	-	(540)	(540)						
2011	SERC	1316 N.C. Electric Membership Corp.	U.S.	164,571	164,571		-	165,177	165,177	-	-	(607)	(607)						
2011	SERC	1317 North Carolina Eastern Municipal Power Agency	U.S.	101,219	101,219		-	101,592	101,592	-	-	(373)	(373)						
2011	SERC	1318 North Carolina Municipal Power Agency #1	U.S.	63,436	63,436		-	63,670	63,670	-	-	(234)	(234)						
2011	SERC	1588 Northeast Louisiana Power Cooperative, Inc.	U.S.	3,983	3,983		-	3,997	3,997			(15)	(15)						
2011	SERC	1574 Northern Virginia Electric Cooperative	U.S.	49,925	49,925		-	50,109	50,109			(184)	(184)						
2011		1319 Old Dominion Electric Cooperative	U.S.	78,691	78,691		-	78,981	78,981	-	-	(290)	(290)						
2011	SERC	1618 Osceola (Arkansas) Municipal Light and Power	U.S.	2,417	2,417		-	2,426	2,426	-	-	(9)	(9)						
2011	SERC	1320 Owensboro (KY) Municipal Utilities	U.S.	12,041	12,041		-	12,085	12,085	-		(44)	(44)						
2011	SERC	1322 Piedmont EMC in Duke and Progress Areas	U.S.	6,748	6,748		-	6,773	6,773	-	-	(25)	(25)						
2011	SERC	1323 Piedmont Municipal Power Agency (PMPA)	U.S.	31,263	31,263		-	31,378	31,378	-	-	(115)	(115)						
2011		1589 Pointe Coupee Electric Memb. Corp.	U.S.	3,520	3,520		-	3,533	3,533	-		(13)	(13)						
2011		1266 PowerSouth Energy	U.S.	113,305	113,305		-	113,723	113,723	-		(418)	(418)						
2011	SERC	1330 Prairie Power, Inc.	U.S.	20,586	20,586		-	20,662	20,662	-	-	(76)	(76)						
2011	SERC	1324 Progress Energy Carolinas	U.S.	613,051	613,051		-	615,312	615,312	-	-	(2,261)	(2,261)						
2011	SERC	1325 Rutherford EMC	U.S.	17,232	17,232		-	17,295	17,295	-	-	(64)	(64)						
2011	SERC	1631 Sam Rayburn G&T Electric Cooperative Inc.	U.S.	25,020	25,020		-	25,113	25,113	-	-	(92)	(92)						
2011	SERC	1326 South Carolina Electric & Gas Company	U.S.	308,831	308,831		-	309,970	309,970	-	-	(1,139)	(1,139)						
2011	SERC	1327 South Carolina Public Service Authority	U.S.	150,091	150,091	-	-	150,645	150,645	-	-	(553)	(553)						
2011	SERC	1590 South Louisiana Electric Cooperative Association	U.S.	8,627	8,627	-	-	8,659	8,659	-	-	(32)	(32)						
2011		1328 South Mississippi Electric Power Association	U.S.	137,170	137,170	-	-	137,676	137,676	-	-	(506)	(506)						
2011	SERC	1329 Southern Illinois Power Cooperative	U.S.	19,490	19,490	-	-	19,562	19,562	-	-	(72)	(72)						
2011	SERC	1591 Southwest Louisiana Electric Membership Corporati	i U.S.	34,514	34,514	-	-	34,641	34,641	-	-	(127)	(127)						
2011	SERC	1619 Southwestern Electric Cooperative, Inc.	U.S.	6,133	6,133	-	-	6,155	6,155	-	-	(23)	(23)						
2011	SERC	1331 Tennessee Valley Authority	U.S.	2,233,985	2,233,985	-	-	2,242,223	2,242,223	-	-	(8,238)	(8,238)						
2011	SERC	1632 Tex-La Electric Cooperative of Texas, Inc	U.S.	2,821	2,821	-	-	2,832	2,832	-	-	(10)	(10)						
2011	SERC	1332 Tombigbee Electric Cooperative Inc.	U.S.	2,005	2,005	-	-	2,012	2,012	-	-	(7)	(7)						
2011		1592 Town of Black Creek, N.C.	U.S.	169	169	-	-	169	169	-	-	(1)	(1)						
2011	SERC	1593 Town of Lucama, N.C.	U.S.	279	279	-	-	280	280	-	-	(1)	(1)						
2011	SERC	1594 Town of Sharpsburg, N.C.	U.S.	271	271	-	-	272	272	-	-	(1)	(1)						
2011	SERC	1595 Town of Stantonsburg, N.C.	U.S.	305	305	-	-	306	306	-	-	(1)	(1)						
2011	SERC	1333 Town of Waynesville NC	U.S.	1,208	1,208	-	-	1,213	1,213	-	-	(4)	(4)						
2011	SERC	1334 Town of Winnsboro SC	U.S.	725	725	-	-	728	728	-	-	(3)	(3)						
2011	SERC	1335 Town of Winterville NC	U.S.	706	706	-	-	709	709	-	-	(3)	(3)						
2011	SERC	1597 Washington-St. Tammany Electric Cooperative, Inc.	U.S.	15,401	15,401			15,458	15,458	-		(57)	(57)				_		
		TOTAL SERC		13,829,878	13,829,878	-		13,880,878	13,880,878	-	-	(51,000)	(51,000)						

Appendix 2-D, Regional Entity Assessments

																					VIRAR Assessn	
					Total Regional Entity	Assessments (Inc	cluding WIKAB A	ssessments)	Re,	gional Entity NEL Ass	essments		Penalty Sanctions	s - US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60% CORC Program	WECC Com	oliance Assessment	ts (ex.AESO)	v	VIKAB Assessn	nents
	Regional											Mexico				Canada			Canada Mexico			Canada Mexico
Data Year		ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Total	Total	US Total	Total US Total Canada Total	Total US Total Total	Total	US Total	Total Total	Total	US Total	Total Total
	•		*																		•	
2011 2011	SPP SPP	1246 1435	American Electric Power	U.S.	1,485,064	1,485,064 186,123	-	-	1,658,295	1,658,295 207,834	-	-	(173,231)	(173,231) (21,711)								
2011	SPP	1247		U.S.	186,123 96.906	96,906			207,834 108.210	108.210			(21,711) (11.304)	(11.304)								
2011	SPP	1620	Board of Public Utilities, City of McPherson, Kansas	U.S.	36,077	36,077	-	-	40,285	40,285	-	-	(4,208)	(4,208)								
2011	SPP		Carthage City Water & Light	U.S.	11,240	11,240	-	-	12,551	12,551	-	-	(1,311)	(1,311)								
2011	SPP	1469		U.S.	30,440	30,440	-	-	33,991	33,991	-	-	(3,551)	(3,551)								
2011 2011	SPP SPP	1556 1557		U.S.	24,779 6,828	24,779 6,828			27,669 7,624	27,669 7,624			(2,890) (796)	(2,890) (796)								
2011	SPP			U.S.	1,237	1,237			1,382	1,382			(144)	(144)								
2011	SPP	1558	Hope Water & Light (HWL)	U.S.	11,701	11,701	-		13,066	13,066			(1,365)	(1,365)								
2011	SPP	1559		U.S.	6,931	6,931	-	-	7,740	7,740	-	-	(809)	(809)								
2011	SPP	1634		U.S.	1,783	1,783	-	-	1,991	1,991	-	-	(208)	(208)								
2011 2011	SPP SPP	1635 1636	The City of Osage City City of Prescott	U.S. U.S.	1,411 3,513	1,411 3,513		-	1,575 3,923	1,575 3,923		-	(165) (410)	(165) (410)								
2011	SPP	1248		U.S.	44,264	44,264		-	49,427	49,427		-	(5,163)	(5,163)								
2011	SPP	1436	City Utilities of Springfield, MO	U.S.	127,996	127,996	-	-	142,927	142,927	-	-	(14,931)	(14,931)								
2011	SPP	1249		U.S.	467,177	467,177	-	-	521,672	521,672	-	-	(54,496)	(54,496)								
2011 2011	SPP	1437 1250		U.S. U.S.	17,671 213,067	17,671 213,067			19,733 237,921	19,733 237,921			(2,061) (24,854)	(2,061) (24,854)								
2011	SPP	1470		U.S.	18,693	18,693		-	20,874	20,874		-	(2,181)	(2,181)								
2011	SPP	1438		U.S.	227,627	227,627	-	-	254,179	254,179	-	-	(26,552)	(26,552)								
2011	SPP	1251		U.S.	188,481	188,481	-	-	210,467	210,467	-	-	(21,986)	(21,986)								
2011 2011	SPP	1252	Jonesboro City Water & Light Kansas City Power & Light (KCPL)	U.S. U.S.	53,073 634.845	53,073 634.845	-	-	59,264 708.899	59,264 708.899		-	(6,191) (74.054)	(6,191) (74,054)								
2011	SPP	1439		U.S.	634,845 86,773	86,773	-	-	708,899 96,895	708,899 96,895	-	-	(10,122)	(10,122)								
2011	SPP	1440	Kansas Municipal Energy Agency (KCPL)	U.S.	31,337	31,337	-	-	34,992	34,992	-	-	(3,655)	(3,655)								
2011	SPP	1637		U.S.	55,921	55,921	-	-	62,444	62,444	-	-	(6,523)	(6,523)								
2011 2011	SPP SPP	1560	Kaw Valley Electric Cooperative, Inc. Kennett Board of Public Works	U.S. U.S.	6,619 6,111	6,619 6,111	-	-	7,391 6,823	7,391 6,823	-	-	(772) (713)	(772) (713)								
2011	SPP	1598		U.S.	349,140	349,140	-		389,866	389,866		-	(40,727)	(40,727)								
2011	SPP	1471	Lafayette Utilities System	U.S.	85,064	85,064	-		94,987	94,987	-	-	(9,923)	(9,923)								
2011	SPP			U.S.	51,413	51,413	-	-	57,411	57,411	-	-	(5,997)	(5,997)								
2011 2011	SPP	1253	Louisiana Energy & Power Authority (LEPA) Malden Board of Public Works	U.S.	39,115 2.066	39,115 2.066			43,678 2.308	43,678 2.308			(4,563) (241)	(4,563) (241)								
2011	SPP	1441		U.S.	71,173	71,173		-	79,475	79,475		-	(8,302)	(8,302)								
2011	SPP	1443		U.S.	102,379	102,379	-	-	114,321	114,321	-	-	(11,942)	(11,942)								
2011	SPP	1638		U.S.	2,399	2,399	-	-	2,678	2,678	-	-	(280)	(280)								
2011 2011	SPP SPP	1442 1255		U.S. U.S.	133,229 1,146,672	133,229 1,146,672	-		148,770 1,280,430	148,770 1,280,430			(15,541) (133,758)	(15,541) (133,758)								
2011	SPP	1444		U.S.	116,948	116,948		-	130,590	130,590		-	(13,642)	(13,642)								
2011	SPP	1639	OzMo Ozark Missouri, West Plains MO	U.S.	8,180	8,180	-		9,134	9,134			(954)	(954)								
2011	SPP		Paragould Light, Water & Cable Piggott Municipal Light, Water & Sewer	U.S.	23,577	23,577	-	-	26,327	26,327	-	-	(2,750)	(2,750)								
2011 2011	SPP		Poplar Bluff Municipal Utilities	U.S. U.S.	1,745 15,370	1,745 15,370			1,949 17,163	1,949 17,163		-	(204) (1,793)	(204) (1,793)								
2011	SPP	1561	Public Service Commission of Yazoo City of Mississi	U.S.	5,012	5,012		-	5,597	5,597			(585)	(585)								
2011	SPP	1473		U.S.	9,113	9,113	-	-	10,176	10,176	-	-	(1,063)	(1,063)								
2011	SPP	1468	Sharyland Utilities, LP Sikeston Board of Municipal Utilities	U.S.	42,792 14,521	42,792 14,521	-	-	47,783	47,783	-	-	(4,992)	(4,992)								
2011													(1.604)									
2011 2011	SPP	1258		U.S.	9,973	9,973		-	16,215 11.136	16,215 11.136		-	(1,694)	(1,694)								
	SPP	1258 1257	Southwestern Power Administration (SPA)					-			-	-										
2011 2011 2011	SPP SPP SPP	1257 1256	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL) Sunflower Electric Power Cooperative	U.S. U.S. U.S.	9,973 663,768 227,502	9,973 663,768 227,502	- - - -	-	11,136 741,196 254,040	11,136 741,196 254,040	-	-	(1,163) (77,428) (26,538)	(1,163) (77,428) (26,538)								
2011 2011 2011 2011	SPP SPP SPP SPP	1257 1256 1445	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL) Sunflower Electric Power Cooperative Tex - La Electric Cooperative of Texas	U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928	9,973 663,768 227,502 20,928	-	-	11,136 741,196 254,040 23,370	11,136 741,196 254,040 23,370	-	-	(1,163) (77,428) (26,538) (2,441)	(1,163) (77,428) (26,538) (2,441)								
2011 2011 2011	SPP SPP SPP	1257 1256 1445	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL) Sunflower Electric Power Cooperative Tex - La Electric Cooperative of Texas Tri County Electric Coop	U.S. U.S. U.S.	9,973 663,768 227,502	9,973 663,768 227,502	- - - - -	- - - -	11,136 741,196 254,040	11,136 741,196 254,040	- - - - -	- - - - -	(1,163) (77,428) (26,538)	(1,163) (77,428) (26,538)								
2011 2011 2011 2011 2011 2011 2011	SPP SPP SPP SPP SPP SPP SPP	1257 1256 1445 1475 1260 1259	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL) Sunflower Electric Power Cooperative Tex - La Electric Cooperative of Texas Tri County Electric Coop Wester Energy, Inc. Western Farmers Electric Cooperative	U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054	9,973 663,768 227,502 20,928 16,537 860,921 310,054	- - - - - -	- - - - - -	11,136 741,196 254,040 23,370 18,466 961,346 346,221	11,136 741,196 254,040 23,370 18,466 961,346 346,221	-	-	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167)								
2011 2011 2011 2011 2011 2011	SPP SPP SPP SPP SPP SPP	1257 1256 1445 1475 1260	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS XCEL) Sunflower Electric Power Cooperative Tex - La Electric Cooperative of Texas Tri Country Electric Coop Westar Energy, Inc. Western Farmers Electric Cooperative West Texas Municipal Power Agency	U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775	- - - - - - -	- - - - - -	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397	- - - - - - - - -	-	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622)								
2011 2011 2011 2011 2011 2011 2011	SPP SPP SPP SPP SPP SPP SPP	1257 1256 1445 1475 1260 1259	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL) Sunflower Electric Power Cooperative Tex - La Electric Cooperative of Texas Tri County Electric Coop Wester Energy, Inc. Western Farmers Electric Cooperative	U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054	9,973 663,768 227,502 20,928 16,537 860,921 310,054	-	- - - - - - - - -	11,136 741,196 254,040 23,370 18,466 961,346 346,221	11,136 741,196 254,040 23,370 18,466 961,346 346,221	-	-	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167)								
2011 2011 2011 2011 2011 2011 2011	SPP SPP SPP SPP SPP SPP SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS XCEL) Sunflower Electric Power Cooperative Tex - La Electric Cooperative of Texas Tri Country Electric Coop Westar Energy, Inc. Western Farmers Electric Cooperative West Texas Municipal Power Agency	U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054		- - - - - - - - - -	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074			(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020)								
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL) Sumflower Electric Power Cooperative Ter - La Electric Cooperative of Texas Tri County Electric Cooperative Western Farmers Electric Cooperative Western Farmers Electric Cooperative West Texas Municipal Power Agency TOTAL SPP	U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054	-		11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074			(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020)								
2011 2011 2011 2011 2011 2011 2011 2011	SPP SPP SPP SPP SPP SPP SPP SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCIL) Sunflower Electric Power Cooperative Tex - La Bectric Cooperative of Texas Tri Country Electric Coop Westar Energy, Inc. Western Farmers Berface Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT	U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054			11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074	3,012,070	-	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020)			(810.419)	IS:	10,419)	36.662		36,662
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SFS-XXEL) Sunflower Electric Power Cooperative Tex - La Bectric Cooperative of Texas Tri Country Electric Cooperative Western Farmers Electric Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator	U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054	2,238,313		11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074	3,012,070		(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020)			(810,419) 61,517		10,419) 51,517	36,662 37,804		36,662 37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SFS-XEEL) Sunflower Electric Power Cooperative Tex - La Bestric Cooperative of Texas Tri Country Electric Coop Westar Faregy, Inc. Western Farmers Electric Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comission Federal de Electricided	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 2,238,313 3,205,267 584,312	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520			11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 9,001,520 3,012,070 3,105,945 566,206	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520		- - - - - - - - - - - - - - - - - - -	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (95,020) (849,000) (849,000)	(1,163) (77,428) (26,538) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000)			61,517 11,214	-		37,804 6,892		
2011 2011 2011 2011 2011 2011 2011 2011	SPP SPP SPP SPP SPP SPP SPP TRE WECC WECC WECC WECC	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-NCIL) Sunflower Electric Power Cooperative Tex - La Blectric Cooperative of Texas Tri Country Blectric Coop Westar Faregy, Inc. Western Farens Blectric Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alah Maksor Power Service	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 1,273			11,136 741,196 224,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 3,012,070 3,105,945 566,206 1,337	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 9,001,520			(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000)			61,517 11,214 26	- 26	51,517	37,804 6,892 16	16	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SFS-XEEL) Sunflower Electric Power Cooperative Tex - La Bestric Cooperative of Texas Tri Country Electric Coop Westar Faregy, Inc. Western Farmers Electric Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comission Federal de Electricided	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 2,238,313 3,205,267 584,312	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520		584,312	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 9,001,520 3,012,070 3,105,945 566,206	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520			(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (95,020) (849,000) (849,000)	(1,163) (77,428) (26,538) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000)			61,517 11,214	-	51,517	37,804 6,892	- 16 9 21	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Palici Service Co. (SFS-XXEL) Sunflower Electric Power Cooperative Tex - La Bestric Cooperative of Texas Tri County Electric Coop Westar Energy, Inc. Western Farmes Bestric Cooperative West Texas Municipal Power Agency TOTAL SPP BRCOT Allberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal of Electricdad Alba Mascu Power Service Ajo Improvement District AA-Chia Alcoa Inc.	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 800,921 116,775 8,530,054 8,152,520 8,152,520 2,288,313 3,205,267 564,312 1,273 666 1,642 156,616	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520		584,312	11,136 741,196 254,040 23,370 18,466 961,346 961,346 97,100,370 18,466 97,100,370 18,466 97,100,370 18,466 97,100,370 18,466 18,370 18,470 18,	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 1,337 720 1,724 164,458		566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (107) (57) (137) (137) (137)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000) 			61,517 11,214 26 14 34 3,257	26 14 34 3,257	51,517	37,804 6,892 16 9 21 2,002	9 21 2,002	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP SPP SPP SPP SPP SPP SPP TRE WECC WECC WECC WECC WECC WECC WECC W	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-NCEL) Sunflower Bestift Power Cooperative Test - La Bestift Cooperative of Texas Tri Country Bestift Cooperative West Ferney, Inc. Western Ferney Bestift Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alah Mackor Power Service Ajo Improvement District Ala Chain Alcoa Nu.	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273 686 1,642 1,642 1,642 1,643	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 - - 1,273 686 6 1,642 156,616		584,312	11,136 741,196 254,040 23,370 18,466 961,346 961,346 961,347 19,525,074 9,001,520 9,001,520 3,012,070 3,105,945 1,337 1,724 164,458 1,567,940	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 			(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (95,020) (849,000) (849,000) (107) (57) (137) (131,100) (124,888)	(1,1,63) (7,7,28) (26,538) (2,641) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000) - - (107) (57) (137) (137) (131,100) (124,898)			61,517 11,214 26 14 34 3,257 31,055	26 14 34 3,257 31,055	51,517	37,804 6,892 16 9 21 2,002 19,084	9 21 2,002 19,084	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Palici Service Co. (SFS-XXEL) Sunflower Electric Power Cooperative Tex - La llectric Cooperative of Texas To County Electric Coop Westar Energy, Inc. Western Farmes Electric Cooperative West Texas Municipal Power Agency TOTAL SPP BRCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal of Electricidad Alsa Maicar Power Service Alp Improvement District Al-Chin Alcoa Inc. Ariansa Nieve Fowice Company Ariansa Silver Fowice Company Ariansa Silver Fowice Company Ariansa Silver Fowice Authority (ARPA)	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 116,775 8,530,054 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273 666 1,642 1,6616 1,643,182 14,832	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 1,273 666 1,642 156,616 1,493,182 14,831		584,312	11,136 741,196 254,040 23,370 18,466 961,346 961,346 97,100,370 9,001,520 9,001,520 9,001,520 3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,021,520 9,001,520 9,001,520 1,724 1,724 16,4458 1,567,940 15,577		566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (16,167) (13,622) (95,020) (849,000) (849,000) (107) (57) (13,107) ((1,163) (77,428) (26,538) (2,641) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000) (107) (57) (131,100) (124,988) (1,241)			61,517 11,214 26 14 34 3,257 31,055 308	- 26 14 34 3,257 31,055 308	51,517	37,804 6,892 16 9 21 2,002 19,084	9 21 2,002 19,084 190	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-NCEL) Sunflower Bestift Power Cooperative Test - La Bestift Cooperative of Texas Tri Country Bestift Cooperative West Ferney, Inc. Western Ferney Bestift Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alah Mackor Power Service Ajo Improvement District Ala Chain Alcoa Nu.	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273 686 1,642 1,642 1,642 1,643	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 - - 1,273 686 6 1,642 156,616		584,312	11,136 741,196 254,040 23,370 18,466 961,346 961,346 961,347 19,525,074 9,001,520 9,001,520 3,012,070 3,105,945 1,337 1,724 164,458 1,567,940	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 		566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (95,020) (849,000) (849,000) (107) (57) (137) (131,100) (124,888)	(1,1,63) (7,7,28) (26,538) (2,641) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000) - - (107) (57) (137) (137) (131,100) (124,898)			61,517 11,214 26 14 34 3,257 31,055	26 14 34 3,257 31,055	51,517	37,804 6,892 16 9 21 2,002 19,084	9 21 2,002 19,084	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-NCEL) Sunflower Bestiff Power Cooperative Tex - La Bestiff Cooperative of Texas Tri Country Bestiff Cooperative West Fersey, Inc. Western Farmers, Inc. Western Farmers, Bestiff Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Aliberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alah Macca Power Service Ajo Improvement District Al-Chin Alcoa Inc. Alcoa Rev. Arizonas Public Service Company Arizonas River Power Authority (ARPA)	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,330,054 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273 686 1,642 1,642 1,642 1,642 1,433,182 1,433,182 1,433,182 1,433,182 1,433,182 1,433,182 1,433,182	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 1,273 686 1,642 156,616 1,642 156,616 1,443,182 14,832		584,312	11,136 741,196 254,040 123,370 18,466 346,221 130,387 9,525,074 9,001,520 9,001,520 3,015,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731	11,136 22,4040 23,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 		566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,000) (849,000) (849,000) (97) (13,622) (97) (13,622) (97) (13,622) (13,6	(1,163) (7,428) (25,138) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000) (13,622) (13,102) (13,102) (13,102) (12,428) (12,41) (38,294) (13,241)			61,517 11,214 26 14 34 3,257 31,055 308 9,521	26 14 34 3,257 31,055 308 9,521	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851	9 21 2,002 19,084 190 5,851	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SFS-XCEL) Sumflower Electric Power Cooperative Tex - to Blestric Cooperative of Texas Tri Country Blestric Cooperative West Texas Municipal Power Agency TOTAL SPP BRCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricided Alo Improvement District Aloca Inc. Aloca Inc. Arizona Public Service Company Arizona Public Service Company Aviata Corporation Barrick Goldstrike Mines Inc. Basin Blestric Power Cooperative Basin Blestric Power Cooperative	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,590,054 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273 666 1,642 156,616 1,493,182 14,832 457,810 8,705 5,7,547	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,150,250		584,312	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,021,520 9,001,520 9,001,520 1,012,070 3,012,070 1,105,945 566,206 566,206 1,172,40 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1725 1,1725	11,136 741,196 254,040 23,370 18,466 961,346 346,221 110,339 9,001,520 9,001,520 9,001,520 1,337 720 1,724 164,458 1,667,940 1,577,940 1		566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (200,427) (36,167) (36,167) (37,000) (849,000) (849,000) (13,007) (13,100) (14,488) (12,100) (13,642) (13,642) (13,643) (13,643) (13,644) (13,644) (13,644) (13,644) (13,644)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (95,020) (849,000) (849,000) (77) (107) (107) (131,100) (124,898) (124,114) (138,294) (4,814) (13,641)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084	9 21 2,002 19,084 190 5,851 111 736 2,084	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Power Administration (SPA) Southwestern Power Cooperative Tex - La Bectric Cooperative of Texas Tex - La Bectric Cooperative of Texas Texas Texas (Texas - La Bectric Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Aliberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricdad Alah Macar Power Service Ajo Improvement District Al-Chin Alcoa Ne. Arizona Public Service Company Arizonas Silver Power Authority (ARPA) Avista Corporation Avista Corporation Avista Corporation Avista Corporation Avista Corporation Avista Corporation Basin Betric Power Cooperative Basin Betric Power Cooperative Basin Betric Power Cooperative	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 2,238,313 3,205,527 564,312 1,273 666 1,642 14,832 14,8	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 1,273 666 1,642 156,616 1,493,182 457,810 8,705 57,547 163,093 2,748		584,312	11,136 741,196 254,040 123,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 3,015,20 3,015,20 1,317 720 1,175,45 164,458 1,567,940 15,575 9,141 9,141 60,428 171,259 2,886	11.136 74.1396 25.4040 23.370 18.465 96.1346 346.221 130.387 9.225.074 9.001.520 9.001.520 1,527 720 1,527 1,527 1,527 1,547 1		566,206	(1,163) (77,428) (26,538) (2,441) (19,929) (100,425) (36,167) (113,622) (995,020) (849,000) (849,000) (1077) (517) (1377) (1377) (131,000) (124,896) (1,244) (728) (4,814) (728) (4,814) (13,642) (230)	(1.163) (7.7428) (26.538) (2.441) (1.925) (26.538) (2.441) (1.929) (100,425) (36.167) (13.622) (995,020) (849,000) (849,000) (849,000) (1077) (137) (137) (131,00) (124,898) (1241) (38.294) (728) (4.811) (4.641) (4.			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35	9 21 2,002 19,084 190 5,851 111 736 2,084 35	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SFS-XCEL) Southwestern Public Service Co. (SFS-XCEL) Sumflower Electric Power Cooperative Tex - to Blestric Cooperative of Texas Tri Country Betrice Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alo Manco Power Service A/o Improvement District AA-Chin Alcoa Inc Artanas Ruber Power Authority (ARPA) Avanta Corporation Barrick Goldstrike Mines Inc. Basin Electric Power Cooperative	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,590,054 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273 666 1,642 156,616 1,493,182 14,832 457,810 8,705 5,7,547	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,150,250		584,312	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,021,520 9,001,520 9,001,520 1,012,070 3,012,070 1,105,945 566,206 566,206 1,172,40 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1724 1,1725 1,1725	11,136 741,196 254,040 23,370 18,466 961,346 346,221 110,339 9,001,520 9,001,520 9,001,520 1,337 720 1,724 164,458 1,667,940 1,577,940 1		566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (200,427) (36,167) (36,167) (37,000) (849,000) (849,000) (13,007) (13,100) (14,488) (12,100) (13,642) (13,642) (13,643) (13,643) (13,644) (13,644) (13,644) (13,644) (13,644)	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000) (77) (107) (107) (131,100) (124,898) (124,114) (138,294) (4,814) (13,641)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084	9 21 2,002 19,084 190 5,851 111 736 2,084	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SF3-XCEL) Southwestern Public Service Co. (SF3-XCEL) Sumflower Electric Power Cooperative Tex - La Blectric Cooperative of Texas Tir Country Blectric Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Tederal de Electricidad Alb Macar Power Service Ajo Improvement District AA-Chin Alcoa Inc Arcona Public Service Company Arlansas River Power Authority (ARPA) Avista Corporation Barrick Goldstrike Mines Inc. Basin Electric Power Cooperative Basin Electric Power Cooperative Basin Electric Power Cooperative Basin Electric Cooperative Basin Beletric Fower Beletric Fower Cooperative Basin Beletric Fower Cooperative Basin Beletric Fower Beletric Fower Beletric Fower Beletric Fower Beletric Fower Beletric Fower Belletric Fower Belletric Fower Belletric F	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 810,921 81,525,520 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273 666 1,642 156,616 1,493,182 457,810 8,705 57,547 163,093 2,748 26,520 6,555 6,520 6,555	9,973 663,768 222,502 20,928 16,537 86,921 310,054 116,775 8,152,520 1,273 666 1,642 14,832,182 14,832,182 14,833,182 15,6416 8,705 57,547 163,093 2,748 26,550 6,555		584,312	11,136 741,196 254,040 23,370 18,466 961,346 346,221 130,397 9,001,520 9,001,520 9,001,520 3,012,070 3,105,945 566,206 13,37 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 6,883 17,563	11,136 741,196 254,040 23,370 18,465 961,346 246,221 110,387 9,001,520 9,001,520 9,001,520 1,337 720 1,724 164,458 1,567,946 1,577 460,731 1,577 460,731 1,724 1,724 1,724 1,724 1,725 1,7		566,206	(1,163) (77,428) (165,538) (2,441) (19,29) (100,425) (86,167) (136,627) (95,020) (849,000) (849,000) (849,000) (107) (57) (13,100) (12,4,898) (12,44,814) (12,44) (13,64,44) (14,64,44) (14	(1.163) (77.428) (26.538) (26.441) (1.929) (36.167) (36.167) (95.020) (849.000) (849.000) (849.000) (1.100) (1.100) (1.241) (1.241) (1.241) (1.241) (1.38.24) (1.38.24) (1.38.14) (1.38.14) (1.38.14) (1.38.14) (1.38.14) (1.38.14) (1.38.14) (1.38.14) (1.38.14) (1.38.14) (1.38.14) (1.38.14) (1.38.14)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Power Administration (SPA) Southwestern Power Cooperative Tex - La Blectif Cooperative Tex - La Blectif Cooperative Tex - La Blectif Cooperative West Texes from Section (SPA) Western Farmers Blectif Cooperative West Texes Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alah Macar Power Service Ajo Improvement District AA/Chin Alcoa Nr. Arizonas Public Service Company Arizonas Silver Power Authority (ARPA) Avista Corporation Avista Corporation Avista Corporation Basin Electric Power Cooperative Basin Electric Power Cooperative Benton REA Big Bent Electric Cooperative Benton REA Big Bent Electric Cooperative Big Bent Electric Cooperative, Inc. Big Bent Electric Cooperative, Inc.	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 2,238,313 3,265,527 664,312 1,273 686 1,642 14,832 14,832 14,832 14,832 14,832 14,832 2,78,810 8,705 57,547 163,093 2,748 26,520 6,555 16,756	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,330,054 11,273 666 1,042 156,616 1,042 1493,182 14,832 14,832 14,832 24,833 2,748 26,520 6,555 16,726	3,205,267	584,312	11,136 741,196 254,040 12,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 3,001,520 3,001,520 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 9,141 9,141 60,428 171,259 2,886 27,848 1,7563 1,7548 1,7563	11.136 74.1396 25.4040 23.370 18.465 36.021 30.037 9.001,520 9.001,520 9.001,520 1,724 1,527 1,5		566,206	(1,153) (77,428) (26,538) (2,441) (19,229) (190,425) (36,167) (13,622) (995,020) (849,000) (849,000) (1077) (517) (131,007) (131,007) (124,489) (1	(1.163) (77.428) (26.538) (26.41) (1.929) (100,425) (36.167) (13.622) (995,020) (849,000) (849,000) (107) (57) (107) (107) (107) (124,898) (1,241) (124,898) (4,814) (728) (4,814) (1,842) (2,130) (2,218) (5,48) (4,814) (1,842) (4,814) (1,842) (4,814) (1,842) (4,814) (4,8			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38	. 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SF3-XCEL) Southwestern Public Service Co. (SF3-XCEL) Southwestern Fublic Service Co. (SF3-XCEL) Southwestern Fower Cooperative Tex - Lea Bestric Cooperative Tex - Lea Bestric Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alb Macar Power Service A) on Improvement District AA-Chin Alcoa Inc Arisona Public Service Company Basin Electric Power Cooperative Basin Electric Power Cooperative Basin Electric Cooperative Big Bent Electric Cooperative, Inc. Big Bent Electric Cooperative	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,755 8,530,054 8,152,520 8,152,520 2,238,313 3,055,267 584,312 1,273 686 1,642 156,616 1,649 1,649,182 14,812 457,810 8,705 75,847 163,093 2,748 8,705 6,550 6,555 6,550 6,555 16,726 1,822 7,829	9,973 663,768 222,502 20,928 16,537 860,921 310,654 116,775 8,152,520 1,273 666 1,642 156,616 8,705 57,547 153,093 2,748 26,520 6,555 16,726 1,822 7,829		584,312	11,136 741,196 254,040 18,466 961,346 360,237 9,001,520 9,001,520 9,001,520 9,001,520 1,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,773 480,773 9,141 60,428 6,883 1,7563 1,7563 1,7563 1,7563 1,7563 1,7563 1,7563	11,136 741,196 254,040 23,370 18,465 961,346 346,221 180,397 9,001,520 9,001,520 9,001,520 1,724 164,458 1,567,940 15,757 480,731 1,724 1,724 1,724 1,725 1,724 1,725 1,		566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (86,167) (13,622) (95,020) (849,000) (849,000) (849,000) (107) (107) (13,100) (124,898) (1,241) (13,642) (239) (4,814) (13,642) (239) (4,814) (13,642) (239) (4,814) (13,642) (248) (148) (148) (158)	(1.163) (77.428) (26.538) (26.541) (1.929) (36.167) (36.167) (36.167) (36.207) (849.000) (849.000) (849.000) (1.100,000) (1.100,000) (1.100,000) (1.100,000) (1.24,11			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38 163	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38 163	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Power Administration (SPA) Southwestern Power Cooperative Tex - La Blectif Cooperative Tex - La Blectif Cooperative Tex - La Blectif Cooperative West Texes from Section (SPA) Western Farmers Blectif Cooperative West Texes Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alah Macar Power Service Ajo Improvement District AA/Chin Alcoa Nr. Arizonas Public Service Company Arizonas Silver Power Authority (ARPA) Avista Corporation Avista Corporation Avista Corporation Basin Electric Power Cooperative Basin Electric Power Cooperative Benton REA Big Bent Electric Cooperative Benton REA Big Bent Electric Cooperative Big Bent Electric Cooperative, Inc. Big Bent Electric Cooperative, Inc.	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 2,238,313 3,265,527 664,312 1,273 686 1,642 14,832 14,832 14,832 14,832 14,832 14,832 2,78,810 8,705 57,547 163,093 2,748 26,520 6,555 16,756	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,330,054 11,273 666 1,042 156,616 1,042 1493,182 14,832 14,832 14,832 24,833 2,748 26,520 6,555 16,726	3,205,267	584,312	11,136 741,196 254,040 12,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 3,001,520 3,001,520 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 9,141 9,141 60,428 171,259 2,886 27,848 1,7563 1,7548 1,7563	11.136 74.1396 25.4040 23.370 18.465 36.021 30.037 9.001,520 9.001,520 9.001,520 1,724 1,527 1,5		566,206	(1,153) (77,428) (26,538) (2,441) (19,229) (190,425) (36,167) (13,622) (995,020) (849,000) (849,000) (1077) (517) (131,007) (131,007) (124,489) (1	(1.163) (77.428) (26.538) (26.41) (1.929) (100,425) (36.167) (13.622) (995,020) (849,000) (849,000) (107) (57) (107) (107) (107) (124,898) (1,241) (124,898) (4,814) (728) (4,814) (1,842) (2,130) (2,218) (5,48) (4,814) (1,842) (4,814) (1,842) (4,814) (1,842) (4,814) (4,8			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38	. 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Power Administration (SPA) Southwestern Polic Service Co. (SPS-NCEL) Sunflower Electric Flower Cooperative Tex — La lacculic Cooperative of Texas Tri Country Reservice Coop Western Green, Nr. Western Farmers Bestrick Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Aliberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alas Maxea Power Service Ajo Improvement District Al-Chin Alcosa Nr. Alcosa Nr. Alcosa Steve Power Authority (ARPA) Aviatas Silver Power Authority Aviata Corporation Aviata Corporation Aviata Corporation Aviata Corporation Aviata Corporation Basin Electric Power Cooperative Benton REA Big Bend Electric Cooperative Benton REA Big Bend Electric Cooperative Bilack Hills Power Bilack Hills	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 2,238,313 3,205,267 564,312 1,273 686 1,642 1,64	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,330,054 6,152,520 1,273 666 1,642 1,643,182 14,831 47,810 8,705 57,547 163,093 2,748 26,520 6,5555 16,726 1,822 7,829 92,010 175,355 21,829	3,205,267	584,312	11,136 741,196 254,040 12,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 9,001,520 3,015,20 3,015,20 1,724 164,458 1,567,940 15,575 9,141 9,141 60,428 171,259 2,886 27,848 1,75,648 1,71,649 1,7548 1,71,649 1,7548 1,75,940 1,7548 1,75,940 1,7548 1,75,940 1,7548 1,75,940 1,7548 1,75,940 1,7548 1,75,940 1,7548	11.136 74.1396 25.4040 23.370 18.466 346.221 130.387 9.001.520 9.001.520 9.001.520 1.3337 720 1.1722 1.164.458 1.167.940 1.157.75 480.731 9.414 6.428 17.228 17.238 17.248	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (19,229) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000) (849,000) (124,698) (124,	(1.163) (77.428) (26.538) (26.41) (1.929) (36.167) (13.622) (995.020) (849.000) (849.000) (1.17) (137) (137) (137) (137) (137) (137) (124.898) (1,241) (124.894) (728) (4,814) (1,399) (2,218) (3,524) (4,814) (1,399) (1,468) (1,468) (1,468) (1,468)			61,517 11,214 34 34,3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38 163 1,914 3,647 4,614	26 14 34 3,257 31,055 308 9,521 11,197 3,392 57 552 1348 38 163 1,914 3,647 4,614	51,517	37,804 6,892 16 9 21 2,002 15,084 190 5,851 111 11736 2,084 35 339 84 214 23 100 1,176 2,285	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (PPA) Southwestern Public Service Co. (SFS-XCEL) Southwestern Public Service Co. (SFS-XCEL) Southwestern Public Service Co. (SFS-XCEL) Southwestern Forwer Cooperative Tex - La Betthic Cooperative of Texas The Cooperative Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alba Macar Power Service A)o Improvement District AA-Chin Alcoa In: Alcoa In: Alcoa New Service A) Interpretation of the Cooperative Basin Electric Cooperative Basin Electric Power Cooperative Basin Electric Power Cooperative Basin Electric Power Cooperative Basin Electric Cooperative, Inc. Big Bend Electric Appearative Black Hills Power Administration Sonneelille Power Administration	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 2,228,313 3,055,267 584,312 1,273 686 1,642 14,832 14,832 14,832 14,832 2,748 8,705 57,547 163,093 2,748 26,520 6,555 57,547 163,093 2,748 26,520 6,555 16,726 1,822 17,829 92,010 175,355 221,829 81,625	9,973 663,768 227,502 20,928 16,537 80,921 310,654 116,775 8,152,520 1,273 686 1,642 116,818 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 221,829 98,1625	3,205,267	584,312	11,136 741,196 254,040 13,370 18,466 346,221 130,397 9,001,520 9,001,520 9,001,520 9,001,520 1,070 3,105,945 566,206 1,337 720 1,724 164,458 15,679,40 15,575 480,731 9,141 60,428 171,259 2,866 6,883 1,7563 1,7563 1,7563 1,7563 1,7563 1,7563 1,7563 1,7563 1,913 8,221 96,617 184,134 232,935 85,712	11,136 24,139 24,139 18,465 961,346,221 110,397 9,001,520 9,001,520 9,001,520 1,133 7,20 1,724 1,567,940 1,557,940 1,577 480,731 49,731 40,742 1,547,940 1,54	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,627) (95,020) (849,000) (849,000) (849,000) (849,000) (107) (107) (107) (107) (137) (13,100) (124,888) (1,241) (13,642	(1.163) (77.428) (26.538) (26.431) (1.929) (100,425) (36.167) (13.622) (995,020) (849,000) (849,000) (87.70) (13.100) (107.70) (13.100) (124,898) (124,898) (124,814) (13,642) (2300) (2,218) (4,814) (13,642) (13,642) (14,668) (14,555) (7,696) (14,555)			61,517 11,214 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38 163 1,914 3,647 4,614 1,698	26 14 34 3.257 31,055 308 9,521 1,197 3,392 57 552 136 348 163 163 163 1,914 3,647 4,614	51,517	37,804 6,8892 16 9 21 12,002 19,084 190 5,851 111 736 2,884 35 33 34 214 23 100 1,176 2,241 2,241 2,241 1,24	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Power Administration (SPA) Southwestern Polic Service Co. (SPS-NCEL) Sunflower Electric Fower Cooperative Tex - La Bectric Cooperative of Texas Tri Country Reservice Coop Westar Gregy, Nr. Western Farmers Bectric Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Aliberta Electric System Operator Birtish Columbia Hydro & Power Authority Comision Federal de Electricdad Alas Makes Power Service Ajo Improvement District Al-Chan Alcosa Nr. Arkinsas Silver Power Authority (ARPA) Arkinsas Silver Power Authority (ARPA) Arkinsas Silver Power Authority Arkinsas Silver Power Authority Arkinsas Silver Power Authority Basis Bectric Power Cooperative Basis Bectric Power Cooperative Benton REA Big Bend Electric Cooperative Big Bend Electric Cooperative Bilack Hills Power Bilack Hills Po	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 8,152,520 8,152,520 8,152,520 2,288,313 3,205,267 564,312 1,273 686 1,642 166,616 1,643 1,642 16,620 1,642 16,630 8,705 7,547 163,093 2,748 26,520 1,822 7,829 2,010 175,355 16,726 1,822 7,829 2,010 175,355 2,748 81,625 1,822 7,829 2,010 175,355 16,736 81,625 1,822 7,829 2,010 175,355 1,822 7,829 3,014	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,330,054 8,152,520 1,273 686 6,164 1,642 156,616 1,642 1493,182 14,832 14,832 14,832 14,832 15,1642 16,726 1,727 16,1093 1,728 1,72	3,205,267		11,136 741,196 254,040 18,466 961,346 346,221 130,397 9,525,074 9,001,520 9,001,520 3,012,700 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 1,575 9,141 9,141 60,428 171,259 2,886 27,848 1,75,64 1,756 3,11 8,221 1,756 8,21 1,91 8,221 1,91 8,221 1,91 8,221 1,91 1,91 1,91 1,91 1,91 1,91 1,91	11,136 74,136 25,040 23,370 18,466 346,221 130,387 9,525,074 9,001,520 9,001,520 1,722 1,722 1,647,458 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,777,468 1,778,468 1,7	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (19,229) (100,425) (36,167) (13,622) (995,020) (849,000) (849,000) (849,000) (13,622) (13,622) (13,623) (12,4,698) (12,4,698) (12,4,698) (13,642) (13,642) (13,642) (13,642) (13,642) (13,642) (13,642) (13,642) (13,642) (14,668) (14	(1.163) (77.428) (26.538) (26.41) (1.929) (100.425) (36.167) (13.622) (995.020) (849.000) (849.000) (13.70) (137) (137) (137) (137) (137) (137) (137) (137) (137) (137) (137) (137) (137) (137) (137) (137) (138.00) (124.898) (124.818) (138.128) (148.128) (148.128) (148.128) (155.128) (155.128) (155.128) (155.128) (155.128) (155.128) (146.688) (14			61,517 11,214 26 14 34 3,257 31,055 9,521 1,197 3,392 57 552 136 348 38 163 3,647 4,614 1,698 779	. 26 14 34 3,257 31,055 308 9,521 181 1,197 57 552 136 38 38 163 3,647 4,614 1,668 4,614	51,517	37,804 6,892 16 9 21 2,002 19,084 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,281 1,043 1,04	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (PPA) Southwestern Public Service Co. (SFS-XCEL) Southwestern Public Service Co. (SFS-XCEL) Southwestern Public Service Co. (SFS-XCEL) Southwestern Forwer Cooperative Tex - La Betthic Cooperative of Texas The Cooperative Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Alba Macar Power Service A)o Improvement District AA-Chin Alcoa In: Alcoa In: Alcoa New Service A) Interpretation of the Cooperative Basin Electric Cooperative Basin Electric Power Cooperative Basin Electric Power Cooperative Basin Electric Power Cooperative Basin Electric Cooperative, Inc. Big Bend Electric Appearative Black Hills Power Administration Sonneelille Power Administration	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 16,537 116,775 116	9,973 663,768 227,502 20,928 16,537 80,921 310,654 116,775 8,152,520 1,273 686 1,642 116,818 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 221,829 98,1625	3,205,267		11,136 741,196 254,040 13,370 18,466 346,221 130,397 9,001,520 9,001,520 9,001,520 9,001,520 1,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,866 6,863 1,913 17,563 1,913 8,221 96,637 184,134 232,935 85,712 39,308	11,136 24,139 24,139 18,465 961,346,21 110,357 9,001,520 9,001,520 9,001,520 1,133 7,20 1,124 1,567,940 1,557,940 1,577 4,807,31 9,141 6,428 17,129 2,886 17,129 2,886 17,129 2,886 1,913 1,914 1,915 1	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (13,627) (95,020) (849,000) (849,000) (849,000) (849,000) (107) (107) (107) (107) (137) (13,100) (124,888) (1,241) (13,642	(1.163) (77.428) (26.538) (26.431) (1.929) (100,425) (36.167) (13.622) (995,020) (849,000) (849,000) (87.70) (13.100) (107.70) (13.100) (124,898) (124,898) (124,814) (13,642) (2300) (2,218) (4,814) (13,642) (13,642) (14,668) (14,555) (7,696) (14,555)			61,517 11,214 26 26 34 3,237 31,055 30,00 9,521 181 11,197 3,392 52 152 163 3,48 3,64 4,614 4,614 4,614 4,614	26 14 34 3.257 31,055 308 9,521 1,197 3,392 57 552 136 348 163 163 163 1,914 3,647 4,614	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 35 39 84 214 22 23 100 1,176 2,271 2,271 2,271 2,271 2,271 4,271 2,271	9 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SF3-XCEL) Southwestern Public Service Co. (SF3-XCEL) Southwestern Frow Cooperative Tex - La Betthic Cooperative of Texas The County Better Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Aha Macar Power Service A)o Improvement District AA-Chin Alcoa Inc Alcoa Ne Alcoa Public Service Company Arlanass River Power Authority (ARPA) Avoita Corporation Avitat Corporation Avitat Corporation Avitat Corporation Avitat Corporation Basin Blectric Power Cooperative Basin Blectric Power Cooperative Basin Blectric Power Cooperative Basin Blectric Fower Cooperative Black Hills Power Administration Bonneellie Power Administration Bonneellie Power Administration Bonneelie Power Administration	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 8,152,520 8,152,520 8,152,520 2,288,313 3,205,267 564,312 1,273 686 1,642 166,616 1,643 1,642 16,620 1,642 16,630 8,705 7,547 163,093 2,748 26,520 1,822 7,829 2,010 175,355 16,726 1,822 7,829 2,010 175,355 2,748 81,625 1,822 7,829 2,010 175,355 16,736 81,625 1,822 7,829 2,010 175,355 1,822 7,829 3,014	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,152,520 1,273 666 1,642 156,616 1,449,182 14,832 14,832 14,832 14,832 15,616 1,612 17,835 16,726 1,822 18,820 17,839 92,010 175,355 21,829 92,010 175,355 21,829 93,162 175,162 175,16	3,205,267		11,136 741,196 254,040 13,370 18,466 361,346 362,211 30,397 9,525,074 9,001,520 9,001,520 9,001,520 1,012,070 3,105,945 566,206 1,337 770 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 2,886 1,383 17,563 1,913 17,563 1,913 1,7563 1,913 1,7563 1,913 1,7563 1,913 8,221 96,6,677 184,134 222,935 85,712 9,308 323 880 6,845	11,136 74,136 25,040 23,370 18,466 346,221 130,387 9,525,074 9,001,520 9,001,520 1,722 1,722 1,647,458 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,677,468 1,777,468 1,778,468 1,7	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (36,167) (131,627) (36,167) (36,167) (37) (37) (31,100) (24,888) (1,241) (124,888) (1,241) (13,642) (2,248) (14,641) (13,642) (14,668) (14,6	(1.163) (77.428) (26.538) (26.431) (1.929) (26.411) (1.929) (100,425) (36.167) (13.622) (849,000) (849,000) (849,000) (13.622) (107) (57) (131,00) (124,898) (1,241) (38,244) (728) (48,144) (13,642) (2,218) (548) (1,419) (1,548) (1			61,517 11,214 26 14 34 3,257 31,055 9,521 1,197 3,392 57 552 136 348 38 163 3,647 4,614 1,698 779		51,517	37,804 6,892 16 9 21 2,002 19,084 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,281 1,043 1,04	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Power Administration (SPA) Southwestern Power Cooperative Tex - La Blectif Cooperative of Texas Tir Country Besteric Cooperative Tex - La Blectif Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Aliberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electric Cooperative Ali Improvement District Ala Macar Power Service Ajo Improvement District Al-Clain Alcoa Ne. Arizona Public Service Company Arizonas Silver Power Authority (ARPA) Avista Corporation Avista Corporation Avista Corporation Basin Electric Power Cooperative Basin Electric Power Cooperative Basin Electric Power Cooperative Benton REA Big Benti Electric Cooperative, Inc. Big Benti Electric Administration Bonneellie Power Administration	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 8,152,520 8,152,520 8,152,520 2,288,313 3,205,267 584,312 1,673 66616 1,693,182 14,832 3,73,484 26,520 1,522 7,829 8,152,520 1,7547 163,093 2,748 26,520 1,872 1,872 7,879 92,010 175,355 16,736 3,7434 308 819 6,518	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 1,273 686 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,643 1,642 1,643 1,642 1,643 1,642 1,643 1,643 1,643 1,642 1,643	3,205,267		11,136 741,196 254,040 12,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 9,001,520 1,012,070 3,105,945 566,071 1,274 164,458 1,567,940 15,575 9,141 9,141 60,428 171,259 2,886 27,848 1,973 8,221 171,259 8,211 8,221 184,134 8,221 196,617 184,134 122,935 8,5712 196,617 184,134 122,935 8,5712 196,617 184,134 122,935 8,5712 196,617 198,088 123 19,088 123 19,088 123 19,088 123 19,088 123 19,088 123 19,088 123 1860 1860 1860 1860 1860 1860 1860 1860	11.136 74.1396 25.4040 23.370 18.466 346.221 130.387 9.525,074 9.001,520 9.001,520 1.3337 720 1.157940 1.1579540 1.1	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (200,425) (36,167) (313,622) (995,020) (849,000) (849,000) (849,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (959,000) (949,000) (959,000) (959,000) (949,000) (959,	(1.163) (77.428) (26.538) (26.541) (1.929) (26.41) (1.929) (36.167) (13.622) (995.020) (849.000) (849.000) (13.622) (13.77) (13.77) (13.77) (13.77) (13.77) (13.77) (13.77) (13.78) (12.419) (7.28) (4.814) (7.28) (4.814) (1.3,842) (2.210) (2.218) (3.655) (7.696) (14.668) (14.668) (14.668) (14.565) (6.828) (6.313) (26) (69)			61,517 11,214 34 34,32,57 31,055 38,95,21 11,197 3,392 57,7 512 136 143 143 144 1,698 779 6 17 136	26 14 34 3.257 31.055 308 9.521 11.197 3.892 136 38 163 38 163 38 163 1.914 3.647 4.614 1.668 177 6 17 136 11 11 13 16	51,517	37,804 6,892 16 9 21 2,002 19,884 15,851 111 111 776 2,084 35 33 100 1,176 2,241 2,241 2,241 2,241 2,241 2,241 4 1,003 1	9 21 2,002 19,084 190 5,851 111 736 2,084 35 329 84 214 23 100 1,176 2,241 2,835 4 10 10 83 1 1 10 83 1	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL) Sunflower Electric Flower Cooperative Tex - La Bectric Cooperative of Texas Tri Country Electric Cooperative West Energy, Inc. Western Farmes Bestrict Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Albera Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electricidad Aha Macar Power Service Ajo Improvement District Ak-Chin Alcoa Inc Arizona Public Service Company Ariansas River Power Authority (ARPA) Aviatona Public Service Company Ariatona Spraitic Service Company Ariatona Siver Power Authority (ARPA) Aviatona Public Service Company Ariatona Public Service Company Basin Electric Power Cooperative Beston REA Big Bend Electric Cooperative Beston REA Big Bend Electric Cooperative Black Hills Power Black Hills Power Black Hills Power Administration Bonneulle Power Administration	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,775 8,530,054 8,152,520 8,152,520 8,152,520 1,273 666 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,773 1,642 1,773 1,642 1,773 1,642 1,773 1,642 1,773 1,642 1,773 1,642 1,773 1,642 1,773 1,642 1,773 1,642 1,773 1,744 1,743 1,74	9,973 663,768 227,502 10,928 16,537 86,0921 310,054 116,775 8,152,520 1,273 666 1,642 156,616 1,449,182 14,832 14,832 14,832 14,832 14,832 14,832 15,616 16,726 18,705 16,726 18,725 16,726 18,725 16,726 18,725 17,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 18,1625 21,829 21,8	3,205,267		11,136 741,196 254,040 13,370 18,466 361,346 362,211 30,397 9,515,074 9,001,520 9,001,520 9,001,520 1,012,070 3,105,945 566,206 1,337 770 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,729 2,886 27,848 6,883 17,563 1,913 8,221 866,617 184,134 222,935 85,712 39,308 323 880 6,845 71 263	11,136 741,196 254,040 23,370 18,465 961,346,211 110,037 9,001,520 9,001,520 9,001,520 1,1	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (100,425) (96,107) (100,425) (96,000) (849,000) (849,000) (849,000) (849,000) (107)	(1.163) (77.428) (26.538) (26.431) (1.929) (36.167) (31.622) (99.520) (849.000) (849.000) (849.000) (13.622) (100.725) (107) (57) (107) (57) (13.100) (124.898) (124.891) (124.811) (13.642) (20.90) (22.18) (54.814) (13.642) (14.662) (15.555) (6.692) (14.666) (14.555) (6.6828) (15.131) (26) (69) (26) (69) (26)			61,517 11,214 14 14 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38 163 1,914 1,698 7,79 6 11,698 7,79 6 11,698		51,517	37,804 6,892 16 9 9 121 2,002 15,084 190 5,851 111 776 2,084 35 31 110 1,176 2,241 2,41 2,41 2,41 1,41 2,41 1,41 1,4	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478 4 10 83 1 1 3	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Power Administration (SPA) Southwestern Power Cooperative Tex - La Blectif Cooperative of Texas Tir Country Besteric Cooperative Tex - La Blectif Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Aliberta Electric System Operator British Columbia Hydro & Power Authority Comision Federal de Electric Cooperative Ali Improvement District Ala Macar Power Service Ajo Improvement District Al-Clain Alcoa Ne. Arizona Public Service Company Arizonas Silver Power Authority (ARPA) Avista Corporation Avista Corporation Avista Corporation Basin Electric Power Cooperative Basin Electric Power Cooperative Basin Electric Power Cooperative Benton REA Big Benti Electric Cooperative, Inc. Big Benti Electric Administration Bonneellie Power Administration	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 8,152,520 8,152,520 8,152,520 2,288,313 3,205,267 58,4312 1,662 1,642 1,56,616 1,493,182 14,832 457,810 8,705 6,555 16,726 6,555 16,726 1,822 7,829 92,010 175,355 211,822 7,829 81,025 37,434 308 819 6,518 819 6,518	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,725 8,530,054 8,152,520 1,273 686 1,642 1,642 1,642 1,642 1,642 1,642 1,642 1,643 1,642 1,643 1,642 1,643 1,642 1,643	3,205,267		11,136 741,196 254,040 12,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 3,010,520 1,724 164,458 1567,940 15,575 9,041 9,041 17,1259 1,111 9,141 17,1259 1,111 1	11.136 74.1396 25.4040 23.370 18.466 346.221 130.387 9.525,074 9.001,520 9.001,520 1.3337 720 1.157940 1.1579540 1.1	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (200,425) (36,167) (31,622) (995,020) (849,000) (849,000) (849,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (949,000) (957,000) (949,000) (957,000) (958,294) (959,000) (959,0	(1,163) (77,428) (26,538) (26,541) (1,929) (26,41) (1,929) (190,425) (995,020) (849,000) (849,000) (13,622) (995,020) (14,620) (13,622) (13,622) (13,642) (12,643) (12,643) (12,643) (12,643) (12,643) (12,643) (12,643) (12,643) (13,642) (14,668) (14,668) (14,668) (14,668) (14,668) (14,668) (14,668) (14,668) (16,545) (6,628) (6,545) (6,628) (6,545) (6,621) (621)			61,517 11,214 34 32,57 31,055 38 9,521 11,197 3,392 57 52 136 348 338 163 163 1,914 4,614 4,614 1,698 779 6 17	26 14 34 3.257 31.055 308 9.521 11.197 3.892 136 38 163 38 163 38 163 1.914 3.647 4.614 1.668 177 6 17 136 11 11 13 16	51,517	37,804 6,892 16 9 21 2,002 19,884 10,90 5,851 111 776 2,084 33 4 214 214 224 100 83 1 100 83 1 11 11 116 1176 12,411 1176 12,411 14,242 14 14 10 18 11 11 11 11 11 11 11 11 11 11 11 11	9 21 2,002 19,084 1990 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478 4 10 83 3 1 3 3 3 143,282	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Power Administration (SPA) Southwestern Polic Service Co. (SPS-NCEL) Sunflower Electric Power Cooperative Ter - La Bectric Cooperative of Texas Tri Country Reservice Coop Westard Energy, Nr. Western Farmers Electric Cooperative West Texas Municipal Power Agency TOTAL SPP ERCOT Aliberta Electric System Operator Birtish Columbia Hydro & Power Authority Comision redoral of Electricided Ala Maciar Power Service Ajo Improvement District AAI-Chan Alcosa Nr. Arkinosa Public Service Company Arkinosa Silver Power Authority (ARPA) Avaita Corporation Avista Corporation Avista Corporation Avista Corporation Avista Corporation Avista Corporation Avista Corporation Electric Power Cooperative Basin Electric Power Cooperative Benton REA Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative Black Hills Power Bisch Hills Power Administration Bonneelle Power Admini	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 8,152,520 8,152,520 8,152,520 1,052 1,053 1,	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,725 8,530,054 8,152,520 1,273 686 61 1,642 1,642 1,642 1,643 1,642 1,642 1,643 1,642 1,643 1,642 1,643 1,642 1,643 1,6	3,205,267		11,136 741,196 254,040 12,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 9,001,520 1,724 1,724 164,488 1,567,988 1,567,988 1,772 9,141 9,141 171,259 1,714 184,134 171,563 1,913 1	11.136 74.1396 25.4040 23.370 18.466 346.221 130.387 9.525,074 9.001,520 9.001,520 1.3337 720 1.1507,940 1.150	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (200,425) (36,167) (31,622) (995,020) (849,000) (849,000) (849,000) (13,622) (13,622) (13,622) (13,622) (13,623) (13,623) (13,623) (14,633) (14,634) (13,642) (14,668) (14,668) (14,668) (14,668) (14,668) (14,668) (14,668) (16,233) (14,633) (26) (66) (66) (67,534) (729) (75,545)	(1.163) (77.428) (26.538) (26.541) (1.929) (36.167) (13.622) (995.020) (849.000) (849.000) (13.622) (14.668) (14.668) (14.668) (14.668) (15.642) (15.642) (15.642) (15.652) (15.652) (15.652) (15.653) (1			61,517 11,214 34 32,57 31,055 38 39,521 11,197 3,392 151 11,197 3,392 153 163 163 163 163 163 163 163 163 163 16	26 14 34 3,257 31,055 308 9,521 111,197 3,992 136 38 163 38 163 38 163 38 163 1,914 3,647 1,698 17 136 17 136 17 136 17 136 17 136 17 136 17 136 17 136 17 136 17 136 17 136 17 136 17 136 18 18 183 183	51,517	37,804 6,892 16 9 21 2,002 19,884 19,884 1776 2,084 35 339 4 214 214 224 110 83 1 10 83 1 143,282 111 115	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 478 4 10 83 11 3 143,282 111 1,151	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-NCTL) Sunflower Electric Flower Cooperative Tex - La Bectric Cooperative of Texas Tri Country Electric Cooperative West Energy, Inc. Western Farmers Bestrict Cooperative West Texas Municipal Power Agency TOTIAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comission Federal de Electricidad Alah Macar Power Service Ajo Improvement District Ak-Chin Alcoa Inc Aricoas Public Service Company Ariansas River Power Authority (ARPA) Avvita Corporation Avita Corporation Avita Corporation Avita Corporation Avita Corporation Avita Corporative Basin Electric Rower Cooperative Basin Electric Cooperative Basin Electric Flower Cooperative Basin Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big B	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 8,152,520 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273 666 1,642 1,639,182 14,832 14,832 14,832 14,832 14,832 14,832 15,616 8,705 16,526 1,626 1,627 1,629 1,630,93 1,748 26,520 1,729 1,739 1,739 1,748 26,520 1,729 1,739 1,749 1	9,973 663,768 227,502 20,928 16,537 860,921 310,654 116,775 8,152,520 1,273 666 1,642 156,616 1,642 14,831 14,831 14,832 14,832 14,832 14,832 14,832 14,832 14,832 14,832 14,832 14,832 15,616 1,612 15,616 1,612 15,616 1,612 15,616 1,612 15,616 1,612	3,205,267		11,136 741,196 254,040 13,370 18,466 346,221 130,397 9,525,074 3,001,520 9,001,520 3,012,070 3,015,505 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 1,7563 11,7543 1,9141 1,124 1,125	11,136 741,196 25,4040 23,370 18,465 961,346 961,346 961,350 9,001,520 9,001,520 9,001,520 11,337 720 1,133 1,724 1,647,58 1,567,940 1,56	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (200,425) (300	(1.163) (77.428) (26.538) (26.541) (1.929) (26.41) (1.929) (36.167) (1.929) (849,000) (849,000) (849,000) (1.13,622) (1.13,622) (1.13,622) (1.13,642) (1.1			61,517 11,214 14 14 14 12,257 11,055 130,055 130,055 130,055 131,195 1,197 1,392 157 152 156 348 163 1,914 1,698 779 6 171 181 1,598 173 174 175 175 176 176 176 176 176 176 176 176 176 176		51,517	37,804 6,892 16 6,892 116 9 9 21 2,002 15,084 190 5,851 111 776 2,084 231 100 1,176 2,241 2,431 24 10 1,176 2,241 2,835 1,043 478 4 10 83 1 1,3 14 1,382 111 1,151	9 21 2,002 19,084 190 5,851 111 736 2,084 355 339 84 214 23 100 1,176 2,241 2,835 1,043 478 4 10 83 1 1 3143,282 111 1,151 910	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Power Administration (SPA) Southwestern Polic Service Co. (GPS VCEL) Sunflower Electric Power Cooperative Ter - La Bectric Cooperative of Texas Tri Country Reservice Coop Westard Frengy, Nr. Western Farmers Electric Cooperative West Texas Municipal Power Agency TOTAL 59P ERCOT Aliberta Electric System Operator Birtish Columbia Hydro & Power Authority Comision rederal of Electricided Ala Maciar Power Service Ajo Improvement District Ark Chan Alcos in Arktiona Public Service Company Arktionas Silver Power Authority Arktiona Public Service Company Arktiona Silver Power Authority Anistra Corporation Avista Corporation Avista Corporation Avista Corporation Avista Corporation Avista Corporation Electric Power Cooperative Basin Electric Power Cooperative Benton REA Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative Black Hills Power Bisch Hills Power Administration Bonneelle Power	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 8,152,520 8,152,520 8,152,520 8,152,520 1,052 1,053 1,05	9,973 663,768 227,502 20,928 16,537 860,921 310,054 116,725 8,530,054 8,152,520 1,273 686 61 1,642 1,642 1,643,182 1,643,182 1,643,182 1,643,182 1,643,182 1,643,182 1,643,182 1,643,182 1,643,182 1,643,182 1,643,182 1,643,183	3,205,267		11,136 741,196 254,040 12,370 18,466 961,346 346,221 130,397 9,525,074 9,001,520 3,012,070 3,105,945 566,677 1772 1772 1772 1774 164,478 177,548 177,748 177,778 177	11.136 74.1396 25.4040 23.370 18.466 346.221 130.387 9.001.520 9.001.520 9.001.520 1.3337 720 1.157940	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (200,425) (36,167) (31,622) (995,020) (107) (37) (37) (37) (37) (37) (37) (37) (3	(1,163) (77,428) (26,538) (26,541) (1,929) (26,41) (1,929) (190,425) (995,020) (849,000) (849,000) (13,822) (995,020) (13,622) (13,721) (13,721) (13,721) (13,721) (13,721) (13,721) (13,721) (13,721) (13,721) (13,721) (14,688) (14,688) (14,688) (14,688) (14,688) (14,688) (14,688) (14,688) (14,688) (14,688) (14,688) (14,688) (15,131) (1			61,517 11,214 34 32,57 31,055 38 39,521 11,197 3,392 136 136 136 146 1,914 1,919 1,9	26 14 34 3,257 31,055 308 9,521 11,197 3,992 11,197 3,992 11,197 3,992 11,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 136 11 1,197 138 1,198 1,1	51,517	37,804 6,892 16 9 21 2,002 19,884 19,895 19,861 111 111 111 111 111 111 111 111 111	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 4 10 83 1 1 3 143,282 111 1,151 910 323	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-NCTL) Sunflower Electric Flower Cooperative Tex - La Bectric Cooperative of Texas Tri Country Electric Cooperative West Energy, Inc. Western Farmers Bestrict Cooperative West Texas Municipal Power Agency TOTIAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comission Federal de Electricidad Alah Macar Power Service Ajo Improvement District Ak-Chin Alcoa Inc Aricoas Public Service Company Ariansas River Power Authority (ARPA) Avvita Corporation Avita Corporation Avita Corporation Avita Corporation Avita Corporation Avita Corporative Basin Electric Rower Cooperative Basin Electric Cooperative Basin Electric Flower Cooperative Basin Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big B	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 8,152,520 8,152,520 8,152,520 2,238,313 3,205,267 584,312 1,273 666 1,642 1,639,182 14,832 14,832 14,832 14,832 14,832 14,832 15,616 8,705 16,526 1,626 1,627 1,629 1,630,93 1,748 26,520 1,729 1,739 1,739 1,748 26,520 1,729 1,739 1,749 1	9,973 663,768 227,502 20,928 16,537 860,921 310,654 116,775 8,152,520 1,273 666 1,642 156,616 1,642 14,831 14,831 14,832 14,832 14,832 14,832 14,832 14,832 14,832 14,832 14,832 14,832 15,616 1,612 15,616 1,612 15,616 1,612 15,616 1,612 15,616 1,612	3,205,267		11,136 741,196 254,040 13,370 18,466 346,221 130,397 9,525,074 3,001,520 9,001,520 3,012,070 3,015,505 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 1,7563 11,7543 1,9141 1,124 1,125	11,136 741,196 25,4040 23,370 18,465 961,346 961,346 961,350 9,001,520 9,001,520 9,001,520 11,337 720 1,133 1,724 1,647,58 1,567,940 1,56	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (200,425) (300	(1.163) (77.428) (26.538) (26.541) (1.929) (26.41) (1.929) (36.167) (1.3622) (995.020) (849.000) (849.000) (849.000) (1.107) (57) (107) (57) (13,100) (124,898) (1,241) (13,642) (230) (2,218) (4,814) (13,642) (230) (2,218) (4,814) (13,642) (6,555) (6,555) (6,565) (6,66) (6,565) (6,69) (5,545) (6,69) (5,545) (6,69) (7,734) (7,734) (7,734)			61,517 11,214 14 14 14 12,257 11,055 130,055 130,055 130,055 131,195 1,197 1,392 157 152 156 348 163 1,914 1,698 779 6 171 181 1,598 173 174 175 175 176 176 176 176 176 176 176 176 176 176		51,517	37,804 6,892 16 6,892 116 9 9 21 2,002 15,084 190 5,851 111 776 2,084 231 100 1,176 2,241 2,431 24 10 1,176 2,241 2,835 1,043 478 4 10 83 1 1,3 14 1,382 111 1,151	9 21 2,002 19,084 190 5,851 111 736 2,084 355 339 84 214 23 100 1,176 2,241 2,835 1,043 478 4 10 83 1 1 3143,282 111 1,151 910	37,804
2011 2011 2011 2011 2011 2011 2011 2011	SPP SPP	1257 1256 1445 1475 1260 1259 1501	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCIL) Sunflower Electric Flower Cooperative Tex - La Bectric Cooperative of Texas Tri Country Electric Coop Westar Energy, Inc. Western Farmes Bestrict Cooperative West Texas Municipal Power Agency TOTIAL SPP ERCOT Alberta Electric System Operator British Columbia Hydro & Power Authority Comission Federal de Electricidad Alah Macar Power Service Ajo Improvement District Ak-Chin Alcoa Inc Articosa Public Service Company Basin Electric Cooperative Bias Heartic Flower Administration Bonneuelle Power Administration Bonneuelle	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	9,973 663,768 227,502 20,928 16,537 860,921 310,054 8,152,520 8,152,520 8,152,520 8,152,520 1,273 666 1,642 1,633,162 1,733 666 1,642 1,633,162 1,733 666 1,642 1,633,162 1,733 6,755 1,747 163,093 2,748 26,520 6,555 16,726 1,822 7,829 2,010 175,355 16,726 1,822 7,829 2,010 175,355 16,726 1,822 7,829 2,010 175,355 16,726 1,822 7,829 2,010 175,355 11,210 15,315 37,434 819 81,935 37,434 819 9,0065 11,210,561 11,210,561 11,210,561	9,973 663,768 227,502 20,928 16,537 860,921 310,654 116,775 8,152,520 1,273 666 1,642 156,616 1,642 14,831 14,831 14,832 14,832 14,832 14,832 14,832 14,832 14,832 14,832 14,832 15,506 15,555 16,726 1,122 7,829 22,010 175,355 221,829 23,010 175,355 21,129 31,025 31	3,205,267		11,136 741,196 254,040 13,370 18,466 346,221 130,3397 9,525,074 3,001,520 9,001,520 3,012,070 3,015,505 566,206 1,337 720 1,724 164,458 15,676,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 17,139 8,221 17,139 8,221 18,134 184,134 184,134 22,57,12 39,088 6,883 1,913 8,221 1,913 8,221 1,754 1,	11,136 741,196 25,4040 23,370 18,465 961,246 961,246 961,250 9,001,520 9,001,520 9,001,520 1,13,37 720 1,1337 720 1,1337 720 1,567,940 1	3,105,945	566,206	(1,163) (77,428) (26,538) (2,441) (1,929) (200,425) (300	(1,163) (77,428) (26,538) (26,541) (1,929) (36,167) (13,622) (995,020) (849,000) (849,000) (849,000) (13,622) (13,622) (100,425) (100,4			61,517 11,214 26 26 34 12,27 11,055 308 9,521 181 1,197 3,392 57 55 152 163 163 1,914 3,647 4,611 1,698 7,7 7,7 7,7 7,7 7,7 7,7 7,7 7,7 7,7 7,	26 14 34 34 3.257 31.055 3008 30 30 30 30 30 30 30 30 30 30 30 30 30	51,517	37,804 6,892 16 9 21 12,002 15,084 190 5,851 111 776 2,084 35 339 84 214 223 100 1,176 2,241 2,835 1,043 47 10 83 1 13 31 142,282 111 1,151 910 323 866	9 21 2,002 19,084 199 5,851 111 736 2,2084 214 23 1007 6,2241 2,281 6,043 478 4 10 83 1 1 3 143,282 111 1,151 910 323 846	37,804

				Total Regional Entity A	Assessments (Incl	luding WIRAB As	ssessments)	Regi	onal Entity NEL As	sessments		Penalty Sanctions	- US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60% CORC Progra	n	WECC Comp	liance Assessment	s (ex.AESO)	WIRA	3 Assessments	
	Regional										Mexico					Canada			Canada Mexico		Canada	Mexico
Data Year	Entity ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Total	Total	US Total	Total US Total Canada Total	Total US Total	Total	Total	US Total	Total Total	Total US	Total Total	Total
2011 2011	WECC	City of Aztec Electric Dept City of Bandon	U.S. U.S.	1,694 3.292	1,694 3.292	-	-	1,778 3.457	1,778 3.457	-		(142) (275)	(142) (275)				35 68	35 68		22 42	22 42	
2011	WECC	City of Blaine	U.S.	3,883	3,883	-	-	4,077	4,077		-	(325)	(325)				81	81		50	50	
2011 2011	WECC	City of Bonners Ferry City of Boulder City	U.S. U.S.	3,305 7,938	3,305 7,938	-	-	3,471 8,335	3,471 8,335	-	-	(276) (664)	(276) (664)				69 165	69 165		42 101	42 101	
2011	WECC	City of Cascade Locks	U.S.	971	971	-	-	1,020	1,020		-	(81)	(81)				20	20		12	12	
2011 2011	WECC	City of Centralia City of Cheney	U.S. U.S.	13,569 7.026	13,569 7.026	-	-	14,248 7.378	14,248 7.378	-	-	(1,135)	(1,135)				282 146	282 146		173 90	173 90	
2011	WECC	City of Chewelah	U.S.	1,197	1,197		-	1,256	1,256		-	(100)	(100)				25	25		15	15	
2011	WECC	City of Drain	U.S.	824	824	-	-	866	866	-	-	(69)	(69)				17	17		11	11	
2011 2011	WECC	City of Ellensburg City of Fallon	U.S.	10,048 5,683	10,048 5,683	-	-	10,551 5,967	10,551 5,967			(840) (475)	(840) (475)				209 118	209 118		128 73	128 73	
2011	WECC	City of Forest Grove	U.S.	11,950	11,950	-	-	12,548	12,548		-	(1,000)	(1,000)				249	249		153	153	
2011 2011	WECC	City of Gallup City of Henderson	U.S. U.S.	10,750 694	10,750 694	-	-	11,288 729	11,288 729		-	(899) (58)	(899) (58)				224 14	224 14		137 9	137	
2011	WECC	City of Hermiston, DBA Hermiston Energy Services	U.S.	5,341	5,341	-	-	5,609	5,609	-	-	(447)	(447)				111	111		68	68	
2011 2011	WECC	City of Las Vegas City of McCleary	U.S.	2,237 1,466	2,237 1,466	-	-	2,349 1,540	2,349 1,540			(187) (123)	(187) (123)				47 30	47 30		29 19	29 19	
2011	WECC	City of McMinnville	U.S.	36,353	36,353	-	-	38,173	38,173		-	(3,041)	(3,041)				756	756		465	465	
2011 2011	WECC	City of Mesa City of Milton	U.S. U.S.	12,589 3,112	12,589 3,112	-	-	13,219 3,268	13,219 3,268		-	(1,053) (260)	(1,053) (260)				262 65	262 65		161 40	161 40	
2011	WECC	City of Milton-Freewater	U.S.	5,378	5,378	-	-	5,647	5,647	-	-	(450)	(450)				112	112		69	69	
2011 2011	WECC	City of Monmouth City of Needles	U.S. U.S.	3,575 1,551	3,575 1,551		-	3,754 1,629	3,754 1,629	-	-	(299) (130)	(299) (130)				74 32	74 32		46 20	46 20	
2011	WECC	City of Plummer	U.S.	1,723	1,723	-	-	1,809	1,809	-	-	(144)	(144)				36	36		22	22	
2011 2011	WECC	City of Port Angeles City of Redding	U.S. U.S.	36,893 59,735	36,893 59,735	-		38,740 62,726	38,740 62,726	-	-	(3,086) (4,997)	(3,086) (4,997)				767 1,242	767 1,242		472 763	472 763	
2011	WECC	City of Richland	U.S.	43,081	43,081	-	-	45,238	45,238	-	-	(3,604)	(3,604)				896	896		551	551	
2011 2011	WECC	City of Roseville City of Shasta Lake	U.S. U.S.	38,978 9,002	38,978 9,002	-		40,930 9,453	40,930 9,453	-	-	(3,260) (753)	(3,260) (753)				811 187	811 187		498 115	498 115	
2011	WECC	City of Sumas	U.S.	1,490	1,490	-	-	1,565	1,565	-	-	(125)	(125)				31	31		19	19	
2011 2011	WECC	City of Tacoma DBA Tacoma Power City of Tacoma DBA Tacoma Power	U.S. U.S.	17 247.824	17 247.824	-	-	18 260.231	18 260.231	-	-	(1) (20.729)	(1) (20,729)				0 5.154	0 5,154		0 3.167 3	.167	
2011	WECC	City of Troy	U.S.	894	894	-	-	939	939	-	-	(75)	(75)				19	19		11	11	
2011 2011	WECC	City of Williams Clark County Water Resources	U.S. U.S.	1,956 297	1,956 297	-	-	2,054 312	2,054 312	-	-	(164) (25)	(164) (25)				41	41		25 4	25 4	
2011	WECC	Clark Public Utilities	U.S.	220,284	220,284	-	-	231,313	231,313	-	-	(18,426)	(18,426)				4,581	4,581		2,815 2	,815	
2011 2011	WECC	Clatskanie PUD Clearwater Cooperative, Inc	U.S. U.S.	38,813 8,112	38,813 8,112		-	40,757 8,518	40,757 8,518		-	(3,247)	(3,247) (679)				807 169	807 169		496 104	496 104	
2011	WECC	Clearwater Cooperative, Inc	U.S.	1,956	1,956	-	-	2,054	2,054		-	(164)	(164)				41	41		25	25	
2011 2011	WECC	Colorado River Agency-Bureau of Indian Affairs Colorado River Commission of Nevada	U.S. U.S.	717 39,117	717 39,117	-	-	752 41,075	752 41,075	-	-	(60) (3,272)	(60) (3,272)				15 814	15 814		9 500	9 500	
2011	WECC	Colorado Springs Utilities	U.S.	3,985	3,985	-	-	4,185	4,185		-	(333)	(333)				83	83		51	51	
2011 2011	WECC	Colorado Springs Utilities Columbia Basin Electric Cooperative, Inc.	U.S. U.S.	974 5,208	974 5.208	-	-	1,022 5,469	1,022 5,469	-	-	(81) (436)	(81) (436)				20 108	20 108		12 67	12 67	
2011	WECC	Columbia Falls Aluminum Company	U.S.	208	208	-	-	219	219		-	(17)	(17)				4	4		3	3	
2011 2011	WECC	Columbia Power Cooperative Association Columbia River PUD	U.S. U.S.	1,041 8,316	1,041 8,316	-	-	1,094 8,732	1,094 8,732	-	-	(87) (696)	(87) (696)				22 173	22 173		13 106	13 106	
2011	WECC	Columbia River PUD	U.S.	15,679	15,679	-	-	16,464	16,464		-	(1,312)	(1,312)				326	326		200	200	
2011	WECC	Columbia Rural Electric Association (REA)	U.S.	14,966	14,966	-	-	15,716	15,716		-	(1,252)	(1,252)				311	311		191	191	
2011 2011	WECC	Consolidated Irrigation District No. 19 Constellation New Energy, Inc.	U.S.	275 3,576	275 3,576	-	-	288 3,755	288 3,755	-	-	(23) (299)	(23) (299)				6 74	6 74		4 46	4	
2011	WECC	Consumers Power, Inc.	U.S.	20,771	20,771	-	-	21,811	21,811	-	-	(1,737)	(1,737)				432	432		265	265	
2011 2011	WECC	Coos-Curry Electric Cooperative, Inc Deseret Generation & Transmission Cooperative	U.S. U.S.	17,491 223,790	17,491 223,790	-	-	18,367 234,994	18,367 234,994	-	-	(1,463) (18,719)	(1,463) (18,719)				364 4,654	364 4,654			224 ,860	
2011	WECC	Deseret Generation & Transmission Cooperative	U.S.	4,248	4,248	-	-	4,461	4,461		-	(355)	(355)				88	88		54	54	
2011 2011	WECC	Douglas Electric Cooperative, Inc. Douglas Palisades	U.S. U.S.	4,700 876	4,700 876			4,935 920	4,935 920		-	(393)	(393)				98 18	98 18		60 11	60 11	
2011	WECC	El Paso Electric Company	U.S.	407,394	407,394	-	-	427,791	427,791		-	(34,077)	(34,077)				8,473	8,473			,207	
2011 2011	WECC	Electrical District #2 Electrical District #2 - Coolidge Generating Station	U.S. U.S.	8,919 443	8,919 443		-	9,365 465	9,365 465		-	(746)	(746)				185 9	185 9		114 6	114	
2011	WECC	Electrical Districts 1 & 3	U.S.	32,660	32,660	-	-	34,296	34,296	-	-	(2,732)	(2,732)				679	679		417	417	
2011 2011	WECC	Elmhurst Mutual Power & Light Company Emerald PUD	U.S. U.S.	13,768 33,889	13,768 33,889		-	14,458 35,586	14,458 35,586		-	(1,152) (2,835)	(1,152) (2,835)				286 705	286 705		176 433	176 433	
2011	WECC	Energy Northwest	U.S.	1,306	1,306	-	-	1,371	1,371	-	-	(109)	(109)				27	27		17	17	
2011 2011	WECC	Eugene Water & Electric Board Farmington Electric Utility System	U.S. U.S.	121,820 50,959	121,820 50,959		-	127,919 53,510	127,919 53,510		-	(10,190) (4,262)	(10,190) (4,262)				2,534 1,060	2,534 1,060		1,557 1 651	,557 651	
2011	WECC	Flathead Electric Cooperative, Inc	U.S.	70,733	70,733	-	-	74,274	74,274	-	-	(5,916)	(5,916)				1,471	1,471		904	904	
2011 2011	WECC	Frederickson Power LP Grand Valley Power	U.S. U.S.	254 11,136	254 11,136	-		267 11,694	267 11,694	-	-	(21) (932)	(21) (932)				5 232	5 232		3 142	3 142	
2011	WECC	Harney Electric Cooperative, Inc.	U.S.	5,424	5,424	-	-	5,695	5,695	-	-	(454)	(454)				113	113		69	69	
2011 2011	WECC	Harney Electric Cooperative, Inc. Hermiston Power LLC	U.S.	3,264 289	3,264 289	-	-	3,427 304	3,427 304	-	-	(273) (24)	(273) (24)				68 6	68 6		42 4	42	
2011	WECC	Holy Cross Energy	U.S.	35,699	35,699	-	-	37,486	37,486	-	-	(2,986)	(2,986)				742	742		456	456	
2011 2011	WECC	Hood River Electric Cooperative Idaho County Light and Power Cooperative Associat	U.S. U.S.	2,027 2,819	2,027 2,819	-	-	2,128 2,960	2,128 2,960	-	-	(170) (236)	(170) (236)				42 59	42 59		26 36	26 36	
2011	WECC	Idaho Power Company	U.S.	731,533	731,533	-	-	768,158	768,158	-	-	(61,189)	(61,189)				15,214	15,214		9,350 9	,350	
2011 2011	WECC	Imperial Irrigation District Inland Power and Light Company	U.S. U.S.	175,731 22.814	175,731 22.814	-	-	184,529 23.956	184,529 23.956	-	-	(14,699) (1.908)	(14,699)				3,655 474	3,655 474			,246 292	
2011	WECC	Inland Power and Light Company	U.S.	23,697	23,697	-	-	24,883	24,883	-	-	(1,982)	(1,982)				493	493		303	303	
2011 2011	WECC	Intermountain Rural Electric Association Kaiser Aluminum Fabricated Products LLC	U.S. U.S.	54,493 15,328	54,493 15,328	-	-	57,221 16,096	57,221 16,096	-	-	(4,558) (1,282)	(4,558) (1,282)				1,133 319	1,133 319		696 196	696 196	
2011	WECC	Kootenai Electric Cooperative, Inc.	U.S.	23,136	23,136	-	-	24,294	24,294	-	-	(1,935)	(1,935)				481	481		296	296	
2011 2011	WECC	Lakeview Light & Power Lane Electric Cooperative, Inc.	U.S.	13,760 11.196	13,760 11.196	-	-	14,448 11,757	14,448 11.757	-	-	(1,151)	(1,151) (936)				286 233	286 233		176 143	176 143	
2011	WECC	Las Vegas Valley Water District	U.S.	11,196 4,423	4,423	-		4,645	4,645			(936)	(370)				92	92		143 57	57	
2011	WECC	Lincoln County Power District No. 1	U.S.	4,407	4,407	-	-	4,627	4,627	-	-	(369)	(369)				92	92		56	56	
2011 2011	WECC	Lincoln Electric Cooperative, Inc. Los Angeles Department of Water and Power	U.S.	5,873 1,409,528	5,873 1,409,528	-	-	6,167 1,480,099	6,167 1,480,099	-	-	(491) (117,901)	(491) (117,901)				122 29,315	122 29,315		75 18,015 18	75 ,015	
2011	WECC	Majority Districts	U.S.	32,714	32,714	-	-	34,352	34,352	-	-	(2,736)	(2,736)				680	680 461		418	418	
2011 2011	WECC	Merced Irrigation District Midstate Electric Cooperative, Inc.	U.S.	22,187 19,688	22,187 19,688	-	-	23,297 20,673	23,297 20,673	-	-	(1,856) (1,647)	(1,856) (1,647)				461 409	461 409		284 252	284 252	
2011	WECC	Mission Valley Power	U.S.	19,278	19,278	-	-	20,244	20,244	-	-	(1,613)	(1,613)				401	401		246	246	
2011 2011	WECC	Modern Electric Water Company Modesto Irrigation District	U.S. U.S.	11,490 123,286	11,490 123,286	-		12,066 129,458	12,066 129,458	-	-	(961) (10,312)	(961) (10,312)				239 2,564	239 2,564			.576	
2011	WECC	Montana-Dakota Utilities Co.	U.S.	827	827	-	-	869	869	-	-	(69)	(69)				17	17		11	11	
2011 2011	WECC	Mt. Wheeler Power Municipal Energy Agency of Nebraska	U.S.	25,953 8,937	25,953 8,937	-	-	27,252 9,384	27,252 9,384	-	-	(2,171) (748)	(2,171) (748)				540 186	540 186		332 114	332 114	

Appendix 2-D. Regional Entity Assessments

			1																			
				Total Regional Entity	Assessments (Incl	uding WIRAB Asse	essments)	Re	gional Entity NEL As	sessments		Penalty Sanction	ns - US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60% CORC	Program	WECC Comp	oliance Assessm	ents (ex.AESO)		WIRAB Ass	essments
	Regional										Mexico					Canada			Canada	Mexico		Canada Mexico
Data Year	Entity ID	Entity	Country	Total	US Total	Canada Total Me	exico Total	Total	US Total	Canada Total	Total	Total	US Total	Total US Total Canada Total	Total US	Total Total	Total	US Total	Total	Total	Total US Tota	Total Total
2011 2011	WECC	Municipal Energy Agency of Nebraska Navajo Tribal Utility Authority	U.S. U.S.	1,390 2,187	1,390 2,187	-	-	1,460 2,297	1,460 2,297	-		(116) (183)	(116) (183)				29 45	29 45			18 18 28 28	
2011	WECC	Navajo Tribal Utility Authority	U.S.	15,304	15,304	-	-	16,070	16,070	-	-	(1,280)	(1,280)				318	318			196 196	
2011 2011	WECC	Navopache Electric Cooperative, Inc. Nebraska Public Power Marketing	U.S. U.S.	21,327 27.136	21,327 27.136	-		22,395 28,495	22,395 28.495	-	-	(1,784) (2,270)	(1,784) (2,270)				444 564	444 564			273 273 347 347	
2011	WECC	Nespelem Valley Electric Cooperative, Inc.	U.S.	2,467	2,467	-	-	2,591	2,591	-	-	(206)	(206)				51	51			32 32	
2011 2011	WECC	Nevada Power Company dba NV Energy Noble Americas Energy Solutions, LLC	U.S. U.S.	1,056,750 46,501	1,056,750 46,501	-	-	1,109,657 48,829	1,109,657 48,829	-	-	(88,392) (3,890)	(88,392) (3,890)				21,978 967	21,978 967	-	-	13,506 13,506 594 594	
2011	WECC	Northern Lights, Inc.	U.S.	1,772	1,772	-	-	1,860	1,860	-	-	(148)	(148)				37	37			23 23	
2011	WECC	Northern Lights, Inc.	U.S. U.S.	14,864 27.948	14,864 27,948	-	-	15,608 29,347	15,608 29,347	-	-	(1,243) (2,338)	(1,243) (2,338)				309	309 581			190 190 357 357	
2011 2011	WECC	Northern Wasco County PUD NorthWestern Corp. dba NorthWestern Energy, LLC	U.S.	439,528	439,528	-	-	461,534	461,534	-	-	(36,765)	(36,765)				581 9,141	9,141			5,618 5,618	
2011	WECC	NorthWestern Corp. dba NorthWestern Energy, LLC	U.S.	14,915	14,915	-	-	15,661	15,661	-	-	(1,248)	(1,248)				310	310			191 191	
2011 2011	WECC	Ohop Mutual Light Company Orcas Power and Light Cooperative	U.S.	4,337 10,701	4,337 10,701	-		4,555 11,237	4,555 11,237	-		(363) (895)	(363) (895)				90 223	90 223			55 55 137 137	
2011	WECC	Operations Office	U.S.	9,512 16,308	9,512 16,308	-	-	9,988 17,125	9,988	-	-	(796) (1,364)	(796)				198	198 339			122 122 208 208	
2011 2011	WECC	Oregon Trail Electric Consumers Cooperative, Inc. Overton Power District No. 5	U.S. U.S.	18,499	18,499	-	-	19,425	17,125 19,425	-	-	(1,547)	(1,364) (1,547)				339 385	385			236 236	
2011	WECC	PacifiCorp	U.S.	2,834	2,834	-	-	2,976	2,976	-	-	(237)	(237)				59	59			36 36	
2011 2011	WECC	PacifiCorp PacifiCorp	U.S. U.S.	102 2,337,157	102 2,337,157	-		107 2,454,170	107 2,454,170	-		(9) (195,493)	(9) (195,493)				2 48,608	2 48,608			1 1 29,871 29,871	
2011	WECC	PacifiCorp	U.S.	88	88	-	-	92	92	-	-	(7)	(7)				2	2			1 1	
2011 2011	WECC	PacifiCorp PacifiCorp West (PACW)	U.S. U.S.	185 1.019.863	185 1.019.863	-	-	195 1.070.924	195 1.070.924	-	-	(16) (85,307)	(16) (85,307)				4 21,211	4 21,211			2 2	
2011	WECC	Page Electric Utility	U.S.	729	729	-	-	765	765	-	-	(61)	(61)				15	15			9 9	
2011 2011	WECC	Parkland Light and Water Company Pend Oreille County PUD No. 1	U.S. U.S.	6,035 48,780	6,035 48,780	-	-	6,337 51,222	6,337 51,222	-		(505) (4,080)	(505) (4,080)				126 1,015	126 1,015			77 77 623 623	
2011	WECC	Peninsula Light Company, Inc.	U.S.	30,287	30,287	-	-	31,804	31,804	-	-	(2,533)	(2,533)				630	630			387 387	
2011 2011	WECC	Platte River Power Authority Port of Seattle - Seattle-Tacoma International Airpo	U.S. U.S.	158,736 7,079	158,736 7,079	-	-	166,683 7,434	166,683 7,434	-		(13,278) (592)	(13,278) (592)				3,301 147	3,301 147			2,029 2,029 90 90	
2011	WECC	Port Townsend Paper Corporation	U.S.	9,885	9,885	-	-	10,380	10,380	-	-	(827)	(827)				206	206			126 126	
2011 2011	WECC	Portland General Electric Company Portland General Electric Company	U.S. U.S.	2,323 931,037	2,323 931,037			2,440 977,651	2,440 977,651		-	(194) (77,877)	(194) (77,877)				48 19,364	48 19,364			30 30 11,900 11,900	
2011	WECC	Public Service Company of Colorado (Xcel)	U.S.	1,538,497	1,538,497	-	-	1,615,525	1,615,525	-	-	(128,688)	(128,688)				31,997	31,997			19,664 19,664	
2011 2011	WECC	Public Service Company of Colorado (Xcel) Public Service Company of New Mexico	U.S. U.S.	8,403 531,866	8,403 531,866	-	-	8,824 558,495	8,824 558,495	-	-	(703) (44,488)	(703) (44,488)				175 11,062	175 11,062			107 107 6,798 6,798	
2011	WECC	Public Utility District No. 1 of Chelan County	U.S.	184,719	184,719	-	-	193,967	193,967	-	-	(15,451)	(15,451)				3,842	3,842			2,361 2,361	
2011 2011	WECC	PUD No. 1 of Asotin County PUD No. 1 of Asotin County	U.S. U.S.	219 15	219 15	-	-	230 16	230 16	-	-	(18)	(18)				5	5			3 3	
2011	WECC	PUD No. 1 of Benton County	U.S.	83,132	83,132	-	-	87,294	87,294	-	-	(6,954)	(6,954)				1,729	1,729			1,063 1,063	
2011 2011	WECC	PUD No. 1 of Clallam County PUD No. 1 of Cowlitz County	U.S. U.S.	33,959 249,784	33,959 249,784			35,659 262,290	35,659 262,290		-	(2,841) (20,893)	(2,841) (20,893)				706 5,195	706 5,195			434 434 3,192 3,192	
2011	WECC	PUD No. 1 of Cowlitz County	U.S.	234	234	-	-	246	246	-	-	(20)	(20)				5	5			3 3	
2011 2011	WECC	PUD No. 1 of Douglas County PUD No. 1 of Douglas County	U.S. U.S.	441 70,102	441 70,102	-	-	463 73,612	463 73,612	-	-	(37) (5,864)	(37) (5,864)				9 1,458	9 1,458			6 6 896 896	
2011	WECC	PUD No. 1 of Ferry County	U.S.	5,261	5,261	-		5,524	5,524	-	-	(440)	(440)				109	109			67 67	
2011 2011	WECC	PUD No. 1 of Franklin County PUD No. 1 of Grays Harbor	U.S. U.S.	50,066 57,846	50,066 57,846	-	-	52,573 60,742	52,573 60,742	-	-	(4,188) (4,839)	(4,188) (4,839)				1,041 1,203	1,041			640 640 739 739	
2011	WECC	PUD No. 1 of Kittitas County	U.S.	3,440	3,440	-	-	3,612	3,612	-	-	(288)	(288)				72	72			44 44	
2011 2011	WECC	PUD No. 1 of Kittitas County PUD No. 1 of Kittitas County	U.S. U.S.	385 830	385 830	-	-	404 871	404 871	-	-	(32)	(32)				8 17	8 17			5 5 11 11	
2011	WECC	PUD No. 1 of Klickitat County	U.S.	12,906	12,906	-		13,553	13,553	-	-	(1,080)	(1,080)				268	268			165 165	
2011 2011	WECC	PUD No. 1 of Lewis County PUD No. 1 of Mason County	U.S. U.S.	47,877 3,950	47,877 3,950	-	-	50,274 4,148	50,274 4,148	-	-	(4,005) (330)	(4,005) (330)				996 82	996 82			612 612 50 50	
2011	WECC	PUD No. 1 of Skamania County	U.S.	6,679	6,679	-		7,014	7,014	-	-	(559)	(559)				139	139			85 85	
2011 2011	WECC	PUD No. 1 of Snohomish County PUD No. 1 of Wahkiakum County	U.S. U.S.	351,384 2.224	351,384 2.224	-	-	368,976 2.335	368,976 2.335	-	-	(29,392) (186)	(29,392) (186)				7,308 46	7,308 46			4,491 4,491 28 28	
2011	WECC	PUD No. 1 of Whatcom County	U.S.	10,742	10,742		-	11,279	11,279	-	-	(898)	(898)				223	223			137 137	
2011 2011	WECC	PUD No. 1 of Whatcom County PUD No. 2 of Grant County	U.S. U.S.	534 4,186	534 4,186	-	-	561 4,395	561 4,395	-	-	(45) (350)	(45) (350)				11 87	11 87			7 7 53 53	
2011	WECC	PUD No. 2 of Grant County	U.S.	2,390	2,390	-	-	2,510	2,510	-	-	(200)	(200)				50	50			31 31	
2011	WECC	PUD No. 2 of Grant County	U.S.	193,099	193,099	-	-	202,767	202,767	-	-	(16,152)	(16,152)				4,016	4,016			2,468 2,468	
2011 2011	WECC	PUD No. 2 of Pacific County PUD No. 3 of Mason County	U.S. U.S.	15,228 34,244	15,228 34,244	-	-	15,990 35,958	15,990 35,958	-		(1,274) (2,864)	(1,274) (2,864)				317 712	317 712			195 195 438 438	
2011	WECC	Puget Sound Energy, Inc. Rocky Mountain Generation Cooperative, Inc.	U.S.	1,210,342	1,210,342	-	-	1,270,939	1,270,939	-	-	(101,240)	(101,240)				25,173	25,173			15,469 15,469	
2011 2011	WECC	Rocky Mountain Generation Cooperative, Inc. Sacramento Municipal Utility District	U.S. U.S.	1,614 546,669	1,614 546,669	-	-	1,695 574,039	1,695 574,039	-		(135) (45,726)	(135) (45,726)				34 11,370	34 11,370			21 21 6,987 6,987	
2011 2011	WECC	Salem Electric Salt River Project	U.S. U.S.	16,138 1,392,574	16,138 1,392,574	-	-	16,946 1,462,295	16,946 1,462,295	-	-	(1,350) (116,483)	(1,350) (116,483)				336 28,963	336 28,963			206 206 17,799 17,799	
2011	WECC	San Carlos Indian Irrigation Project	U.S.	5	5	-	-	6	6	-		(0)	(0)				0	0			0 0	
2011 2011	WECC	Seattle City Light Sierra Pacific Power Company dba NV Energy	U.S. U.S.	497,575 426,551	497,575 426,551	-	-	522,487 447,907	522,487 447,907	-	-	(41,620) (35,679)	(41,620) (35,679)				10,349 8,871	10,349 8,871			6,360 6,360 5,452 5,452	
2011	WECC	Southern Montana Electric Generation & Transmiss	U.S.	426,551 9,221	426,551 9,221	-	-	9,683	9,683	-		(35,679)	(35,679)				192	8,871 192			5,452 5,452 118 118	
2011	WECC	Southern Montana Electric Generation & Transmiss	U.S.	34,082	34,082	-	-	35,788	35,788	-	-	(2,851)	(2,851)				709	709			436 436	
2011 2011	WECC	Southern Nevada Water Authority Southwest Transmission Cooperative, Inc.	U.S. U.S.	38,628 131,453	38,628 131,453	-	-	40,562 138,035	40,562 138,035	-		(3,231) (10,995)	(3,231) (10,995)				803 2,734	803 2,734			494 494 1,680 1,680	
2011	WECC	Springfield Utility Board	U.S.	41,375	41,375	-	-	43,447	43,447	-	-	(3,461)	(3,461)				861	861			529 529	
2011 2011	WECC	Surprise Valley Electrification Corporation Tanner Electric Cooperative	U.S.	1,508 4,717	1,508 4,717	-	-	1,583 4,953	1,583 4,953	-		(126)	(126) (395)				31 98	31 98			19 19 60 60	
2011	WECC	The Incorporated County of Los Alamos	U.S.	18,014	18,014	-	-	18,916	18,916	-	-	(1,507)	(1,507)				375	375			230 230	
2011 2011	WECC	Tillamook People's Utility District Tohono O'Odham Utility Authority	U.S. U.S.	18,458 3,373	18,458 3,373	-	-	19,382 3,542	19,382 3,542	-		(1,544) (282)	(1,544) (282)				384 70	384 70			236 236 43 43	
2011	WECC	Town of Center	U.S.	511	511	-	-	537	537	-	-	(43)	(43)				11	11			7 7	
2011 2011	WECC	Town of Coulee Town of Eatonville	U.S. U.S.	860 1,503	860 1,503	-	-	903 1,578	903 1,578	-		(72) (126)	(72) (126)				18 31	18 31			11 11 19 19	
2011	WECC	Town of Fredonia	U.S.	76	76	-	-	80	80	-	-	(6)	(6)				2	2			1 1	
2011 2011	WECC	Town of Steilacoom Town of Wickenburg	U.S. U.S.	2,071 1,390	2,071 1,390	-	-	2,175 1,460	2,175 1,460	-		(173) (116)	(173) (116)				43 29	43 29			26 26 18 18	
2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	101,141	101,141	-	-	106,205	106,205	-	-	(8,460)	(8,460)				2,104	2,104			1,293 1,293	
2011 2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Rel Tri-State Generation & Transmission Assoc. Inc - Rel		2,153 1,629	2,153 1,629	-	-	2,261 1,711	2,261 1,711	-		(180) (136)	(180) (136)				45 34	45 34			28 28 21 21	
2011	WECC	Tri-State Generation & Transmission Association, In	U.S.	125,436	125,436	-	-	131,717	131,717	-	-	(10,492)	(10,492)				2,609	2,609			1,603 1,603	
2011 2011	WECC	Truckee Donner Public Utility District Tucson Electric Power Company	U.S. U.S.	7,422 663,873	7,422 663,873	-	-	7,794 697,111	7,794 697,111	-		(621) (55,530)	(621) (55,530)				154 13,807	154 13.807			95 95 8,485 8,485	
2011	WECC	Turlock Irrigation District	U.S.	99,863	99,863	-	-	104,863	104,863	-	-	(8,353)	(8,353)				2,077	2,077			1,276 1,276	
2011 2011	WECC	U.S. Army Yuma Proving Ground U.S. BOR Columbia Basin	U.S. U.S.	219 1,401	219 1,401	-	-	230 1,471	230 1,471	-		(18) (117)	(18) (117)				5 29	5 29			3 3 18 18	
2011	WECC	U.S. BOR East Greenacres (Rathdrum)	U.S.	174	174	-	-	183	183	-	-	(15)	(15)				4	4			2 2	

Appendix 2-D, Regional Entitiy Assessments

			Total Regional Entity					eional Entity NEL As			Penalty Sanctio		NDCC 400/ CO.	RC excluding US (0-1-5-4	NOCC	60% CORC Progr		WEGG G.		ssments (ex.AES			WIRAR Assess		
			Total Regional Entity	y Assessments (Inc	luding WIKAB A	ssessments)	Re	gional Entity NEL As	sessments		Penalty Sanctio	ns - US Only	NPCC 40% COI	RC excluding US 0	Unity Staff	NPCC	60% CORC Progr	ram	WECC COR	npliance Asse	ssments (ex.AES	.0)		WIKAB Assess	ments	
Regional Data Year Entity	ID Entity	Country	Total	US Total	Canada Total	Manico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Tatal	Total	IIC Total	Canada	Total	IIC Total	Canada	Mexico	Total	US Total	Canada	Mexico Total
Data real Entity	ID Entity	Country	Total	US TOTAL	Canada Iotai	IVIEXICO TOTAL	iotai	03 10141	Canada rotar	Iotal	Iotal	U3 TUTAL	Total	O3 IOIAI	Callada Iotal	Iotai	03 10141	iotaij [iotaij	03 10141	Total	Total	Total	U3 TULAT	iotai	10131
2011 WECC	U.S. Bor Spokane Indian Development	U.S.	161	161			169	169	-		(13)	(13)							3	3			2	2		
2011 WECC	U.S. BOR The Dalles Project	U.S.	797	797	-		837	837	-		(67)	(67)							17	17			10	10		
2011 WECC	U.S. DOE National Energy Technology Laboratory	U.S.	231	231	-	-	242	242	-		(19)	(19)							5	5			3	3		
2011 WECC	Umatilla Electric Cooperative Association	U.S.	47,335	47,335	-	-	49,705	49,705		-	(3,959)	(3,959)							984	984			605	605		
2011 WECC	Unit B Irrigation District	U.S.	1	1	-	-	1	1	-	-	(0)	(0)							0	0			0	0		
2011 WECC	US Air Force Base, Fairchild	U.S.	2,439	2,439	-	-	2,562	2,562	-	-	(204)	(204)							51	51			31	31		
2011 WECC	US Dept of Energy - Kirtland AFB	U.S.	20,699	20,699	-		21,735	21,735	-	-	(1,731)	(1,731)							430	430			265	265		
2011 WECC	USN Naval Station, Bremerton	U.S.	12,553	12,553	-	-	13,181	13,181	-	-	(1,050)	(1,050)							261	261			160	160		
2011 WECC	USN Naval Station, Everett	U.S.	647	647	-	-	680	680	-	-	(54)	(54)							13	13			8	8		
2011 WECC	USN Submarine Base, Bangor	U.S.	8,832	8,832	-	-	9,274	9,274	-	-	(739)	(739)							184	184			113	113		
2011 WECC	Valley Electric Association, Inc.	U.S.	20,195	20,195	-		21,206	21,206	-	-	(1,689)	(1,689)							420	420			258	258		
2011 WECC	Vera Water and Power	U.S.	11,327	11,327	-	-	11,895	11,895	-	-	(947)	(947)							236	236			145	145		
2011 WECC	Vigilante Electric Cooperative, Inc.	U.S.	788	788	-	-	828	828	-	-	(66)	(66)							16	16			10	10		
2011 WECC	Wasco Electric Cooperative	U.S.	4,684	4,684	-	-	4,919	4,919	-	-	(392)	(392)							97	97			60	60		
2011 WECC	Wells Rural Electric Cooperative	U.S.	31,538	31,538	-	-	33,117	33,117	-	-	(2,638)	(2,638)							656	656			403	403		
2011 WECC	Wellton-Mohawk Irrigation & Drainage District	U.S.	939	939	-	-	986	986	-	-	(79)	(79)							20	20			12	12		
2011 WECC	West Oregon Electric Cooperative, Inc.	U.S.	2,683	2,683	-	-	2,817	2,817	-	-	(224)	(224)							56	56			34	34		
2011 WECC	West Oregon Electric Cooperative, Inc.	U.S.	652	652	-		684	684	-	-	(55)	(55)							14	14			8	8		
2011 WECC	Western Area Power - Loveland, CO	U.S.	16,710	16,710	-	-	17,546	17,546	-	-	(1,398)	(1,398)							348	348			214	214		
2011 WECC	Western Area Power - Loveland, CO	U.S.	12,025	12,025	-	-	12,627	12,627	-	-	(1,006)	(1,006)							250	250			154	154		
2011 WECC	Western Area Power Administration - CRSP	U.S.	85,957	85,957	-	-	90,260	90,260	-	-	(7,190)	(7,190)							1,788	1,788			1,099	1,099		
2011 WECC	Western Area Power Administration - Sierra Nevada	U.S.	74,636	74,636	-	-	78,373	78,373	-	-	(6,243)	(6,243)							1,552	1,552			954	954		
2011 WECC	Western Area Power Administration-Desert Southw	U.S.	131,604	131,604	-	-	138,193	138,193	-	-	(11,008)	(11,008)							2,737	2,737			1,682	1,682		
2011 WECC	Western Area Power Administration-Upper Great P	U.S.	9,354	9,354	-	-	9,823	9,823	-	-	(782)	(782)							195	195			120	120		
2011 WECC	Western Area Power Administration-Upper Great P	U.S.	71,990	71,990	-	-	75,595	75,595	-	-	(6,022)	(6,022)							1,497	1,497			920	920		
2011 WECC	Western Area Power Administration-Upper Great P	U.S.	10,470	10,470	-	-	10,994	10,994	-	-	(876)	(876)							218	218			134	134		
2011 WECC	Wyoming Municipal Power Agency	U.S.	360,887	360,887	-		378,955	378,955	-	-	(30,187)	(30,187)							7,506	7,506			4,612	4,612		
2011 WECC	Yakama Power	U.S.	949	949	-	-	997	997	-	-	(79)	(79)							20	20			12	12		
2011 WECC	Yampa Valley Electric Association	U.S.	28,601	28,601	-	-	30,033	30,033	-	-	(2,392)	(2,392)							595	595			366	366		
2011 WECC	Yuma Irrigation District	U.S.	151	151	-	-	159	159	-	-	(13)	(13)							3	3			2	2		
2011 WECC	Yuma-Mesa Irrigation District	U.S.	7	7	-		8	8	-	-	(1)	(1)							0	0			0	0		
	TOTAL WECC		41,497,239	35,469,348	5,443,579	584,312	43,929,397	37,245,176	6,118,015	566,206	(2,966,850)	(2,966,850)							(0)	737,687	(748,902)	11,214	534,692	453,334	74,466	6,892
TOTAL ER)		113,584,701	101,219,556	11,780,833	584,312	113,730,146	102,966,790	10,197,150	566,206	(8,457,470)	(8,457,470)	3,110,933	1,417,333	1,693,600	4,666,400	4,101,881	564,519	(0)	737,687	(748,902)	11,214	534,692	453,334	74,466	6,892
Summary by Regiona	Entity																									
2011 FRCC			5,957,971	5,957,971	-	-	6,262,471	6,262,471	-	-	(304,500)	(304,500)	-	-	-	-	-	-	-	-	-		-	-	-	
2011 MRO			9,098,927	7,672,246	1,426,681	-	9,112,927	7,686,246	1,426,681	-	(14,000)	(14,000)	-	-	-	-	-	-	-	-	-		-	-	-	
2011 NPCC			12,352,264	7,441,691	4,910,573	-	4,872,231	2,219,776	2,652,455	-	(297,300)	(297,300)	3,110,933	1,417,333	1,693,600	4,666,400	4,101,881	564,519	-	-	-		-	-	-	
2011 RFC			14,165,848	14,165,848	-	-	17,145,648	17,145,648	-	-	(2,979,800)	(2,979,800)	-	-	-	-	-	-	-	-	-		-	-	-	
2011 SERC			13,829,878	13,829,878	-	-	13,880,878	13,880,878	-	-	(51,000)	(51,000)	-	-	-	-	-	-	-	-			-	-	-	
2011 SPP			8,530,054	8,530,054	-	-	9,525,074	9,525,074	-	-	(995,020)	(995,020)	-	-	-	-	-	-	-	-			-	-	-	
2011 TRE			8,152,520	8,152,520	-	-	9,001,520	9,001,520	-	-	(849,000)	(849,000)	-	-	-	-	-	-		-			-	-	-	
2011 WECC	-		41,497,239	35,469,348	5,443,579	584,312	43,929,397	37,245,176	6,118,015	566,206	(2,966,850)	(2,966,850)						<u> </u>	(0)	737,687	(748,902)	11,214	534,692	453,334	74,466	6,892
Total			113,584,701	101,219,556	11,780,833	584,312	113,730,146	102,966,790	10,197,150	566,206	(8,457,470)	(8,457,470)	3,110,933	1,417,333	1,693,600	4,666,400	4,101,881	564,519	(0)	737,687	(748,902)	11,214	534,692	453,334	74,466	6,892

Appendix 2-D, Regional Entity Assessments

DOCKET NO. RR12-13-000

NORTH AMERICAN ELECTRIC RELIABILITY CORPORATION

2013 BUSINESS PLAN AND BUDGET FILING

ATTACHMENT 2B

NORTH AMERICAN ELECTRIC RELIABILITY CORPORATION

UPDATED 2013 BUSINESS PLAN AND BUDGET REDLINED VERSION



2013 Business Plan and Budget

Board of Trustees Approved: August 16, 2012

<u>Updated September 10, 2012</u>

RELIABILITY | ACCOUNTABILITY









Table of Contents

Table of Contents	2
About NERC	4
Overview	4
Scope of Responsibilities	4
Membership and Governance	8
Delegated Authorities	8
Funding	.0
Introduction and Executive Summary	.2
Strategic Goals and Objectives	.2
Challenges	.4
2013 Key Assumptions	.5
2013 Key Deliverables	.7
Overview of Funding Requirements	20
Cost of Current Operations and Additional Resource Requirements	12
Working Capital and Contingency Operating Reserves	26
2013 Funding and Assessment Forecast	26
Projections for 2014-2015 3	32
Section A — 2013 Business Plan and Budget	34
Reliability Standards	34
Compliance Monitoring and Enforcement and Organization Registration and Certification 4	12
Compliance Operations4	ŀ3
Compliance Enforcement4	18
Reliability Assessment and Performance Analysis5	5
Reliability Risk Management6	3
Situation Awareness Department6	54
Event Analysis and Investigations	'0
Human Performance Initiatives within the Reliability Risk Management Group	1'
Critical Infrastructure Department	'5
Training, Education, and Operator Certification8	34
Administrative Services9	0

Technical Committees and Members' Forum Program	90
General and Administrative	91
Legal and Regulatory	93
Information Technology	96
Human Resources	111
Finance and Accounting	114
Section B — Supplemental Financial Information	118
Reserve Balance	118
Table B-3	120
Table B-4	121
Table B-6	122
Table B-7	123
Table B-8	124
Table B-9	124
Section C — Non-Statutory Activity	126
Section D — Supplemental Financial Statements	127
Exhibit A — Common Assumptions	129
General	130
Key Assumptions by Program Area	130
Exhibit B — 2013 Consultants & Contracts Budget Detail	137
Exhibit C - Working Capital and Operating Reserve Policy	142

About NERC

Overview

The North American Electric Reliability Corporation (NERC) is a not-for-profit entity organized under the New Jersey Nonprofit Corporation Act. NERC's mission is to improve and ensure the reliability of the bulk power system in North America. NERC's area of responsibility spans the continental United States and Canada and the northern portion of Baja California, Mexico. Entities under NERC's jurisdiction are the users, owners, and operators of the bulk power system — a system that serves the needs of over 334 million people, includes installed electricity production capacity of approximately 1,200 gigawatts, operates 211,000 miles of high voltage transmission, and is comprised of assets worth more than one trillion dollars.

The Federal Energy Regulatory Commission (FERC or Commission) certified NERC as the Electric Reliability Organization (ERO) within the United States to establish and enforce reliability standards for the United States portion of the bulk power system, pursuant to section 215 of the Federal Power Act. NERC is subject to regulatory oversight by FERC.

In Canada, NERC presently has memoranda of understanding with provincial authorities in Ontario, New Brunswick, Nova Scotia, Québec, Saskatchewan, and Alberta, and with the National Energy Board of Canada. NERC standards are mandatory and enforceable in Ontario and New Brunswick as a matter of provincial law. NERC has an agreement with Manitoba Hydro, making reliability standards mandatory for that entity, and Manitoba has recently adopted legislation setting out a framework for standards to become mandatory for users, owners, and operators in the province. In addition, NERC has been designated as the "electric reliability organization" under Alberta's Transportation Regulation, and certain reliability standards have been approved in that jurisdiction; others are pending. NERC and the Northeast Power Coordinating Council (NPCC) have been recognized as standards setting bodies by the Régie de l'énergie of Québec, and Québec has the framework in place for reliability standards to become mandatory. NERC standards are now mandatory in British Columbia and Nova Scotia.

Scope of Responsibilities

As the ERO, NERC's primary responsibilities are leading the development, adoption, and improvement of mandatory reliability standards for the bulk power system in North America; leading the monitoring, evaluating, and enforcement of compliance with those reliability standards by the approximately 1,900 entities registered with NERC as bulk power system users, owners, and operators; and assessing the reliability and adequacy of the bulk power system in North America. Collectively, the entities registered with NERC as bulk power system users, owners, and operators perform over 4,600 bulk power system reliability functions. NERC conducts near-term and long-term assessments of the reliability and future adequacy of the North American bulk power system; certifies bulk power system operators as having and maintaining the necessary knowledge and skills to perform their reliability responsibilities; maintains situational awareness of events and conditions that may threaten the reliability of the bulk power system; coordinates efforts to improve physical and cyber security for the bulk

power system of North America in order to maintain the reliability and adequacy of the bulk power system; and conducts detailed analyses and investigations of system disturbances and unusual events to determine root causes, uncover lessons learned, and issue relevant findings as advisories, recommendations, and essential actions to the industry, in order to identify the potential need for new or modified reliability standards, maintain compliance with existing standards, and assess the reliability of the bulk power system.

NERC's authority as the ERO is based on section 215 of the Federal Power Act as added by the Energy Policy Act of 2005¹ and the Commission's regulations and orders issued pursuant to Section 215. However, NERC's objective both before and after becoming the ERO has been to promote and improve the reliability, adequacy, and security of the bulk power system in North America. Voluntary compliance with operational and planning protocols by certain sectors of the industry prior to enactment of section 215 and certification of an ERO was replaced with mandatory and enforceable reliability standards for users, owners, and operators of the bulk power system in North America, with which NERC is charged with monitoring and enforcing compliance.

A series of FERC orders set the parameters of NERC's statutory activities in the United States in Order No. 672; the Commission found that "section 215 of the FPA provides for federal authorization of funding limited to the development of Reliability Standards and their enforcement, and monitoring the reliability of the Bulk-Power System." In certifying NERC as the ERO, the Commission held that "[w]e generally believe that anything required of the ERO or a Regional Entity by the statute, Order No. 672 pursuant to the statute, or any subsequent Commission order pursuant to section 215 of the FPA is a statutory activity." In Order No. 693, in which the Commission approved as mandatory and enforceable under section 215 NERC's initial proposed set of operations and planning reliability standards, the Commission stated that section 215 also "contemplates the prevention of incidents, acts, and events that would interfere with the reliable operation of the Bulk-Power System."

In each of its orders approving NERC's initial three annual business plans and budgets for its activities as the ERO (for the years 2007, 2008 and 2009), the Commission found that the activities proposed by NERC as statutory reasonably fall within the types of activities the Commission considers to be covered by section 215 and should be funded pursuant to section 215.⁵ In those annual business plans and budgets and in its subsequent business plans and budgets, NERC has organized its proposed statutory activities in a set of program areas: Reliability Standards; Compliance Monitoring and Enforcement and Organization Registration and Certification; Training, Education, and Operator Certification; Reliability Assessment and

1_

¹This was codified in section 215 of the Federal Power Act, 16 U.S.C. §. 824o.

² N. Am. Elec. Reliability Corp., 114 FERC ¶ 61,104 at P202 (2006) (Order No. 672).

³ N. Am. Elec. Reliability Corp., 116 FERC ¶ 61,062 at P185 (2006) (emphasis added). See also N. Am. Elec. Reliability Corp., 132 FERC ¶ 61,217 at P 45 n.33 (2010)..

⁴ Mandatory Reliability Standards for the Bulk-Power System, Order No. 693, FERC Stats. & Regs. ¶ 31,242 at P 24,

⁵ N. Am. Elec. Reliability Corp. 117 FERC ¶ 61,091 (2006); N. Am. Elec. Reliability Corp., 121 FERC ¶ 61,057 (2007) ("2008 ERO Budget Order"); N. Am. Elec. Reliability Corp., 125 FERC ¶ 61,056 (2008) (finding that "NERC's 2009 Business Plan provides sufficient details for us to determine whether NERC intends to perform appropriate activities" and that "NERC's proposed categories of activities for 2009 . . . reasonably fall within the types of activities the Commission considers to be covered by FPA section 21.5," id. at P 18).

Performance Analysis; Situational Awareness; and Infrastructure Security. NERC's annual business plans and budgets have also presented its plans and budgets for NERC's administrative functions and departments which are necessary to operate the organization and support the performance of the specific statutory programs: General and Administrative, Legal and Regulatory, Information Technology, Human Resources, and Accounting and Finance. In its business plan and budget filing for 2008, NERC provided a detailed explanation of how each of its statutory program areas fulfilled an ERO responsibility under section 215:

The principal activities of the ERO as specified in Section 215 of the FPA and in the Commission's regulations promulgated thereunder are development of reliability standards for the bulk power system (§ 215(d) of the FPA; 18 C.F.R. § 39.5); enforcement of compliance with reliability standards, including imposition of penalties and sanctions for violations (§ 215(e) of the FPA; 18 C.F.R. § 39.7); and conducting periodic assessments of the reliability and adequacy of the bulk power system in North America (§ 215(g) of the FPA; 18 C.F.R. § 39.11). In addition, the ERO may delegate functions to regional entities pursuant to delegation agreements approved by the Commission (§ 215(c) (4) of the FPA; 18 C.F.R. § 39.8).

NERC has organized and presented its business plan and budget based on six specific program areas. Each of these program areas carries out or supports implementation of one or more of the statutory activities. Specifically: (1) the Reliability Standards Program implements the statutory activity of development of reliability standards. (2) The Compliance Enforcement and Organization Registration and Certification Program implements the statutory activity of enforcement of compliance with reliability standards, including imposition of penalties and sanctions for violations of standards. (3) The Reliability Readiness Evaluation and Improvements Program supports the statutory activity of enforcing and achieving compliance with reliability standards and the statutory activity of conducting assessments of the reliability of the bulk power system. This program also provides information and feedback that supports the statutory activity of development of reliability standards. (4) The Training, Education and Operator Certification Program supports the statutory activity of enforcing and achieving compliance with reliability standards, and also provides information and feedback that supports the statutory activity of development of reliability standards. (5) The Reliability Assessment and Performance Analysis Program implements the statutory activity of conducting periodic assessments of the reliability and adequacy of the bulk power system in North America. This program also provides information and feedback that supports the statutory activities of development of reliability standards and achieving compliance with reliability standards. (6) The Situation Awareness and Infrastructure Security Program supports the statutory activity of enforcing and achieving compliance

_

⁶ An additional program area included in the 2007 and 2008 business plans and budgets, Reliability Readiness Evaluation and Improvements, was subsequently terminated in 2009. The Commission approved NERC's recommendation to eliminate the Reliability Readiness Program, see: North American Electric Reliability Corp., Order on Compliance Filing, 128 FERC ¶ 61,025 (2009).

with reliability standards, and also provides information and feedback that supports the statutory activities of development of reliability standards and conducting assessments of the reliability and adequacy of the bulk power system.

In response to the above explanation, the Commission concluded, in approving NERC's Business Plan and Budget for 2008:

We find that NERC's submitted business plan provides sufficient detail for us to determine whether NERC intends to pursue appropriate activities. NERC's proposed categories of activities are the same as those approved by the Commission for NERC's 2007 budget and reasonably fall within the types of activities the Commission considers to be covered by FPA section 215. As we explained in the 2007 Budget Order, anything required of the ERO or a Regional Entity by the statute, Order No. 672 pursuant to the statute, or any subsequent Commission order pursuant to section 215 of the FPA is a statutory activity.⁷

In NERC's annual business plans and budgets for the ensuing three years (2010, 2011 and 2012), NERC has presented, and the Commission has approved, the budgets for NERC's activities organized in accordance with these statutory program areas.⁸

Additionally, each of NERC's statutory program areas is embodied in one or more sections and associated appendices of NERC's Rules of Procedure (ROP), which have been approved as ERO rules pursuant to section 215(f) of the Federal Power Act and 18 C.F.R. §39.10 by orders issued by the Commission:

- Reliability Standards Development: ROP section 300 and Appendices 3A, 3B and 3D.
- Compliance Monitoring and Enforcement and Organization Registration and Certification: ROP sections 400 and 500 and Appendices 4A, 4B, 4C, 4D, 5A and 5B.
- Training, Education, and Operator Certification: ROP sections 600 and 900 and Appendix
 6.
- Reliability Assessment and Performance Analysis, including Event Analysis: ROP section 800 and Appendix 8.
- Situational Awareness and Infrastructure Security: ROP section 1000.

Accordingly, for the last six years, under the Commission's oversight and approval, NERC has undertaken its specific activities and programs within its defined statutory program areas in support of the implementation of its statutory responsibilities to develop and support reliability standards; monitor, enforce and achieve compliance with these standards; and assess the reliability and adequacy of the bulk power system in North America.

_

⁷ 2008 ERO Budget Order at P 21.

 $^{^8}$ N. Am. Elec. Reliability Corp., 129 FERC \P 61,040 (2009); N. Am. Elec. Reliability Corp., 133 FERC \P 61,062 (2010); North American Electric Reliability Corp., 137 FERC \P 61,071 (2011).

In an effort to further improve transparency, NERC's 2013 Business Plan and Budget provides more granular detail regarding the specific activities which will be undertaken by NERC's program areas and the departments within those program areas in order to provide stakeholders with an opportunity to further understand and provide input regarding the scope of NERC's proposed activities in relation to its responsibilities as the ERO under section 215 of the Federal Power Act.

Membership and Governance

Membership in NERC is open to any person or entity that has an interest in the reliability of the North American bulk power system. Membership in NERC is voluntary and affords participants the opportunity to engage in the governance of the organization through election to the Member Representatives Committee (MRC). The number of entities and individuals who are members is nearly 600.

A Board of Trustees (Board) governs NERC⁹. The Board has formed several committees to facilitate its oversight of the organization in the areas of finance and audit, governance and human resources, compliance, standards oversight and technology, and nominations. In August 2011, upon recommendation of the Finance and Audit Committee and with the support of stakeholders, the Board approved the formation of a Risk Management and Internal Controls Subcommittee (RMICS) comprised of all of the members of the Finance and Audit Committee, the chair of the Compliance and Certification Committee, and the president of the Regional Entity Management Group.¹⁰

The MRC comprises 28 voting representatives elected from the 12 membership sectors. The MRC elects the independent trustees, and along with the Board votes on amendments to the Bylaws, and provides policy advice and recommendations to the Board on behalf of stakeholders with respect to annual budgets, business plans, and other matters pertinent to the purpose and operation of the organization.

Delegated Authorities

In executing a portion of its responsibilities, NERC delegates authority to Regional Entities to perform certain functions through delegation agreements. FERC has approved delegation agreements between NERC and the eight Regional Entities (Florida Reliability Coordinating Council, Midwest Reliability Organization, Northeast Power Coordinating Council, Inc., Reliability First Corporation, SERC Reliability Corporation, Southwest Power Pool RE, Texas Reliability Entity, Inc. and the Western Electricity Coordinating Council). These delegation agreements describe the authority delegated to the Regional Entities in the United States to propose and enforce reliability standards within their geographic footprints. NERC expects Regional Entities whose territories extend into Canadian provinces and Mexico to perform equivalent functions in those jurisdictions.

⁹ At present, there is a 12 member Board. Commencing in February 2013, there will be an 11 member Board (10 independent directors plus the CEO serving as the management trustee).

¹⁰The RMICS mandate is available at http://www.nerc.com/docs/bot/finance/FAC05-08-12a-OPEN-complete.pdf

NERC and Regional Entity personnel are actively engaged in numerous activities in support of ERO objectives and in carrying out their respective responsibilities under the delegation agreements. At the senior executive level, the ERO Executive Management Group, comprised of the chief executive officers and associated management staffs of NERC and the eight Regional Entities, provides strategic policy guidance and operational direction for the activities of the ERO enterprise (NERC and the Regional Entities) through coordinated decision-making to execute the Regional Entities' responsibilities under the delegation agreements and the NERC ROP. As part of its efforts to ensure efficient and effective use of resources while executing the statutory responsibilities of the ERO across the ERO enterprise, the ERO Executive Management Group also manages a series of working groups and subcommittees, including:

- Regional Standards Group
- Certification and Registration Working Group
- ERO Compliance and Enforcement Management Group
- Compliance Monitoring Processes Working Group
- Enforcement, Sanctions and Mitigation Working Group
- CIP Compliance Working Group
- Training and Education Group
- Reliability Assessments and Performance Analysis Group
- Legal Working Group
- Information Management Group
- Information Technology Steering Group
- Regional Communicators Group
- ERO Finance Group

NERC and the Regional Entities have worked cooperatively to address the costs incurred (as well as the amount of time spent) by the Regional Entities for processing compliance violations, by implementing the "Find, Fix, Track and Report" (FFT) and the "Spreadsheet Notice of Penalty" (Spreadsheet NOP) enforcement alternatives to the development of a full NOP for every possible Violation. NERC presented the FFT and Spreadsheet NOP enforcement alternatives to the Commission in a petition filed on September 30, 2011, 11 and the Commission accepted this filing in an order issued March 15, 2012. 12 The FFT and Spreadsheet NOP enforcement mechanisms will be used for Possible Violations that pose lesser risk (minimal risk in the case of the FFT) to the bulk power system and satisfy other criteria. Where a Possible

¹¹ Petition Requesting Approval of New Enforcement Mechanisms and Submittal of Initial Informational Filing Regarding NERC's Efforts to Refocus Implementation of its Compliance Monitoring and Enforcement Program, Docket RC11-6-000, filed Sept. 30, 2011.

¹² N. Am. Elec. Reliability Corp.,, Order Accepting with Conditions the Electric Reliability Organization's Petition Requesting Approval of New Enforcement Mechanisms and Requiring Compliance Filing, 138 FERC ¶ 61,193 (2012) ("FFT Order").

Violation is dispositioned using the FFT or the Spreadsheet NOP mechanism, the Regional Entity will not have to expend time and resources to the same extent as to develop the documentation required for a full NOP filing; rather, the record is aligned to the risk posed by a given Possible Violation and all relevant information is included in a spreadsheet format. Where a Possible Violation is dispositioned through the FFT mechanism, the Regional Entity will not have to expend the time and resources to negotiate a formal settlement agreement, process a separate formal Mitigation Plan through acceptance and approval, or determine a Penalty or sanction for the violation. The availability of the FFT and Spreadsheet NOP enforcement mechanisms will significantly reduce the total amount of resources expended by the Regional Entities in processing compliance violations. In the FFT Order, the Commission stated that NERC's proposal "will be the first step to a more efficient and effective compliance and enforcement process" and that "we believe that the FFT proposal may significantly reduce the time and resources needed to resolve minor possible violations of Reliability Standards and thereby permit NERC and the Regional Entities to reprioritize their compliance efforts toward more important violations and matters." 14

Earlier, NERC had adopted other approaches to improve the efficiency of Regional Entity violations processing and dispositioning, including an Abbreviated Notice of Penalty Format, a Deficiency Notice of Penalty Format, and an Administrative Citation Notice format. The Commission has stated that the Abbreviated Notice of Penalty Format and Deficiency Notice of Penalty format "have been successful in increasing efficiency" and that it expected the Abbreviated Citation Notice Format "will be a successful tool in improving the efficiency of NERC's enforcement process, thereby reducing the time and resources expended by the Regional Entities, NERC, and Commission staff while still achieving transparency and consistency in penalty determinations for violations that are appropriate for this format." ¹⁵

In the FFT Order, the Commission invited, among other things, in the twelve-month report due in March 2013, the submission of information regarding changes and improvements to the FFT program going forward, including expanding the scope and parameters of possible violations to be processed by FFT informational filings. Future steps are currently being considered and will be addressed in NERC's upcoming twelve-month report. These future steps are being developed with the engagement, input and participation of Regional Entities and industry stakeholders.

Funding

Section 215 of the Federal Power Act and FERC regulations also specify procedures for NERC's funding in the United States. NERC's annual business plan and budget is subject to FERC approval in the United States. Once approved, assessments are allocated to load-serving

¹⁴ FFT Order at P 40.

¹³ FFT Order at P 41.

¹⁵ N. Am. Elec. Reliability Corp.,, Notice of No Further Review of Initial Administrative Citation Notice of Penalty, 134 FERC ¶ 61,157 (2011) at P 7.

¹⁶ FFT Order at P 76.

entities on a net energy for load (NEL) basis. Equivalent funding mechanisms are provided in Canada, subject to the specific laws and regulations of each province.

The funding requirements for each Regional Entity are addressed separately in each Regional Entity's business plan and budget, which must be reviewed and approved by NERC and FERC in the United States. Assessments for the Regional Entity budgets are included in the overall NERC assessments to load-serving entities.

Introduction and Executive Summary

TOTAL RESOURCES (in whole dollars)											
		2013 Budget U.S.				Canada		Mexico			
Statutory FTEs		186.25									
Non-statutory FTEs											
Total FTEs		186.25									
Statutory Expenses	\$	54,093,957									
Non-Statutory Expenses	\$	-									
Total Expenses	\$	54,093,957									
Statutory Inc(Dec) in Fixed Assets	\$	192,299									
Non-Statutory Inc(Dec) in Fixed Assets	\$	-									
Total Inc(Dec) in Fixed Assets	\$	192,299									
Statutory Working Capital Requirement	\$	(2,033,600)									
Non-Statutory Working Capital Requirement											
Total Working Capital Requirement	\$	(2,033,600)									
Total Statutory Funding Requirement	\$	52,252,656									
Total Non-Statutory Funding Requirement	\$	-									
Total Funding Requirement	\$	52,252,656									
Statutory Funding Assessments	\$	47,604,156	\$	43,036,224	\$	4,443,246	\$	124,686			
Non-Statutory Fees											
NEL		4,526,616,128		3,996,240,765		519,333,921		11,041,442			
NEL%		100.00%		88.28%		11.47%		0.24%			

Strategic Goals and Objectives

NERC's mission is to improve and ensure the reliability of the bulk power system of North America. NERC furthers this mission by developing clear, reliability-focused standards; promoting compliance excellence with its reliability standards; providing firm but fair enforcement of mandatory reliability standards; assessing and reporting on existing and future reliability performance; analyzing and reporting on system events to identify and share lessons learned; maintaining the system operator certification program; and facilitating industry awareness and management of risks to reliability.

Each year, senior management from NERC and the Regional Entities devote considerable time and effort to the business planning and budgeting process, including refining and updating goals, objectives, deliverables, and common multi-year business planning and budgeting assumptions, taking into account lessons learned and stakeholder feedback, as well as applicable governmental requirements and directives. NERC's Board also participates in strategic planning, building on input from NERC and the Regional Entity Management Group.

The 2013 strategic planning initiative produced the following common goals and objectives:

1. Standards and Compliance

- a) Develop clear, reasonable and technically sound mandatory reliability standards in a timely and efficient manner. These standards establish threshold requirements for ensuring the bulk power system is planned, designed, operated, and maintained in a manner that minimizes risks of cascading failures, avoids damage to major equipment, or limits interruptions of bulk power supply.
- b) Be a strong enforcement authority that is independent, without conflict of interest, objective, and fair. The ERO will retain and refine its ability to use standards enforcement when warranted and impose penalties and sanctions commensurate with risk.
- c) Promote a culture of compliance with mandatory reliability standards across the industry. The ERO will support the industry by identifying procedures, practices, and controls to address reliability risks resulting from noncompliance.

2. Risks to Reliability

- a) Identify the most significant risks to reliability. The ERO will identify and prioritize reliability risks, identify actions to mitigate these risks, and monitor results.
- b) Be accountable for mitigating reliability risks. The ERO will work with industry stakeholders and experts to ensure the mitigation of known risks to reliability using standards enforcement and other methods where appropriate.
- c) Promote a culture of reliability excellence. The ERO will facilitate a learning environment throughout the industry through event causal analysis, communication of lessons learned, and tracking of recommendations.

3. Coordination and Collaboration

- a) Improve transparency, consistency, quality, and timeliness of results. The ERO will accomplish this through effective coordination, collaboration, and process improvements.
- Operate as a collaborative enterprise. The ERO will communicate expectations clearly and foster collaboration to deliver important results in advancing system reliability.
- c) Improve efficiencies and cost effectiveness. The ERO will accomplish this by engaging the support of stakeholders, being an efficient steward of resources, and leveraging information systems to create efficiencies and process controls.

Focusing on Priorities

In furtherance of the foregoing strategic goals and objectives, NERC will be focusing on a number of high priority items for 2013 including:

- Issuing new and revised standards, including the development of results-based standards, as well as working with industry, applicable governmental authorities and other stakeholders to improve the standards development process.
- Continuing to improve enforcement focus, efficiency and productivity, including working
 with regulatory authorities and stakeholders to develop and implement improvements
 in the enforcement framework which focuses both ERO and industry resources on
 compliance activities that are most likely to support the reliability of the North American
 bulk power system.
- Regional Entity collaboration, coordination and oversight.
- Improving the ability of industry to respond to incidents, vulnerabilities, and threats that have the potential to adversely affect bulk power system reliability.
- Educating stakeholders on the role and long-term strategy for the ES-ISAC.
- Event analysis, emerging issues and reliability risk reporting.
- Developing and implementing improvements to ERO processes, including the design and deployment of necessary IT infrastructure to facilitate these process improvements, and improvements in internal financial and operating controls.
- Improving compliance information and education.
- Enhancing reliability risk metrics and modeling capabilities.
- Developing competencies of ERO staff through training and providing training to stakeholders on standards and effective compliance.

Challenges

NERC, along with the Regional Entities and industry participants in the ERO, continue to face a number of challenges and demands as they work to achieve the ERO's strategic objectives. The more significant challenges include:

- Improving the standards development process;
- Focusing on reliability risk and delivery of results;
- Continuing to improve the compliance enforcement framework, focus and processes;
- Identifying and addressing critical infrastructure protection priorities;
- Addressing regulatory mandates;
- Continuing to implement the improvements identified in the Three-Year ERO Performance Assessment;
- Balancing resource needs within financial constraints, and achieving efficiencies; and

Recruiting, integrating and retaining qualified personnel.

As to two of these challenges, NERC wishes to highlight efforts that are underway. First, with respect to the standards development process, in 2012, the Standards Process Input Group (SPIG) was formed and it has issued a report identifying five recommendations for improvements. The Board accepted the SPIG report and endorsed the five recommendations at the May 2012 Board meeting. Efforts remain ongoing.

Second, as noted above, further improvements and enhancements to the compliance enforcement framework, focus and processes are under consideration and will be identified in the March 2013 compliance filing in accordance with the FFT Order.

2013 Key Assumptions

As mentioned above, NERC and the Regional Entities' Business Plans and Budgets reflect a set of common assumptions, attached as <u>Exhibit A</u>. The significant assumptions underlying NERC's 2013 Business Plan include:

- There will be no material changes in the legal framework under which NERC and the Regional Entities operate;
- The final determination of what constitutes the Bulk Electric System may affect the scope of ERO jurisdictional facilities and will likely impact both NERC and Regional Entity resource requirements;
- 3. There will be continued industry participation to support key program areas including but not limited to standards development, event analysis, and reliability assessments;
- 4. External factors, including regulatory actions and assessing the impacts of new technologies will continue to affect resource needs and allocation;
- 5. ERO, industry and regulatory resources will focus on improvements in the standards development process;
- 6. Critical infrastructure protection will continue to be a priority in the United States and Canada;
- Continued refinement of risk-based methodologies to support more effective and efficient compliance monitoring and enforcement will mitigate compliance resource needs;
- 8. The frequency of compliance audits will transition to be more reflective of a registered entity's reliability risk profile;
- 9. Current trends in the number of new alleged standards violations each month will continue (e.g., violations of Order 693 standards gradually trending downward and violations of cyber security standards continuing to increase);
- 10. The level of event review and analysis will increase with the implementation of an advanced application of cause analysis; cause coding, data analysis and risk control collection, to facilitate quality aggregate trending and identification of causal factors and

- emerging reliability risks to support reliable operation of the bulk power system. This effort is not expected to materially impact resource requirements; and
- 11. Significant investments will be required over the planning period to develop and implement program area and enterprise-wide applications to support business needs, including compliance, registration and tracking systems and other project, data management and analysis tools to provide greater cost efficiency and uniformity across the ERO Enterprise.

2013 Key Deliverables

Consistent with the list of priority items emerging from its strategic planning initiative, the following is the list of significant NERC deliverables for 2013.

Reliability Standards

- Work with industry to implement process changes to improve efficiency and timeliness of high priority reliability risk mitigating standards.
- Implement process changes to facilitate the removal of administrative requirements where feasible and improve throughput of standards addressing emerging reliability risks while reducing burdens on industry.
- Increase standards development coordination with compliance and enforcement
- Facilitate the consideration of internal controls programs by registered entities in the standards development process
- Support the three-year Standards Development Plan.
- Reduce backlog of FERC directives, as well as improve tracking and reporting of directives implementation.
- Improve the quality of standards drafting, training and communications.
- Track and report standards process results on a quarterly basis.

Compliance Operations

- Develop a compliance trial program which provides an opportunity for mitigation while achieving compliance, as well as an opportunity to validate compliance measures and procedures.
- Develop risk-based compliance monitoring approaches to maximize reliability benefits and improve efficiencies.
- Continue education programs regarding effective compliance programs and risk controls.
- Continue to improve oversight of Regional Entity activities, including facilitating the development of highly qualified compliance and audit staff.
- Improve consistency and transparency.
- Increase support for standards activities to foster the development of standards with increased reliability benefit while minimizing compliance risk uncertainties.

_

¹⁷ Standards Development Plan

Enforcement

- Achieve greater efficiencies in enforcement processing by focusing attention and resources on cases having the most significant impact on reliability.
- Sustain and expand the FFT process.
- Reduce outstanding caseload of previously identified Possible Violations and Alleged Violations.
- Identify the causes and trends in violations.

Reliability Assessments

- Issue reliability assessment reports, guidelines, recommendations and alerts.
- Develop risk control strategies and plans to address existing and emerging reliability risks.
- Support standards development process and response to FERC Directives.
- Provide support and leadership to the Planning Committee, the Standing Committees' subcommittees, working groups, and task forces.
- Build and sustain an enterprise reliability assessment and performance analysis team.
- Subject to final regulatory action, finalize Bulk Electric System and consequential load loss exception processes.

Reliability Risk Management

- Use of more sophisticated cause codes for analysis.
- Refinement of risk-based methodologies to support more effective and efficient identification of reliability risks.
- Provide timely publication of lessons learned and recommendations and track responses to recommendations.
- Refine the criteria and process for self-analysis of events and disturbances to promote continuous improvement and information sharing.
- Facilitate the dissemination and sharing of information regarding lessons learned and industry innovations in the area of human performance.

Situation Awareness

 Increase the awareness and exchange of information among stakeholders regarding threats to bulk power system reliability based on data which is collected and analyzed through use of state of the art software tools.

Critical Infrastructure Protection

- Support
 - CIP standards development
 - Regional Entity audit oversight and assistance
 - The Critical Infrastructure Protection Committee
 - Training and awareness initiatives
 - Electricity Sub-sector Coordinating Council
 - CIP Compliance Working Group
- Continue to enhance information sharing and dissemination of bulk power system threat and vulnerability information through Electricity Sector Information Sharing and Analysis Center (ES-ISAC).
- Conduct security incident analysis and information sharing.

Training and Education

- Training and education programs, including:
 - Development and implementation of clear and technically sound reliability standards;
 - Key lessons learned and trends from events and analyses;
 - Risk-based assessment methods;
 - Effective compliance cultures with practices, procedures and controls to address reliability risks; and
 - Effective root, apparent and common cause analysis methods.
- Implement upgrades to the system operator certification and continuing education database.

Information Technology

- Design and deploy a common, enterprise-wide technology platform.
- Design a reliable, stable, secure environment for data gathering and reporting through a single repository of data; Phase I data warehouse design.
- Implement enhanced disaster recovery of critical IT resources.
- Implement a laptop backup application.
- Implement Phase II of the NERC public website upgrade.
- Enhance or replace applications supporting key business processes.

Overview of Funding Requirements

Now in the third year of the three-year plan first set forth in 2011, NERC's 2013 Business Plan and Budget reflects the resources required for NERC to continue to deliver on its mission. NERC's 2013 Business Plan and Budget also reflects the ongoing efforts of NERC to better define program area requirements and allocate resources in order to make more meaningful and demonstrable contributions to improvements in the reliability of the bulk power systems in North America. NERC has enhanced the depth of information provided in its 2013 Business Plan and Budget to improve transparency by providing significantly more detail regarding departmental activities and costs, including the relationship of these activities to furthering the goals of section 215 of the Federal Power Act.

NERC's 2012 Business Plan and Budget presented a three-year budget forecast which reflected a leveling off of incremental resource needs in 2013. NERC's 2013 budget forecast is consistent with this previously forecasted trend and NERC anticipates this trend to continue through 2015 absent major unanticipated events.

The following sections of the 2013 Business Plan and Budget describe in detail the resources needed in 2013 for NERC to continue to carry out its mission. The 2013 funding requirements reflect the costs of ongoing operations, including but not limited to personnel costs based on projected 2012 year-end headcount, contracts for office space, software licensing, third party data management, communication and other services to support operations, as well as the operation and maintenance of infrastructure investments. Incremental funding requirements in 2013 are primarily driven by resources required to fund investments in additional technology and applications to facilitate improved business processes, as well as resource additions to support standards development, Regional Entity oversight, reliability risk assessment and training and education initiatives. The 2013 funding requirements for these items are partially offset by savings realized from the completion, elimination, or reduction in the scope of various other program area initiatives, as well as savings associated with reduction in costs of personnel costs, including significant savings resulting from changes to employee benefit and retirement programs.

NERC is projecting an overall 2013 increase of approximately \$1.2M in total operating expenses and capital expenditures, which is approximately 2.2 percent over 2012 and represents NERC's lowest year-over-year budget increase since becoming the ERO. Total 2013 projected operating expenses and capital expenditures are approximately \$1.0M (1.9 percent) less than the 2013 projection contained in NERC's 2012 Business Plan and Budget.

Penalty funds received in 2012 and a reduction in NERC's working capital reserves will reduce NERC's 2013 assessments funding approximately \$3.1M (6.0 percent) below NERC's 2012 assessments. After taking into account the application of NERC's policies regarding the allocation of United States penalty funds¹⁸, the allocation of certain compliance and enforcement costs¹⁹, and using 2011 net energy for load data, assessments will be

¹⁸ Accounting, Financial Statement and Budgetary Treatment of Penalties Imposed and Received for Violations of Reliability Standards, December 8, 2008

¹⁹ Expanded Policy on Allocation of Certain Compliance and Enforcement Costs, July 29, 2008

approximately \$3.1M (6.8 percent) lower for United States entities, \$67.8k (1.5 percent) higher for Canadian entities, and \$7.0k (5.9 percent) higher for Mexican entities.

NERC is proposing to decrease working capital reserves by approximately \$2.0M in 2013. Management has also developed and the NERC Board of Trustees approved a Working Capital and Operating Reserve Policy, the provisions of which are set forth in Exhibit C, together with 2013 budgeted working capital and operating reserve amounts.

Management has prepared preliminary budget projections for 2014 and 2015. These projections reflect close to a zero (0) percent increase in 2014 and a nominal 2.1 percent increase in 2015. These projections are preliminary and subject to change. Further information regarding the assumptions underlying these projections may be found on page 31.

Cost of Current Operations and Additional Resource Requirements

Building on previous business planning initiatives, including feedback from the Board and stakeholders, the first step NERC took in preparing its 2013 budget was to undertake a comprehensive review of existing resource allocation to ensure alignment with the ERO's strategic goals and objectives. Departmental staffing, consulting, and contractor costs were also thoroughly reviewed, as were travel and meeting expenses and other operating costs. During 2011, NERC management implemented a new employee performance management program to better align individual and departmental performance with corporate goals and objectives. This process, which has now been institutionalized, also provided and will continue to provide an opportunity for management to evaluate and address weaknesses in existing resource capabilities. In early 2012, management implemented a new time reporting system which tracks all employee time and includes the ability to track time by function, major activities and project. This capability will be utilized as a tool to both understand and evaluate resource utilization and make more informed decisions regarding future resource allocation and resources needs. Management is also continuing to review and will be implementing further improvements in operating practices and expense controls in order to achieve additional operating efficiencies.

After completing a comprehensive review of existing staffing, management reviewed the costs associated with existing operations, including opportunities to reduce contractor, consulting and other operating expenses. Similar to the budget presentation format used in 2011 and 2012 the costs associated with NERC's existing operations are referred to as NERC's "base operating budget." The base operating budget excludes funding requirements for working capital reserves. The 2013 base operating budget is approximately \$49.6M or approximately \$3.5M less than NERC's approved 2012 budget. This reduction is primarily due to savings in two areas, personnel costs and contractor and consulting expenses. Reductions in personnel costs are primarily the result of lower projected salary (\$1.6M), benefits (\$223k) and retirement (\$840k) expense. Reductions in contractor and consulting expense (\$1.7M) are primarily the result of the termination of the Interchange Distribution Calculator (IDC) contract, together with completion of work under existing contracts.

NERC's total projected 2013 budget is approximately \$54.3M which, as previously indicated, represents an increase of approximately \$1.2M or 2.2 percent over the company's 2012 budget. The company's 2013 budget for personnel expense is approximately \$745k lower than 2012. This reduction is inclusive of the costs of proposed personnel additions in 2013. The 2013 contract and consulting budget is approximately \$529k higher than 2012. Additional detail regarding the contract and consulting costs by department is provided below, as well as in Section A and Exhibit B.

The 2013 budget includes increased rent expense of \$453k, reflecting the amortization of the lease costs for NERC office space over the term of the leases and the estimated cost of increasing leased space in Atlanta, and a \$150k increase in professional services for outside legal support in connection with the five-year performance assessment of NERC. The 2013 budget also includes a \$1.0M increase in capital expenditures for IT infrastructure, which is discussed further below and in Section A under Administrative Services.

The cumulative effect of the decrease in the cost of current operations, together with proposed incremental 2013 resource additions, is presented in the table below followed by the summary of the proposed additional resource requirements by department.

				В	С	= B + C		
	Α			В	· ·	=B+C		
2012	Base Operating Budget		Ch	13 Projected ange in Base rating Budget	Projected inc(dec) in Staffing and Programs			tal Projected 013 Budget
\$	24,800,833	Salaries	\$	(1,585,329)	\$ 840,662	\$ (744,667)		24,056,166
	1,524,935	Payroll Taxes		(126,804)	61,579	(65,225)		1,459,710
	3,190,308	Benefits		(222,801)	112,434	(110,367)		3,079,941
	3,489,736	Retirement		(839,932)	52,784	(787,148)	_	2,702,588
\$	33,005,812	Total Personnel Expense	\$	(2,774,867)	\$ 1,067,460	\$ (1,707,407)	\$	31,298,405
\$	736,000	Meetings	\$	306,000	\$ -	\$ 306,000		1,042,000
	2,787,870	Travel		(124,370)	75,000	(49,370)		2,738,500
	348,910	Conference Calls	_	(31,100)		(31,100)	_	317,810
\$	3,872,780	Total Meeting Expense	\$	150,530	\$ 75,000	\$ 225,530	\$	4,098,310
\$	6,368,000	Consultants and Contracts	\$	(393,926)	\$ 2,084,500	\$ 1,690,574		8,058,574
	300,094	NERCnet Contract				-		300,094
	1,619,220	IDC Contract		(1,161,634)		(1,161,634)		457,586
\$	8,287,314	Contracts and Consultants	\$	(1,555,560)	\$ 2,084,500	\$ 528,940	\$	8,816,254
\$	2,304,257	Office Rent	\$	191,407	\$ 261,176	\$ 452,583		2,756,840
	2,838,819	Office Costs		342,696		342,696		3,181,515
	2,005,000	Professional Services		136,331	150,000	286,331		2,291,331
	26,200	Miscellaneous		(4,700)		(4,700)		21,500
\$	7,174,276	Operating Expenses	\$	665,734	\$ 411,176	\$ 1,076,910	\$	8,251,186
\$		Non-Operating Expenses		50,000		\$ 50,000	\$	50,000
\$	772,090	Computer & Software CapEx	\$	-	\$ 784,010	\$ 784,010		1,556,100
		Network Equipment		-	216,000	216,000		216,000
		Furniture & Fixtures					_	
\$	772,090	Capital Expenditures	\$		\$ 1,000,010	\$ 1,000,010	\$	1,772,100
\$	53,112,272	Total Base Operating Budget	\$	(3,464,163)	\$ 4,638,146	\$ 1,173,983	\$	54,286,255

The following is a brief summary of 2013 additional personnel, and contractor and consulting needs by department. Additional detailed information by department is provided in Section A.

- Standards The standards department is proposing to add three (3) positions in 2013, including two (2) standards development advisors and one (1) technical writer. The standards development advisors will allow the department to increase the number of concurrent projects that can be processed. The technical writer will help improve standards quality, which should also improve compliance outcomes and efficiency. \$150k has been added to the contractor and consulting budget for additional resources to support the Standards Process Improvement Initiative.
- Compliance Operations, Organization Registration and Registration One (1) position transferred to another program area and no additional personnel needs are projected²⁰. Consulting support will be required for auditor training and Regional Entity audit oversight. Consulting resources to support training are budgeted under the Training, Education and Operator Certification Program. \$120K in consulting resource to support Regional Entity audit oversight are budgeted as part of the consulting support for NERC's risk management and internal controls framework described further under Administrative Services. This is consistent with the 2012 budget.
- Enforcement No additional personnel needs are projected. Resources required for developing improved data management and analysis systems are budgeted under IT in Administrative Services.
- Reliability Assessment and Performance Analysis (RAPA) One (1) position was added in 2012 to support the development of risk control strategies. One (1) position is proposed to be added in 2013 to provide additional engineering support required to evaluate and prioritize risks and support standards development. \$685k in consulting support has been budgeted to support RAPA initiatives in 2013, a \$313k decrease from RAPA's 2012 budget. The contractor and consulting funding includes software licensing and maintenance fees for the generator, transmission, demand response, spare equipment, and other databases, as well as contractor support for special reliability assessments. A more detailed explanation of contractor and consulting support costs is provided under the Reliability Assessment and Performance Analysis discussion in Section A. Additional specialized consulting support may be required to support the Bulk Electric System exception process. These additional resources will be included as part of the projected contingency operating reserve component of working capital and contingency operating reserve guidelines.
- Training, Education, and Operator Certification One (1) position is proposed to be
 added to provide administrative support, the cost of which will be paid through
 operator certification and testing fees and will not impact assessments. Approximately
 \$850k in contractor and consulting support is included in the 2013 budget to support
 training, education and operator certification, representing an increase of
 approximately \$253k over 2012 budgeted levels. A significant portion of this increase

²⁰ However, additional CIP auditors will be added to the Critical Infrastructure Department to support oversight of regional entity CMEP

(\$250k) is to fund improvements in the system operator certification and continuing education database. Working capital additions resulting from user fees received for operator training and certification programs exceeding 2011 program area costs will be used to fund this database upgrade. This funding approach is consistent with the Rules of Procedure and is further discussed in the proposed working capital and contingency operating reserve guidelines.

- Event Analysis and Investigations One (1) position was added in 2012 to support the
 Events Analysis department. \$120k is budgeted for outside contractor and consulting
 support of significant events, such as the 2011 Southwest outage. This is consistent with
 the amount included in the 2012 budget.
- Situation Awareness No additional personnel are proposed in 2013. Approximately \$2.7M is budgeted for consultants and contractors, including \$2.0M in funding for contracts that support North American Synchro-Phasor Initiative (NASPI), various software tools used to monitor or evaluate reliability or events, software and services support for NERC's secure alert system and costs to support the operation and maintenance of SAFNR. \$460K is budgeted to support the IDC prior to termination and the transition of that contract to IDC users. The Situation Awareness budget also includes approximately \$300k for NERC's share of a third-party secure communications network used to support NERC's situation awareness function. Total 2013 contractor and consulting support for the Situation Awareness department is approximately \$1.1M less than in the 2012 budget, primarily due to elimination of IDC contract costs when the contract expires on March 31, 2012 and the IDC users will directly assume responsibility for the cost of operating and maintaining the IDC.

Critical Infrastructure Protection — One (1) additional position is budgeted in 2013 to support Regional Entity audit oversight, which will result in a total of five (5) CIP auditors supporting this activity. Two (2) Cyber Security Specialist positions will also be added in 2013, one of which will be assigned to the ES-ISAC team. These two cyber security specialists will research, analyze, and disseminate information regarding significant cyber and physical security incidents and the specialist assigned to the ES-ISAC will also support access to operations center positions in the Industrial Control Systems Cyber Emergency Response Team and at the DHS National Incident Coordination Center in Washington, DC. These resources are required to stand watch on the National Cybersecurity and Communications Integration Center floor on a rotating schedule. \$785k is budgeted in 2013 for consulting and contractors to support CIP department activities, which is a \$10k decrease from 2012.21 Contractor and consulting support services are to assist in the preparation of a cyber risk preparedness assessment, to provide continued support for the Electricity Sub-sector Coordinating Council (ESCC), and to plan and conduct a grid security exercise similar to the Grid-X exercise which was successfully conducted in 2011. Contractor and consulting support is also included for the build-out and operation of the ES-ISAC, including secure portal services and communications, cyber incident analysis, threat modeling, information reporting, and other services more fully described in Section A under ES-ISAC.

²¹ This reduction is primarily due to the reclassification of a software expenses from contractors and consultant to Office Costs.

- Administrative Services One (1) position is proposed to be added in 2013 to support SharePoint applications development and administration. One (1) position was added to the Finance and Accounting area to provide facilities management. These two additions are offset by a reduction in other positions budgeted in the administrative services area, one of which is a retiring executive and a reduction of one (1) position supporting the Human Resources area. In addition, five (5) staff transferred from other program areas to provide IT project management and administrative and internal controls support as further described in Administrative Services below. Approximately \$2.7M is budgeted in 2013 for contractors and consultants to support various IT infrastructure and applications needs, representing an increase of approximately \$1.3M over 2012. These contractor and consulting resources will:
 - Support major improvements to NERC's website;
 - Conduct security vulnerability testing;
 - Provide design and integration services; support applications development including improvement in the compliance data base and standards balloting applications;
 - Provide project management, support and maintenance services;
 - Conduct quality assurance testing;
 - Provide data warehouse and common technology platform design;
 - Review existing applications and scope solutions to business needs; and
 - Provide disaster recovery and electronic file backup services.

An additional amount of \$288k is budgeted for contractors and consultants to support Human Resources needs including staff training, compensation consulting, employee, industry and Board effectiveness surveys and automated employee support services, including benefits enrollment and employee self-service automation. The contractor and consulting budget for Human Resources is in line with 2012 budgeted amounts. The final component of contractor and consulting support in the Administrative Services area is for NERC's Canadian affairs representative and is consistent with 2012 budgeted levels. Additional detail regarding contractor and consulting support for the Administrative Service area is provided under Administrative Services in Section A. Outside legal services are budgeted under professional services and have been increased \$150k over the 2012 budget level to provide funding for additional legal support in connection with NERC's five-year performance assessment.

To further improve the transparency and openness of NERC's business plan and budgeting process as compared to previous years, a detailed spreadsheet with a listing of proposed 2013 contract and consulting costs by department, as well as a comparison to 2012 budgeted amounts, is included in Exhibit B.

Working Capital and Contingency Operating Reserves

Working closely with the Finance and Audit Committee of the Board of Trustees management developed a working capital policy and guidelines applicable to the use of operating reserves which are not required to satisfy cash flow requirements or for categories of expenditures that are not included as part of the company's approved annual budget but become necessary during the course of the year. The policy:

- Separates the concept of working capital from operating reserves;
- Establishes criteria and authorities for funding and access to working capital and operating reserves and transfers of reserves between accounts;
- Establishes controls and authorities regarding the reallocation of budgeted funds;
- Establishes a separate operating reserve applicable to funds received in support of the System Operator Certification Program;
- Establishes controls regarding annual headcount and FTE budgets; and
- Establishes transparent reporting requirements.

The final form of Working Capital and Operating Reserve Policy is set forth in Exhibit C, together with 2013 budgeted Working Capital and Operating Reserve amounts.

2013 Funding and Assessment Forecast

NERC's 2013 budget results in a \$1.2M or 2.2 percent increase in operating costs and capital expenditures over NERC's 2012 budget. The chart below provides a breakdown of the relative contributions of the cost of current operation, proposed 2013 resource additions and application of penalty funding to produce a \$3.06M (6.0 percent) reduction in assessments. The chart also reflects a \$1.7M reduction in working capital, a \$250k reduction in revenues for third party licensing of GADS software discussed above under Reliability Assessments and Performance Analysis, and a \$347.3k use of working capital to fund an update of the System Operator Certification and Continuing Education Database (SOCCED), which will reduce operating reserves generated from excess fees collected in prior years. Actual assessments for United States, Canadian and Mexican entities will vary after taking into account polices regarding the allocation of certain compliance and enforcement costs. The following preliminary calculation of proposed changes in assessments reflects these policies.

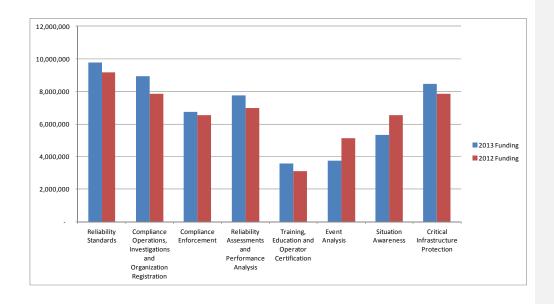
Change in Total Budget 2013 v 2012		% of Total 2012 Budget
Current Operations	\$ (3,464,163)	-6.5%
Proposed 2013 Resource additions	\$ 4,638,146	8.7%
	\$ 1,173,983	2.2%

% of 2012 Increase (Decrease) in 2013 Assessment Assessments (3,464,163) Due to current operations \$ 4,638,145 Due to proposed resource additions (2,512,500) Due to Penalty Offset Due to Reduction in Working Capital (1,686,309) Use of Working Capital - System Operator Testing and Certification - Estimated fees less than budgeted expenses (347,290) Due to increased Workshop Fees (316,000)Due to reductions in revenues for GADS software 250,000 Due to reductions in System Operator Testing Fees and Certificate Renewal Fees 381,000 Total (3,057,116) -6.0% Decrease for US entities (3,095,965) -6.8% Increase for Canadian entities 31,783 1.5% Increase for Mexico entities 7,066 5.9%

The following charts and tables show, (1) the breakdown of funding requirements by department, including allocation of administrative services costs (2) relative increases by department, (3) 2012 and 2013 FTEs and headcount by department, and (4) a comparative Statement of Activities.

Total Budget	Budget 2012*	Projection 2012*	Budget 2013	Change 2013 Budget v 2012 Budget	% Change
Reliability Standards	9,156,601	8,469,326	9,775,088	618,487	6.8%
Compliance Operations, Investigations and Organization Registration*	7,860,024	6,821,532	8,928,994	1,068,970	13.6%
Compliance Enforcement, Reporting, Tracking and Analysis	6,528,040	6,127,367	6,725,004	196,964	3.0%
Reliability Assessments and Performance Analysis	6,968,860	7,550,243	7,762,436	793,576	11.4%
Training, Education and Operator Certification	3,098,130	3,253,881	3,571,766	473,636	15.3%
Event Analysis*	5,126,471	5,739,401	3,738,430	(1,388,041)	-27.1%
Situation Awareness	6,534,397	6,304,552	5,324,311	(1,210,086)	-18.5%
Critical Infrastructure Protection	7,839,749	7,396,830	8,460,227	620,478	7.9%
Total Budget	53,112,272	51,663,132	54,286,256	1,173,984	2.2%

*The 2012 budget and projected expenses from September to December, 2012 of the Event Investigations Team have not been calculated and are therefore included with the 2012 Budget and Projection for Event Analysis.



Total FTE's by Program Area	Budget 2012	Transfers In(Out)	Projection 2012	Total FTEs 2013 Budget	Change from 2012 Budget
STATUTORY					
Operational Programs					
Reliability Standards	24.92	(1.67)	22.31	26.50	1.58
Compliance Operations, Investigations and Organization Registration	21.66	2.34	18.20	24.00	2.34
Compliance Enforcement, Reporting, Tracking and Analysis	21.00		18.48	21.00	-
Reliability Assessments and Performance Analysis	16.50	1.00	16.78	18.75	2.25
Training, Education and Operator Certification	6.75		6.54	8.00	1.25
Event Analysis	13.00	(5.00)	14.25	9.50	(3.50)
Situation Awareness	8.17	(1.67)	5.67	6.50	(1.67)
Critical Infrastructure Protection	17.00		16.03	19.25	2.25
Total FTEs Operational Programs	129.00	(5.00)	118.26	133.50	4.50
Administrative Programs					
Technical Committees and Member Forums	-		-	-	-
General & Administrative	7.00	2.00	9.40	8.00	1.00
Legal and Regulatory	13.00	1.00	12.39	14.00	1.00
Information Technology	12.75	3.00	15.97	16.75	4.00
Human Resources	6.00	(2.00)	4.00	3.00	(3.00)
Finance and Accounting	9.00	1.00	10.79	11.00	2.00
Total FTEs Administrative Programs	47.75	5.00	52.55	52.75	5.00
Total FTEs	176.75		170.81	186.25	9.50

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget

		STA	TUTORY				
				Variance			Variance
				2012 Projection		2	013 Budget
		2012	2012	v 2012 Budget	2013	v	2012 Budget
		Budget	Projection	Over(Under)	Budget		Over(Under)
Funding							
	ERO Funding						
	NERC Assessments	\$ 50,661,272	\$ 50,661,271	\$ (1)	\$ 47,604,156	\$	(3,057,116)
	Penalty Sanctions				2,512,500		2,512,500
	Total NERC Funding	\$ 50,661,272	\$ 50,661,271	\$ (1)	\$ 50,116,656	\$	(544,616)
	Membership Dues	-	-	-	-		-
	Testing Fees	2,061,000	2,108,200	47,200	1,680,000		(381,000)
	Services & Software	250,000	135,500	(114,500)			(250,000)
	Workshops	120,000	340,700	220,700	436,000		316,000
	Interest	20,000	20,000	(0)	20,000		-
	Miscellaneous		1,806	1,806			-
Total Fund	ding (A)	\$ 53,112,272	\$ 53,267,477	\$ 155,205	\$ 52,252,656	\$	(859,616)
Expenses							
LAPCHISES	Personnel Expenses						
	Salaries	\$ 24,800,833	\$ 23,245,401	\$ (1,555,432)	\$ 24,056,166	\$	(744,667)
	Pavroll Taxes	1,524,935	1,397,780	(127,155)		,	(65,225)
	Benefits	3,190,308	2,479,453	(710,855)			(110,367)
	Retirement Costs	3,489,736	2,420,586	(1,069,150)			(787,148)
	Total Personnel Expenses	\$ 33,005,812	\$ 29,543,220			\$	(1,707,407)
	•	- 	V 23/3-10/220	- (0).02)032 /	<u> </u>		(2)/0///0//
	Meeting Expenses						
	Meetings	\$ 736,000	\$ 896,421	\$ 160,421	\$ 1,042,000	\$	306,000
	Travel	2,787,870	2,287,311	(500,559)			(49,370)
	Conference Calls	348,910	270,718	(78,192)			(31,100)
	Total Meeting Expenses	\$ 3,872,780	\$ 3,454,449	\$ (418,331)	\$ 4,098,310	\$	225,530
	Operating Expenses						
	Consultants & Contracts	\$ 8,287,314	\$ 9,022,974	\$ 735,660	\$ 8,816,254	\$	528,940
	Office Rent	2,304,257	2,784,036	479,779	2,756,840		452,583
	Office Costs	2,838,819	3,062,803	223,984	3,181,515		342,696
	Professional Services	2,005,000	2,767,025	762,025	2,291,331		286,331
	Miscellaneous	26,200	21,896	(4,304)	21,500		(4,700)
	Depreciation	1,900,717	1,609,827	(290,890)	1,579,801		(320,916)
	Total Operating Expenses	\$ 17,362,307	\$ 19,268,559	\$ 1,906,252	\$ 18,647,242	\$	1,284,935
	Total Direct Expenses	\$ 54,240,899	\$ 52,266,228	\$ (1,974,671)	\$ 54,043,957	\$	(196,942)
	·				-		
	Indirect Expenses	\$ -	\$ -	\$ -	\$ -	\$	
	Other Non-Operating Expenses	\$ -	\$ 68,903	\$ 68,903	\$ 50,000	\$	50,000
Total Expe	enses (B)	\$ 54,240,899	\$ 52,335,131	\$ (1,905,768)	\$ 54,093,957	\$	(146,942)
		± (+ +== ===)					(=======)
Change in	Assets	\$ (1,128,627)	\$ 932,345	\$ 2,060,972	\$ (1,841,301)	\$	(712,674)
Fixed Asse	ets						
	Depreciation	\$ (1,900,717)	\$ (1,609,827)	\$ 290,890	\$ (1,579,801)	\$	320,916
	Computer & Software CapEx	772,090	734,358	(37,732)	1,556,100		784,010
	Furniture & Fixtures CapEx	-	212	212	-		-
	Equipment CapEx	_	90,958	90,958	216,000		216,000
	Leasehold Improvements	-	112,299	112,299	,		,
	Allocation of Fixed Assets	\$ -	\$ 0	\$ 0	\$ -	\$	_
Inc/Doc\ :-						. —	1 220 020
	n Fixed Assets (C)	(1,128,627) \$ 53,112,272	(672,000)	\$ (1,449,140)	192,299		1,320,926
		\$ 53,112,272	\$ 51,663,132			\$	1,173,984
IO IAL CH	IANGE IN WORKING CAPITAL (=A-B-C)	\$ -	\$ 1,604,345	\$ 1,604,345	\$ (2,033,600)	\$	(2,033,600)
	FTEs	176.75	170.81	(5.94)	186.25		9.5

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expenses Total Personnel Expenses are projected to decrease approximately \$1.7M from 2012. In addition to phasing the timing of new hires in 2013, NERC assumed three percent personnel attrition rate based on current trends. Salary and Payroll Tax expenses are projected to be lower in 2013 than in 2012 even though 9.5 FTEs are being added due to lower average costs per FTE. As reflected in Table B-4 on page 115, the average cost per FTE for salary and payroll tax expense are projected to be \$129,161 and \$7,837 respectively in 2013, which is less than the average costs in the 2012 budget by \$11,155 and \$790 respectively. As previously indicated, changes to NERC's employee benefit and retirement plans also resulted in lower average costs per FTE in 2013. The average cost per FTE for employee benefit plans is projected to be \$1,513 lower and the average cost per FTE for retirement plans is projected to be \$5,233 lower in 2013 compared to the 2012 budget. In total, the average total personnel costs per FTE are projected to be \$18,692 lower in 2013 compared to the 2012 budget.
- Meetings, Travel and Conference Calls Meetings expenses include the cost of catering, audio visual and meeting rooms for all meetings and workshops sponsored by NERC. Meetings expense does not include NERC employees' travel to attend the meeting. All business travel is recorded as Travel Expense. The 2013 budget for Meetings Expense is \$306k higher than 2012 primarily due to an increase in the number of workshops and by the number of attendees. The increase in workshop expenses is offset by higher funding from workshop fees.

Operating Expenses

- Contracts and Consultants A detailed listing of all Contracts and Consulting projects is included in Exhibit B and is further detailed in each Program in Section A.
- Office Rent Scheduled increases in rent for NERC's Atlanta and Washington, DC offices, as well as projected costs associated with the exercise of an option to lease additional space in Atlanta. The company's Atlanta office is almost 100% occupied. The company is adding staff to the Standards department during Q4 of this year and in 2013, as well as projecting limited additions to Standards staff located in Atlanta in 2014 and 2015. It's also expected that in the future NERC will continue to replace departing telecommuting staff with staff based in-house where feasible. The favorable lease terms which the company negotiated several years ago continue to be very attractive in the current market, which has seen some increase over 2011, and will apply to the option space. Similar to the terms of the existing base lease, the option includes provisions for a tenant improvement allowance, which is expected to be sufficient to cover the expense of building out and furnishing the space. The lease of the option space will not become effective until receipt of all necessary corporate approvals and FERC approval of the company's 2013 Business Plan and Budget.
- Office Costs Primarily related to higher maintenance and service agreements for network equipment, computers and software licenses.

- Professional Services \$150k related to the five-year performance assessment of NERC.
- Miscellaneous Expenses NERC is not planning or budgeting for a year-end holiday
 party in 2013. NERC may have year-end employee meetings and the associated
 expenses will be recorded as meeting and/or travel expenses, as applicable and
 described above. Table B-9 on page 115 details the budget for employee rewards and
 recognition, planned activities for community responsibility and employee engagement
 and other miscellaneous expenses.
- Fixed Assets As further detailed in Section A under Information Technology, the
 variance is for planned investments in infrastructure for a centralized data repository
 and for disaster recovery.

Projections for 2014-2015

The 2014 budget is projected to be approximately \$307k (0.6 percent) less than the 2013 budget. The 2015 budget is projected to be approximately \$1.2M (2.1 percent) higher than the 2014 budget.

2014 Assumptions

- Personnel Increases \$2.8M due to salary increases, increased benefits costs and 6.0 new positions (3.75) FTEs: 2.0 Standards Development Advisors and 1.0 Technical Writer; 1.0 Risk Control Strategy and Standards Coordinator in RAPA; 1.0 Reliability Engineer in Events Analysis and Investigations; and 1.0 SharePoint Developer in IT. The remaining 1.75 FTEs is the effect of 2013 new hires being on staff for the full year.
- Contracts and Consultants Decreases \$2.3M
 - Situation Awareness decreases \$1.5M due to elimination of IDC contract (\$457k), completion of NASPI contract (\$810k), and a reduction in the cost of the SAFNR contract (\$223k)
 - RAPA decreases \$245k due to RADS Assessment Database development completed in 2013 and reduction in contract support to study the reliability effects of geomagnetic disturbance (GMD).
 - CIP decreases \$135k; a grid security exercise is not planned for 2014 (\$200k), offset by increases in ESCC support and Cyber Risk Preparedness Assessments.
 - IT decreases approximately \$620k due to projected lower funding requirements for multiple projects.

2015 Assumptions

No additional personnel were included in the projection since it was not possible to predict incremental resource needs for 2015 with any degree of accuracy and at this point are assumed to be primarily driven by unanticipated external factors and efforts to improve the efficiency of current operations and resource utilization. Budgeted salary adjustments and projected increases in benefits costs add approximately three percent (\$1M) to the total budget.

	Statement						and Change		ng C	apital			
			2013 Budget		2014 Projection		\$ Change 14 v 13	% Change 14 v 13		2015 Projection		\$ Change 15 v 14	% Change 15 v 14
Funding					,								
ERO Fundi													
	NERC Assessments Penalty Sanctions	\$	47,604,156 2,512,500	\$	52,239,494	Ş	4,635,337 (2,512,500)	9.74%	\$	53,209,726	Ş	970,233	1.8
Total NER		Ś	50,116,656	Ś	52,239,494	Ś	2,122,837	4.2%	Ś	53,209,726	Ś	970,233	1.8
				-	,,		_,,_			,,.		,	
	Membership Dues		-				-					-	
	Testing Fees		1,680,000		1,665,000		(15,000)	-0.89%		1,650,000		(15,000)	-0.
	Services & Software						-					-	
	Workshops		436,000 20,000		436,000		-	0.00%		436,000		-	0.0
	Interest Miscellaneous		20,000		20,000		-	0.00%		20,000		-	0.0
otal Funding (A)	wiiscerraneous	\$	52,252,656	\$	54,360,494	\$	2,107,837	4.0%	\$	55,315,726	\$	955,233	1.8
xpenses													
	l Expenses												
	Salaries	\$	24,056,166	\$	26,128,797	\$	2,072,631	8.6%	\$	26,873,501	\$	744,704	2.9
	Payroll Taxes		1,459,710		1,581,570		121,860	8.3%		1,614,049		32,479	2.1
	Benefits		3,079,941		3,432,779		352,837	11.5%		3,706,580		273,802	8.0
	Retirement Costs		2,702,588	_	2,931,057	_	228,469	8.5%	_	2,894,320	_	(36,737)	-1.3
Total Pers	sonnel Expenses	\$	31,298,405	\$	34,074,203	\$	2,775,797	8.9%	\$	35,088,450	\$	1,014,247	3.0
Meeting E													
	Meetings	\$	1,042,000	\$	1,042,000	\$	-	0.0%	\$	1,042,000		-	0.0
	Travel		2,738,500		2,738,500		-	0.0%		2,738,500		-	0.0
T	Conference Calls	_	317,810	_	317,810	\$		0.0%	_	317,810	\$	-	0.0
lotal iviee	eting Expenses	\$	4,098,310	\$	4,098,310	>		0.0%	->	4,098,310	>		0.0
Operating													
	Consultants & Contracts	\$	8,816,254	\$	6,481,917		(2,334,337)	-26.5%	\$	6,425,305		(56,612)	-0.9
	Office Rent		2,756,840		2,605,676		(151,165)	-5.5%		2,605,676		(72.504)	0.0
	Office Costs Professional Services		3,181,515 2,291,331		3,307,791 2,182,278		126,276 (109,053)	4.0% -4.8%		3,235,287 2,182,278		(72,504)	-2.2 0.0
	Miscellaneous		2,291,331		21,000		(500)	-4.8%		21,000		-	0.0
	Depreciation		1,579,801		1,696,930		117,129	7.4%		1,969,314		272,384	16.1
Total Ope	rating Expenses	\$	18,647,242	\$	16,295,592	\$	(2,351,650)	-12.6%	\$	16,438,860	\$	143,268	0.9
	Total Direct Expenses	\$	54,043,957	\$	54,468,105	\$	424,148	0.8%	\$	55,625,620	\$	1,157,516	2.1
Indirect Ex	xpenses	\$	-	\$	-				\$	-	\$	-	
Other No	n-Operating Expenses	\$	50,000	\$	50,000	\$		0.0%		50,000			0.0
									_				
Total Expenses (B)	\$	54,093,957	\$	54,518,105	\$	424,148	0.8%	\$	55,675,620		1,157,516	2.1
Change in Assets		\$	(1,841,301)	\$	(157,611)	\$	1,683,690	-91.4%	\$	(359,894)	\$	(202,283)	128.3
Fixed Assets Depreciati	ion	\$	(1,579,801)	ć	(1,696,930)	ć	(117,129)	7.4%	\$	(1,969,314)	ć	(272,384)	16.1
	& Software CapEx	۶	1,556,100	ڔ	1,556,100	ڕ	(117,129)	0.0%	٠	1,556,100	ږ	(4/4,304)	0.0
	& Fixtures CapEx		-		-		-	0.070		-		-	0.0
Equipmen			216,000		216,000		-	0.0%		216,000		-	0.0
	Improvements		-				-					-	
Allocation	n of Fixed Assets												
nc(Dec) in Fixed A	Assets (C)	\$	192,299	\$	75,170	\$	(117,129)	-60.9%	\$	(197,214)	\$	(202,283)	0.
TOTAL BUDGET (=	=B + C)	\$	54,286,256	\$	54,593,275	\$	307,019	0.6%	\$	55,478,406	\$	1,157,516	2.:
TOTAL CHANGE IN	N WORKING CAPITAL (=A-B-C)	\$	(2,033,600)	\$	(232,781)	\$	1,800,819	-88.6%	\$	(162,680)		70,101	-30.1
ETT-			100 35		101 75		F F^			104.00		2.25	
FTEs			186.25		191.75		5.50			194.00		2.25	

Section A — 2013 Business Plan and Budget

Reliability Standards

Reliability Standards Program (in whole dollars)												
	2	2012 Budget	:	2013 Budget		Increase (Decrease)						
Total FTEs		24.92		26.50		1.58						
Direct Expenses	\$	5,307,943	\$	5,134,738	\$	(173,205)						
Indirect Expenses	\$	4,011,842	\$	4,581,241	\$	569,399						
Other Non-Operating Expenses	\$	-	\$	-	\$	-						
Inc(Dec) in Fixed Assets	\$	(163,184)	\$	59,109	\$	222,293						
TOTAL BUDGET	\$	9,156,602	\$	9,775,088	\$	618,486						

Background and Scope

NERC's Reliability Standards Program develops and maintains standards designed to ensure the reliability of the bulk power system in North America. The Reliability Standards Program carries out the ERO's statutory responsibility to develop, adopt, obtain approval of, and modify as and when appropriate, mandatory reliability standards (both continent-wide standards and regional reliability standards) for the reliable planning, operation and critical infrastructure protection of the North American bulk power system. This statutory responsibility is set forth in section 215(d) of the Federal Power Act as well as 18 C.F.R. §39.5. The Commission-approved ROP governing the operation of the Reliability Standards Program are ROP section 300 and Appendices 3A, 3B and 3D.

NERC's ANSI-accredited standards development process was reaccredited in 2011 and found to be open, balanced, and transparent. The process is very labor intensive with respect to the NERC and Regional staff and the industry technical experts upon which it relies heavily. Industry technical experts scope, draft, review and ultimately approve through a multi-cycle balloting and commenting process, the new or revised NERC Reliability Standards for adoption by NERC's Board of Trustees and filing with regulatory authorities in the United States and Canada.

NERC standard development advisors, coordinators and other standards staff facilitate standards drafting team activities, assist the drafting teams in maintaining adherence to the development process, and ensure that the quality of documents produced are appropriate for approval by industry and the NERC Board of Trustees. NERC manages the work of over 200 industry contributors serving on standards drafting, interpretation and other project teams for the development of NERC standards through its standards development program. Additionally, hundreds of industry volunteers within registered entities and other entities review and comment on the products of these teams.

The standards program also provides the eight Regional Entities with the mechanism to process regional standards when reliability gaps are detected at the regional level. The NERC standards staff supports each of the eight Regional Standards Development Processes by providing such services as technical advice, final quality review of regional standards, presentation to the NERC Board of Trustees and preparation of regional standards petition materials for submission to the applicable regulatory authorities in the United States and Canada for adoption.

An extensive regulatory interface capability provides active engagement with FERC standards staff in an effort to resolve the historical FERC standards directives. Additionally, projects that may lead to standards modifications, but which are not yet ripe for specific standards drafting team assignment include examples such as the Order 754 project examining single point of failure.²²

Key Standards Production Efforts in 2012

At the request of the Commission, through its processes and with the tremendous support of the industry, NERC successfully created and submitted a proposed new definition of the Bulk Electric System and an accompanying exception process to manage it effectively through its Rules of Procedure. The definition will clarify assets and applicability which should help registered entities better fulfill their obligations under the Reliability Standards. Standards modifications in the area of Critical Infrastructure Protection, Real-Time Operations, Disturbance and Sabotage Reporting are other high priority efforts for 2012.

Key process-related focus areas in 2012 included:

Standard Process Improvement Initiative

At the request of the NERC Board of Trustees, the Member Representatives Committee formed a Standards Process Input Group (SPIG) and sought industry feedback on ways to improve the quality, timeliness, efficiency and effectiveness of the standards development process, as well as the importance and significance of meeting ANSI requirements. The SPIG developed a proposal²³ calling for significant change in the approach used to plan overall ERO execution strategy, including a new approach designed to decide whether a risk issue should be directed towards standards development as the vehicle for mitigation. This will be undertaken through the establishment of a Reliability Issues Steering Committee (RISC), which will review risks and decide on a comprehensive risk mitigation strategy - through the use of standards, guidance, training, other vehicles, or a combination of these. The Board of Trustees has endorsed this proposal, and implementation is underway in 2012 with the capability expected to be fully operational in 2013. Some of the proposed changes are expected to increase the throughput of standards; however, it is unlikely the workload in the standards function will decrease as a result. Workload will increase due to the identified need for advanced project management skills and training, more comprehensive meeting facilitation, and the applications of more specialists with technical writing skills.

http://www.nerc.com/files/2012 Directives Report complete.pdf

http://www.nerc.com/docs/mrc/Standard Process Input Group-May 9 2012 FINAL.pdf

Formalize Rapid Revision Process

The Standards Committee used the draft "Rapid Revision" process in 2011 to successfully develop a permanent modification to a standard as an alternative to processing a request for interpretation. During the first quarter of 2012, the Standards Committee identified three additional requests for interpretation as candidates for Rapid Revision. The Standards Committee expects to use these additional projects to complete "field testing" of the draft procedure and will then formalize the Rapid Revision process in the Reliability Standards development process. This process uses the normal standard development process, but the initial formal 30-day comment period is waived because a "Rapid Revision" project is defined as a narrow revision to a standard that should not require as much industry technical vetting as more comprehensive revisions.

Internal Controls in Standards Development

In addition to the Standards Process improvement efforts, NERC staff is also working with stakeholders to facilitate registered entity internal controls programs as part of the standards development process. Historically, the ERO's standards and compliance enforcement framework and related processes focused on the individual instances of non-compliance with standards without taking into account the existing or absence of the registered entity's internal compliance controls program. For standards that cover a high volume process, compliance enforcement processes focused on individual instances of noncompliance may not sufficiently support the intended reliability objective, create significant administrative burdens and costs due to the enormous amount of data that must be organized and retained and do not necessarily assure future performance. The consideration of internal controls in standards development is a forward looking mechanism. Integrating internal controls recognition into standards development will facilitate a more programmatic approach to compliance auditing, reduce reliance on enforcement of individual instances of non-compliance, and reduce the administrative burdens and costs to both stakeholders and the ERO in connection with compliance enforcement.

Cost Effectiveness Analysis

The SPIG has also recommended that an effort to implement a cost effectiveness review of standards proposals be undertaken. The Standards Committee Process Subcommittee has formed a small team to review an initiative by Northeast Power Coordinating Council (NPCC) to consider cost effectiveness during the development of proposed regional standards. The small team is developing a procedure that will allow consideration of cost impacts associated with reliability standards during the standard development process.

Realignment of Quality Review to Occur Earlier in Standards Development

While the results of the quality review step added to the standards process have improved the overall quality of standards posted for comment, drafting teams and quality review volunteers have recommended moving the support provided by reviewers earlier in the process, before the team finalizes its initial draft of a proposed standard. The Standards Committee plans to assign additional industry personnel to newly formed drafting teams to provide legal and compliance support as the initial draft of the standard is developed. This modification improves efficiency in the standards development process.

Project Management

A structured project management environment has been created to manage standards development. The standards staff is working with the Standards Committee to ensure that the number and complexity of standards posted for comment and ballot at the same time do not exceed the ability of stakeholders to provide constructive, timely comments needed to reach technical consensus.

2013 Goals and Deliverables

In 2013, NERC will focus standards development in two areas: (1) develop risk-based standards focused on key reliability outcomes under the prioritization process first adopted in 2011 and (2) meet regulatory obligations for standards development and revisions, as specified in regulatory directives. Significant department activities will include:

- Working with industry to implement process changes emanating from the SPIG process and the Reliability Issues Steering Committee to improve the efficiency and timeliness of standards development such that high priority reliability risk mitigating standards may be targeted for completion. The objective of a one-year standards development cycle will be pursued.
- Implementing process changes proposed by the FERC in 2012 to identify and slate for removal administrative requirements from existing standards where feasible and improve the throughput of the standards development process, particularly with respect to emerging reliability risks while reducing the burden on industry.
- Supporting the three-year Standards Development Plan, including development of prioritized standards and the continuing transition to results-based standards.
- Responding on an accelerated basis to (and reducing the backlog of) FERC standards related directives. Current forecasts predict 2018 for completion of the backlog, which is deemed to be too long.
- Supporting the tracking and reporting on the status of directives and filing the required Directives Report with the Commission.
- Providing technical comments in the standards development process.
- Increasing coordination with compliance and enforcement functions in standards development by bringing compliance considerations into the standards drafting process through simultaneous drafting of RSAWs and technical guides to aid industry application of standards.

Resource Requirements

Personnel

As part of a three-year plan, commencing in 2010, the NERC Standards Program area began to re-align its organization based on key drivers for success (improved quality and timeliness in standard development, improved accuracy and quality of web-based information, and improved stakeholder outreach); to create clear accountability for accomplishing the program

mission at the strategic and tactical level; to enhance organizational efficiency in decision-making and execution; and to create a sustainable level of program activities and output.

NERC Standards Program Area management is also continually considering ways to improve the efficiency of standards development activities. In 2010, NERC gained regulatory approval of the new *Standard Processes Manual* which adopted changes, consistent with ANSI requirements, for standards development and provided the potential to shorten standards development timeframes. In 2011, NERC finished and gained approval of the initial standards development prioritization effort. Also in 2011 and continuing into 2012, NERC initiated the standards "rapid development" initiative intended to assist in the development of key standards in a shorter amount of time (targeted for a year or less). However, even with these recent process improvements, there continues to be wide spread recognition that further changes in the standards development process to improve quality and increase through-put are needed.

Additionally, management proposes to increase staff to allow an appropriate focus in the areas of project management, facilitation, and technical writing (all areas recommended by the SPIG). This will include hiring additional resources with the appropriate credentials, as well as training and/or credentialing existing personnel.

Management proposes adding three (3) additional personnel to the Standards Program area in 2013. The three additional positions and their functions are:

- Two standards development advisors to increase the number of concurrent standards
 development projects that can be processed in support of the corporate goals of
 developing technically sufficient results-based reliability standards, working with
 industry to develop options to improve the efficiency and timeliness of standards
 development, as well as develop technical references or application guides for reliability
 standards to ensure clarity and facilitate implementation.
- One standards specialist with technical writing skills to aid drafting teams in the drafting of standards and associated documents developed during the standard development process. This resource addition will facilitate improvement in the quality of the standards from the initiation of the effort (rather than relying solely on drafting teams drawn from the industry and reduce the inefficiency resulting from subsequent revisions during later stages in standards processing). The standards specialist will help drafting teams document the technical justification for proposed requirements, will help drafting teams develop effective webinar presentations, and will also provide assistance in verifying the accuracy of drafting team documents posted for public review. This additional resource support will enable NERC to improve the quality of standards to reduce ambiguity, and improve compliance and reliability outcomes.
- The overall increase of 1.58 FTEs is the result of phasing of new hires during the year
 and the elimination of the chief reliability officer position and support staff which was
 partially allocated to this program area.

Contractors and Consultants

\$150k has been included in the 2013 contractor and consulting budget to support the SPIG initiatives described above.

					on, and 201		nge in Worl løet	king	Capital		
	201	z buug	RELIABILIT			J Duc	iget				
			2012 Budget		2012 Projection	201 v 2	Variance 2 Projection 012 Budget Ver(Under)	2013 Budget		Variance 2013 Budget v 2012 Budget Over(Under)	
unding											
	ERO Funding NERC Assessments	٠.	0 152 727	\$	0 152 727	\$		\$	0.156.330	\$	3,59
	Penalty Sanctions	\$	9,152,737	\$	9,152,737	\$	-	\$	9,156,330 510,788	\$	510,78
	Total NERC Funding	\$	9,152,737	\$	9,152,737	\$	-	\$	9,667,118	\$	514,38
	Membership Dues Testing Fees		-		-		-		-		-
	Services & Software		-						-		-
	Workshops		-		40,500		40,500		104,000		104,0
	Interest		3,864		3,773		(91)		3,970		10.,0
	Miscellaneous		-		341		341		-		-
otal Fund	ding (A)	\$	9,156,601	\$	9,197,351	\$	40,750	\$	9,775,088	\$	618,4
penses											
penses	Personnel Expenses										
	Salaries	\$	3,454,036	\$	2,923,323	\$	(530,713)	\$	3,335,519	\$	(118,5
	Payroll Taxes		222,559		187,744	•	(34,815)		213,052		(9,5
	Benefits		403,907		318,533		(85,374)		350,484		(53,4
	Retirement Costs		489,648		339,904		(149,744)		362,334		(127,3
	Total Personnel Expenses	\$	4,570,150	\$	3,769,504	\$	(800,646)	\$	4,261,388	\$	(308,7
	Meeting Expenses										
	Meetings	\$	107,850	\$	148,350	\$	40,500	\$	164,000	\$	56,1
	Travel		447,625		305,674	•	(141,951)		372,500		(75,1
	Conference Calls		108,500		72,795		(35,705)		108,500		` -
	Total Meeting Expenses	\$	663,975	\$	526,818	\$	(137,157)	\$	645,000	\$	(18,97
	Operating Expenses										
	Consultants & Contracts	\$	15,000	\$	_	\$	(15,000)	\$	150,000	\$	135,0
	Office Rent	Ý	-	Ψ.	_	Ψ.	(15,000)	Ÿ	-	7	-
	Office Costs		57,818		88,046		30,228		77,850		20,0
	Professional Services		-		684		684		-		,-
	Miscellaneous		1,000		1,000		-		500		(5
	Depreciation		-		· -						`-
	Total Operating Expenses	\$	73,818	\$	89,730	\$	15,912	\$	228,350	\$	154,5
	Total Direct Expenses	\$	5,307,943	\$	4,386,052	\$	(921,891)	\$	5,134,738	\$	(173,2
	Indirect Expenses	\$	4,011,842	\$	4,165,963	\$	154,121	\$	4,581,241	\$	569,3
	Other Non-Operating Expenses	\$		\$	-	\$	-	\$	-	\$	
	anses (R)	\$	9,319,785	\$	8,552,015	\$	(767,770)	\$	9,715,979	\$	396,1
otal Expe	inses (b)										222,2
-		\$	(163,184)	\$	645,336	\$	808,520	\$	59,109	\$	
nange in	Assets	\$	(163,184)	\$	645,336	\$	808,520	\$	59,109	\$	
hange in	Assets	<u>\$</u> \$	(163,184) -	\$ \$	645,336	\$ \$	808,520	\$ \$	59,109	\$ \$	-
hange in	Assets	\$ \$	(163,184) - -	Ť	645,336 - -	<u> </u>	808,520 - -		59,109 - -		- - -
hange in	Assets ets Depreciation	\$ \$	(163,184) - - -	Ť	645,336 - - -	<u> </u>	808,520 - - -		59,109 - - -		
hange in	Assets ets Depreciation Computer & Software CapEx	\$ \$	(163,184) - - - -	Ť	645,336 - - - -	<u> </u>	808,520 - - - -		59,109 - - - -		- - - -
nange in	Assets Depreciation Computer & Software CapEx Furniture & Fixtures CapEx	\$ \$	- - - - -	Ť		<u> </u>	808,520 - - - - -		59,109 - - - - -		- - - -
hange in	Assets Depreciation Computer & Software CapEx Furniture & Fixtures CapEx Equipment CapEx	\$ \$	(163,184)	Ť	- - - - - - - (82,689)	<u> </u>	80,495				-
hange in	Assets Depreciation Computer & Software CapEx Furniture & Fixtures CapEx Equipment CapEx Leasehold Improvements	·	- - - - -	Ť	- - - -	<u> </u>	:		- - - - -		- - - - - 222,2
	Assets Depreciation Computer & Software CapEx Furniture & Fixtures CapEx Equipment CapEx Leasehold Improvements Allocation of Fixed Assets	\$		Ť	- - - - - - (82,689)	<u> </u>	- - - - - 80,495		- - - - - 59,109		222,2 222,2 618,4
hange in ixed Asse nc(Dec) in	Assets Depreciation Computer & Software CapEx Furniture & Fixtures CapEx Equipment CapEx Leasehold Improvements Allocation of Fixed Assets	\$	(163,184)	\$	- - - - - (82,689)	\$	- - - - - 80,495	\$	- - - - 59,109	\$	- - - - - 222,2

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Total Personnel Expenses are projected to decrease in 2013 due to lower average salary costs and lower benefit and retirement costs that are the result of changes to NERC's employee benefit and retirement plans.
- Meetings Includes the cost of workshops sponsored by the Standards Program. In 2012 and prior years, workshop expenses and the offsetting fees collected were budgeted in the Training Department but in 2013, workshop expenses and the offsetting fees are budgeted in the Program or Department sponsoring the event. In addition to workshops, Meeting Expenses also includes costs of the Standards Committee meetings and standards drafting team meetings.
- **Contractors and Consultants** The increase is to support the SPIG initiatives as described above.

Compliance Monitoring and Enforcement and Organization Registration and Certification

The Compliance Monitoring and Enforcement and Organization Registration and Certification Program carries out the ERO's statutory responsibility to monitor, enforce and achieve compliance with mandatory bulk power system reliability standards that have been developed, adopted and approved through the Reliability Standards Development program and placed into effect pursuant to orders of the Commission or to applicable governmental authorities in North America. This statutory responsibility is set forth in section 215(e) of the Federal Power Act as well as 18 C.F.R. §39.7. The Compliance Monitoring and Enforcement and Organization Registration and Certification Program includes the Organization Registration function, which is necessary to monitoring and enforcing compliance with mandatory reliability standards because it provides for the registration of bulk power system users, owners and operators as responsible to perform specified reliability functions to which requirements of mandatory reliability standards are applicable, thereby identifying the specific entities that are responsible to comply with the requirements of specific reliability standards. The Compliance Monitoring and Enforcement and Organization Registration and Certification Program also includes the Organization Certification function, which is necessary to monitoring and enforcing compliance with mandatory reliability standards because bulk power system users, owners and operators performing certain reliability functions (specifically, reliability coordinators, transmission operators, and balancing authorities) must be certified as having the personnel, knowledge, facilities, programs and other qualifications to carry out these important responsibilities. Requirements and activities for the Compliance Monitoring and Enforcement and Organization Registration and Certification Program are embodied in the following Commission-approved sections and appendices of the NERC ROP: ROP sections 400 (Compliance Monitoring and Enforcement), and 500 (Organization Registration and Certification), and Appendices 4A, 4B, 4C, 4D, 5A and 5B.

For 2011 and 2012, the Compliance Monitoring and Enforcement and Organization Registration and Certification Program was divided into three departments for operational and financial reporting purposes: (1) the Compliance Operations department; (2) the Enforcement department; and (3) Event Analysis and Investigations. Each of these departments continues to operate and has separate personnel and budgets. In 2012, NERC undertook an internal reorganization and grouped the Event Analysis department and Situation Awareness department under common leadership to better align the technical expertise within NERC to evaluate the reliability risk of events and disturbances. Financial information is being reported at the department level in order to facilitate year over year comparison.

Compliance Operations

Compliance Operations (in whole dollars) Increase 2012 Budget 2013 Budget (Decrease)											
	20	012 Budget		2013 Budget		(Decrease)					
Total FTEs		21.66		24.00		2.34					
Direct Expenses	\$	4,733,724	\$	4,787,043	\$	53,320					
Indirect Expenses	\$	3,487,018	\$	4,149,048	\$	662,030					
Other Non-Operating Expenses	\$	-	\$	-	\$	-					
Inc(Dec) in Fixed Assets	\$	(360,718)	\$	(7,098)	\$	353,621					
TOTAL BUDGET	\$	7,860,024	\$	8,928,994	\$	1,068,971					

Background and Scope

NERC's Compliance Operations department works jointly with the Regional Entities to ensure that mandatory compliance monitoring programs are effective and efficient. The department also supports industry efforts to establish and maintain targeted internal standards compliance programs.

The Compliance Operations department is responsible for the following activities and functions:

- ERO registration and certification programs, including education programs that support industry compliance, and the integration of internal controls;
- Development of the annual Compliance Monitoring and Enforcement Program (CMEP)
 Implementation Plan and Actively Monitored List (AML)
- Oversight of the Regional Entities' delegated compliance functions including:
 - CMEP planning, implementation, and reporting
 - Compliance operations and coordination
 - Auditor training
- Development and maintenance of Reliability Standards Audit Worksheets (RSAWs); and
- Support for the Operating (OC) and the Compliance and Certification Committees (CCC).
- Investigating bulk power system events in support of NERC's compliance operations, oversight and enforcement activities

The department is making headway on its priority to streamline processes and products related to compliance monitoring activities in order to increase industry-wide consistency in practices and clarify compliance expectations.

One major achievement the department has made is the development of a risk-based compliance monitoring program for audited reliability standards. NERC and the Regional

Entities refined the tiered approach for initial audit scope based on a greater analysis of historical compliance and enforcement data, events analysis data, major event review, and top reliability risks. Providing Regional Entities the ability to focus compliance monitoring on an accurate, targeted, where-needed basis is essential for maximizing industry resources and focusing on the safety and reliability of the bulk power system.

2013 Goals and Deliverables

Registration Efficiencies

Throughout 2013, the Compliance Operations department, in coordination with the Regional Entities, will continue registered entity mapping activities to ensure the registry criteria is accurate and that gaps and duplicative registration and compliance monitoring do not occur. NERC takes its obligation seriously to ensure that all entities that should be registered are accounted for.

Part of that obligation includes enabling the registration process to be flexible and cost-effective. This is one way to increase the likelihood that applicable entities of all sizes and resource levels are able to become registered. Appropriate registration is critical to compliance monitoring activities and to enforcement activities, because it equates to better use of resources at both the registered entity level in the implementation of compliance programs, and at the Regional level in regard to overall compliance monitoring efforts.

Effective Compliance Programs and Reliability Risk Controls

The Compliance Operations department will continue efforts to ensure that all registered entities understand their compliance obligations and how compliance will be assessed. NERC staff will continue its work in reducing the variety of compliance documents currently produced and making the primary compliance tool the Reliability Standard Audit Worksheet (RSAW). An RSAW must provide sufficient information so that an auditor is able to assess compliance; as well, an entity should be able to utilize an RSAW as a tool to measure its compliance and prepare for an audit. NERC Compliance staff will continue its collaboration with industry early in the standards development process to provide suggestions to the drafting teams to include information on how compliance will be assessed. This will better ensure that an RSAW is in fact a supplement to the standard; and not expansive or additive to the requirements. After the NERC Board of Trustees approves a reliability standard and before the standard's effective date, NERC will conduct compliance trials to provide auditors and industry clear expectations of compliance.

NERC's long-term goal is for registered entities to have effective compliance programs and internal controls. Greater consideration of internal controls in the compliance monitoring program is a proactive and forward-looking method of supporting reliability. NERC, the Regional Entities, and industry collaborated to improve the risk-based compliance monitoring program. The result is an Entity Impact Evaluation template that will support a consistent, risk-based approach to how registered entities can be assessed and how compliance monitoring activities may be scoped. As this component of the risk-based compliance monitoring program matures, NERC will rely on industry volunteers for participation.

Effective Compliance Monitoring

The core concept of risk-based compliance monitoring is to provide guidance to Regional Entities regarding how to appropriately scope compliance monitoring activities and methods (frequency and scope of standards to be monitored) based on each entity's potential impact to the bulk power system. Through continued refinement of the risk-based compliance monitoring program, NERC seeks to ensure that registered entities are monitored in a cost-effective manner. Through pilot testing, NERC will identify and assess alternative risk-based approaches to monitoring compliance, such as the use of sampling methods. The ERO will encourage registered entities to use the Entity Impact Evaluation template as a self-assessment tool and to engage in discussions with their Regional Entities on appropriate compliance monitoring activities. The ERO will continuously assess the Actively Monitored List based on reliability trends, risks, and historical information and data to ensure that the focus remains on the most critical reliability standards.

Auditor Training

NERC will develop highly qualified and trained compliance operations and auditing staffs at NERC and the Regional Entities by: (1) increasing the qualifications for auditing, investigations, enforcement, certification evaluation, and other essential compliance roles; (2) improving training for certification teams; and (3) providing training on auditing, investigating, root cause, and human factors analysis. NERC will continue to conduct two ERO Compliance Enforcement Authority auditor workshops a year, each followed by a CIP auditor technical workshop. Two additional CIP auditor workshops will be held, for a total of four in 2013. Two auditor workshops for industry will also be conducted. NERC will hold two audit team lead courses per year and ensure all new ERO auditors complete initial integration training prior to participating in an audit.

NERC compliance auditor training is based on the United States Government Accountability Office (GAO) Generally Accepted Government Auditing Standards (GAGAS) for performance audits. The compliance auditor training material will continue to be improved based on feedback from compliance audit experiences and changes to the GAO GAGAS, the CMEP, and other NERC Rules of Procedure. A major focus for auditor training in 2013 will also include the consideration of internal controls at the entity and in auditing processes.

Support to Standards Development

In an effort to mitigate the need for additional compliance guidance documents after the implementation of a standard, the Compliance Operations department will provide greater support upfront during the standards development process. One way this will be accomplished is by providing compliance and enforcement information, statistics, and perspectives to standard drafting teams to foster the development of standards that provide an increased reliability benefit and clarifying compliance risks. For each Standards Authorization Request that is approved in 2013, NERC Compliance will similarly provide drafting teams with information to consider in the development of an RSAW.

Compliance application consistency issues or trends that arise either by CEA staff or from industry will continue to be assessed and passed to the NERC standards department for inclusion in the standards issue database.

Regional Entity Audit Oversight

NERC staff will oversee approximately 32 Regional Entity audits in 2013—generally two per Region for CIP and two per Region for operations and planning standards. The Compliance Operations department will also conduct two Key Reliability Standard Spot Checks—one for an operations and planning standard, and one for a CIP standard.

<u>Investigation of Events</u>

The Compliance Operations Department also includes personnel dedicated to the investigation of bulk power system events in support of NERC's compliance operations and enforcement activities.

Resource Requirements

The Compliance Operations department is not proposing the addition of staff or an increase in its contractor and consulting budget in 2013. The reduction-increase in FTEs is due to: (1) the transfer of 6.0 FTEs from Events Analysis dedicated to the investigation of bulk power system events; (2) the elimination of the chief reliability officer position and support staff, which had been partially allocated to the Compliance Operations department in 2012; (23) the transfer of one position to the Information Technology Department; and (34) the transfer of one position to the corporate support function in within the General and Administrative Program Area. The department's budget for outside auditor support has been consolidated with the contractor and consulting budget for NERC's risk management and internal control function within the Finance department.

Formatted: Font: Italic

Formatted: Font: Italic

2012 Projection 201 2012 2012 v 2012 Budget 2013 v 20:						ion, and 20			CEPT.	FICATION		
Funding		COMPLIANCE OPERATION	NS, INVE		and C		201	Variance L2 Projection	CERTI		20	Variance 13 Budget 012 Budget
NEC Assessments				Budget*	P	rojection*	0	ver(Under)		Budget	0	ver(Under)
NERC Assessments	•											
Penalty Sanctions	_											
Total NERC Funding			\$	7,990,371	\$	7,990,371	\$	-	Ş		\$	432,42
Membership Dues			-	7 000 271	<u> </u>	7 000 271	-		_		-	462,60 895,0 2
Testing Fees Services & Software Workshops Interest 3,358 3,078 (280) 3,596 Miscellaneous - 278 278 278 278 278 278 278 278 278 278			<u>, , </u>	7,550,571	<u>, , </u>	7,550,571	<u>,</u>		<u>,</u>	8,883,333	<u>,</u>	853,02
Services & Software				-		-		-		-		-
Workshops		-		-		-		-		-		-
Interest Miscellaneous 3,358 3,078 278				-		-		-		-		-
Miscellaneous - 278 278 -				-								40,00
Total Funding (A) \$ 7,993,729 \$ 8,029,752 \$ 36,023 \$ 8,928,994 \$ \$ \$ \$ \$ \$ \$ \$ \$				3,358						3,596		23
Personnel Expenses		cellaneous	_	7 002 720	_		_		_	0.020.004	_	935,26
Personnel Expenses	tal Funding (A)		\$	7,993,729	\$	8,029,752	\$	36,023	\$	8,928,994	<u> </u>	935,26
Salaries S. 3,022,812 S. 2,404,759 S. (618,053) S. 3,202,041 S. Payroll Taxes 191,988 151,248 (40,740) 202,103 325,579 Retirement Costs 423,911 262,416 (161,495) 368,031 (107,923) 325,579 Retirement Costs 423,911 262,416 (161,495) 368,031 (107,923) 325,579 (161,495) 368,031 (107,923) 325,579 (161,495) 368,031	penses											
Payroll Taxes 191,988 151,248 (40,740) 202,103 Benefits 353,659 245,736 (107,923 325,579 325,579 Retirement Costs 423,911 262,416 (161,495 368,031 161,000 262,010 5 4,097,754 5 Meeting Expenses												
Benefits Retirement Costs			\$		\$		\$		\$		\$	179,22
Total Personnel Expenses 423,911 262,416 (161,495) 368,031	•											10,11
Total Personnel Expenses \$ 3,992,369 \$ 3,064,159 \$ (928,210) \$ 4,097,754 \$												(28,08
Meeting Expenses Meetings S 31,175 S 84,785 S 53,610 S 80,000 S Travel 416,000 252,022 (163,978) 440,500 S 440,500 Conference Calls 34,235 27,327 (6,908) 34,235 S S S S S S S S S							_		_			(55,88
Meetings	Total Personnel Ex	penses	\$	3,992,369	\$	3,064,159	<u>\$</u>	(928,210)	<u>\$</u>	4,097,754	<u>\$</u>	105,38
Travel Conference Calls 416,000 34,235 252,022 2,022 (163,978) 440,500 34,235 Total Meeting Expenses \$ 481,410 \$ 364,134 \$ (117,276) \$ 554,735 \$ Operating Expenses Consultants & Contracts \$ - \$ 9,780 \$ 9,780 \$ - \$ Office Rent Office Costs 39,063 49,857 10,794 73,424 <	Meeting Expenses	;										
Conference Calls 34,235 27,327 (6,908) 34,235 Total Meeting Expenses \$ 481,410 \$ 364,134 \$ (117,276) \$ 554,735 \$ Operating Expenses \$ \$ 9,780 \$ 9,780 \$ - \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	Mee	tings	\$	31,175	\$	84,785	\$	53,610	\$	80,000	\$	48,82
Total Meeting Expenses				416,000		252,022		(163,978)		440,500		24,50
Consultants & Contracts	Con	ference Calls		34,235		27,327		(6,908)		34,235		-
Consultants & Contracts Office Rent Office Rent Office Costs 39,063 49,857 10,794 73,424 Professional Services 558 558 558 - Miscellaneous 2,000 2,000 Depreciation 218,882 197,203 2(21,679) Office Expenses Total Operating Expenses \$ 4,733,724 \$ 3,687,691 \$ (1,046,033) \$ 4,787,043 \$ Indirect Expenses \$ 3,487,018 \$ 3,398,500 \$ (88,518) \$ 4,149,048 \$ Other Non-Operating Expenses \$ 8,220,742 \$ 7,086,191 \$ (1,134,551) \$ 8,936,092 \$ Change in Assets Depreciation Computer & Software CapEx Furniture & Fixtures CapEx Equipment CapEx Equipment CapEx Equipment CapEx Equipment CapEx Allocation of Fixed Assets S (141,836) \$ (67,456) \$ 96,059 \$ (1,038,492) \$ 8,928,994 \$ SOTAL BUDGET (=B+C) \$ 7,860,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994 \$ \$	Total Meeting Exp	enses	\$	481,410	\$	364,134	\$	(117,276)	\$	554,735	\$	73,32
Consultants & Contracts Office Rent Office Rent Office Costs 39,063 49,857 10,794 73,424 Professional Services - 558 558 - 558 Miscellaneous 2,000 2,000 Depreciation 218,882 197,203 2(1,679) 60,630 Total Operating Expenses \$ 4,733,724 \$ 3,687,691 \$ (1,046,033) \$ 4,787,043 \$ Indirect Expenses \$ 3,487,018 \$ 3,398,500 \$ (88,518) \$ 4,149,048 \$ Other Non-Operating Expenses \$ 8,220,742 \$ 7,086,191 \$ (1,134,551) \$ 8,936,092 \$ Change in Assets Depreciation Computer & Software CapEx Furniture & Fixtures CapEx Equipment CapEx Leasehold Improvements Allocation of Fixed Assets Cotal Expenses (C) \$ 3,860,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994 \$ Softal Expenses (C) \$ 7,860,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994 \$ Softal Expenses (C) \$ 7,860,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994 \$ Softal Expenses (C) \$ 7,860,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994	Operating Expens	es										
Office Rent Office Costs 39,063 49,857 10,794 73,424 Professional Services Miscellaneous 2,000 2,000 - 558 Depreciation 218,882 197,203 (21,679) 60,630 Total Operating Expenses \$ 259,945 \$ 259,399 \$ (546) \$ 134,554 \$ Total Direct Expenses \$ 4,733,724 \$ 3,687,691 \$ (1,046,033) \$ 4,787,043 \$ Indirect Expenses \$ 3,487,018 \$ 3,398,500 \$ (88,518) \$ 4,149,048 \$ Other Non-Operating Expenses \$ - \$ - \$ - \$ - \$ - \$ Other Non-Operating Expenses \$ 8,220,742 \$ 7,086,191 \$ (1,134,551) \$ 8,936,092 \$ Change in Assets \$ (227,013) \$ 943,561 \$ 1,170,574 \$ (7,098) \$ Computer & Software CapEx -			\$	-	\$	9,780	\$	9,780	\$	-	\$	-
Office Costs 39,063 49,857 10,794 73,424 Professional Services - 558 558 - Miscellaneous 2,000 2,000 - 500 Depreciation 218,882 197,203 (21,679) 60,630 Total Operating Expenses \$ 259,945 \$ 259,399 \$ (1,046,033) \$ 4,787,043 \$ Indirect Expenses \$ 3,487,018 \$ 3,398,500 \$ (88,518) \$ 4,149,048 \$ Other Non-Operating Expenses \$ - \$ - \$ - \$ - \$ - \$ Other Non-Operating Expenses \$ 8,220,742 \$ 7,086,191 \$ (1,134,551) \$ 8,936,092 \$ Change in Assets \$ (227,013) \$ 943,561 \$ 1,170,574 \$ (7,098) \$ Computer & Software CapEx - <td< td=""><td>Offic</td><td>e Rent</td><td></td><td>-</td><td></td><td>-</td><td></td><td>-</td><td></td><td>-</td><td></td><td>-</td></td<>	Offic	e Rent		-		-		-		-		-
Professional Services Sum Sum				39,063		49,857		10,794		73,424		34,36
Depreciation 218,882 197,203 (21,679) 60,630	Prof	essional Services				558		558		-		
Total Operating Expenses \$ 259,945 \$ 259,399 \$ (546) \$ 134,554 \$ \$ Total Direct Expenses \$ 4,733,724 \$ 3,687,691 \$ (1,046,033) \$ 4,787,043 \$ \$ Indirect Expenses \$ 3,487,018 \$ 3,398,500 \$ (88,518) \$ 4,149,048 \$ \$ Other Non-Operating Expenses \$ - \$ - \$ - \$ - \$ Total Expenses (B) \$ 8,220,742 \$ 7,086,191 \$ (1,134,551) \$ 8,936,092 \$ \$ Change in Assets \$ (227,013) \$ 943,561 \$ 1,170,574 \$ (7,098) \$ \$ Fixed Assets Depreciation \$ (218,882) \$ (197,203) \$ 21,679 \$ (60,630) \$ Computer & Software CapEx \$ - \$ - \$ - \$ - \$ Equipment CapEx \$ - \$ - \$ - \$ - \$ Equipment CapEx \$ - \$ - \$ - \$ - \$ Allocation of Fixed Assets \$ (141,836) \$ (67,456) \$ 74,380 \$ 53,532 \$ Ind(Dec) in Fixed Assets (C) \$ 3,680,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994 \$	Misc	ellaneous		2,000		2,000		-		500		(1,50
Total Direct Expenses \$ 4,733,724 \$ 3,687,691 \$ (1,046,033) \$ 4,787,043 \$ \$ Indirect Expenses \$ 3,487,018 \$ 3,398,500 \$ (88,518) \$ 4,149,048 \$ \$ Other Non-Operating Expenses \$ - \$ - \$ - \$ - \$ Total Expenses (B) \$ 8,220,742 \$ 7,086,191 \$ (1,134,551) \$ 8,936,092 \$ \$ Change in Assets \$ (227,013) \$ 943,561 \$ 1,170,574 \$ (7,098) \$ Fixed Assets Depreciation (218,882) (197,203) 21,679 (60,630) Computer & Software CapEx	Dep	reciation		218,882		197,203		(21,679)		60,630		(158,25
Indirect Expenses	Total Operating Ex	penses	\$	259,945	\$	259,399	\$	(546)	\$	134,554	\$	(125,39
Indirect Expenses												
Other Non-Operating Expenses \$ \$ \$ \$ \$ \$ \$ \$ \$ Intel Expenses (B) \$ 8,220,742	Tota	l Direct Expenses	\$	4,733,724	\$	3,687,691	\$	(1,046,033)	\$	4,787,043	\$	53,31
Section Sect	Indirect Expenses		\$	3,487,018	\$	3,398,500	\$	(88,518)	\$	4,149,048	\$	662,03
Section Sect	Other Non-Opera	ting Expenses	\$	-	\$	-	\$		\$		\$	_
Depreciation (218,882) (197,203) 21,679 (60,630)	tal Expenses (B)		\$	8,220,742	\$	7,086,191	\$	(1,134,551)	\$	8,936,092	\$	715,34
Depreciation (218,882) (197,203) 21,679 (60,630) Computer & Software CapEx Furniture & Fixtures CapEx Equipment CapEx Leasehold Improvements Allocation of Fixed Assets \$ (141,836) \$ (67,456) 74,380 53,532 Inc(Dec) in Fixed Assets(C) \$ (360,718) \$ (264,659) \$ 96,059 \$ (7,098) \$ OTAL BUDGET (=B+C) \$ 7,860,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994 \$	ange in Assets		\$	(227,013)	\$	943,561	\$	1,170,574	\$	(7,098)	\$	219,9
Computer & Software CapEx	red Assets											
Furniture & Fixtures CapEx				(218,882)		(197,203)		21,679		(60,630)		158,2
Equipment CapEx				-		-		-		-		-
Leasehold Improvements \$ (141,836) \$ (67,456) 74,380 53,532 Allocation of Fixed Assets \$ (360,718) \$ (264,659) \$ 96,059 \$ (7,098) \$ OTAL BUDGET (=B+C) \$ 7,860,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994 \$		es CapEx		-		-		-		-		
Allocation of Fixed Assets \$ (141,836) \$ (67,456) 74,380 53,532				-		-		-		-		
nc(Dec) in Fixed Assets (C) \$ (360,718) \$ (264,659) \$ 96,059 \$ (7,098) \$ OTAL BUDGET (=B+C) \$ 7,860,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994 \$	Leasehold Improv	ements		-		-		-		-		
OTAL BUDGET (=B+C) \$ 7,860,024 \$ 6,821,532 \$ (1,038,492) \$ 8,928,994 \$	Allocation of Fixe	d Assets				(67,456)				53,532		195,3
		C)		(360,718)				96,059	_	(7,098)		353,6
OTAL CHANGE IN WORKING CAPITAL (=A-B-C) \$ 133,705 \$ 1,208,220 \$ 1,074,515 \$ - \$				7,860,024	\$	6,821,532	\$	(1,038,492)	\$	8,928,994	\$	1,068,9
	TAL CHANGE IN WORK	ING CAPITAL (=A-B-C)	\$	133,705	\$	1,208,220	\$	1,074,515	\$	-	\$	(133,7
FTES 21.66 18.20 (3.46) 24.00	FTEs			21.66		18.20		(3.46)		24.00		2.

^{*}The 2012 Budget and projected expenses from September to December, 2012 of the Event Investigations Team have not been calculated and are therefore not included with the 2012 Budget or 2012 Projection for Compliance Operations, Investigations and Organization Registration and Certification.

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expenses The decrease increase in Personnel ExpensesSalary and Payroll Tax expense is related to an reduction increase of 3.662.34 FTEs in the department who due to transferred transferrs to from other departments in 2012, and relatedLower average costs per FTE for Benefits and Retirement due to changes in NERC's employee benefit and retirement plans as previously described resulted in lower projected costs in 2013.
- Meetings expense includes the cost of the Compliance Auditor workshops and meetings
 of the Compliance and Certification Committee. \$40k in projected workshop fees offset
 the \$48.8k increase in meetings expense.

Compliance Enforcement

Cor	Increase			
	2	012 Budget	2013 Budget	(Decrease)
Total FTEs		21.00	21.00	-
Direct Expenses	\$	3,284,789	\$ 3,047,746	\$ (237,042)
Indirect Expenses	\$	3,380,765	\$ 3,630,417	\$ 249,652
Other Non-Operating Expenses	\$	-	\$ -	\$ -
Inc(Dec) in Fixed Assets	\$	(137,515)	\$ 46,841	\$ 184,355
TOTAL BUDGET	\$	6,528,039	\$ 6,725,004	\$ 196,966

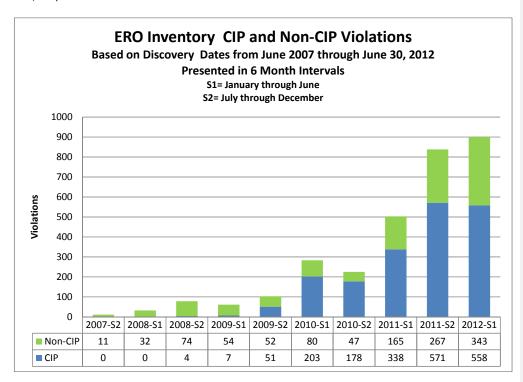
Background and Scope

NERC's Compliance Enforcement department conducts all of NERC's enforcement activities, including:

- Docketing of all possible violations coming into the NERC enforcement program;
- Processing of compliance violation matters arising out of NERC-led investigations and audits;
- Reviewing all mitigation plans accepted and dismissals approved by Regional Entities;
- Processing of all compliance violations arising out of Regional Entity compliance, enforcement and monitoring activities; and
- Analyzing compliance statistics.

A priority for this department is to achieve greater efficiencies in enforcement processing by ensuring Possible Violations are mitigated and, at the same time, focusing both NERC and Regional Entity compliance enforcement resources on the cases that have the greatest impact on the reliability of the bulk power system.

NERC and the Regional Entities have made steady progress in closing out older cases in the outstanding caseload (violations that have not been filed with FERC, including those on hold due to related jurisdictional issues). ²⁴ Through June 30, 2012, NERC has reduced its outstanding caseload of violations discovered prior to January 1, 2011 (excluding those on hold due to related jurisdictional issues) by approximately 50 percent. As reflected in the figure below, less than ½ percent of the currently active violations were discovered in 2007 (11 of 3,035), less than 4 percent (110 of 3,035) were discovered in 2008, and about 5 percent (164 of 3,035) were discovered in 2009. Thus, about 74 percent of the current caseload is comprised of violations that were discovered in the 18-month period January 2011 to June 2012 and 57 percent (1,739 of 3,035) were discovered in the last 12 months.



2013 Goals and Deliverables

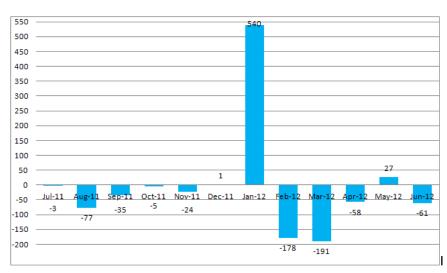
Increased Processing Efficiencies

Throughout 2013, NERC Compliance Enforcement will seek to develop further mechanisms to enhance processing efficiency. NERC has introduced two new concepts in enforcement processing through its Compliance Enforcement Initiative (CEI): the Spreadsheet NOP (SNOP), and Find, Fix, Track, and Report (FFT). These new approaches are designed to expedite and

²⁴ A summary of NERC and the Regional Entity caseload showing all current outstanding violations, summarized by state and Region as of June 30, 2012, is set forth following the Statement of Activities for this department. On July 19, 2012, the Commission issued its order upholding the assessment of a penalty against a federal entity. N. Am. Elec. Reliability Corp., 140 FERC ¶ 61,048 (2012). The cases on hold were awaiting the issuance of that decision. Requests for rehearing and a motion for stay remain pending before the Commission.

streamline violation processing, which allows focus to be re-directed to those risks that have the greatest impact on the reliability of the bulk power system. Implementation of these initiatives has reduced the overall ERO enforcement caseload and should allow NERC to close out cases more expeditiously to provide timely lessons learned to the industry. In recent months, due to the new CEI processes, the monthly processing rate (which includes both filed and dismissed violations) has resulted in more violations being processed than submitted in nine of the last 12 months, as shown in the chart below.

Violation Processing Within 12 Months



	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12
New	211	166	262	247	212	203	693	229	168	106	194	149
Dismissed	89	123	79	93	105	57	24	269	209	39	53	68
Filed	125	120	218	159	131	145	129	138	150	125	114	142
Total Dismissed and Filed	214	243	297	252	236	202	153	407	359	164	167	210
Violation Processing	-3	-77	-35	-5	-24	1	540	-178	-191	-58	27	-61

Sustain and Expand CEI Processes

Throughout the remainder of 2012 and into 2013, NERC Compliance Enforcement will be focusing efforts on ensuring the sustainability and expandability of the FFT process. Sustainability requires that there be consistency in application. NERC intends to promote consistency through a series of training and outreach sessions for Regional Entity enforcement and compliance staff on the identification and disposition of possible violations as FFTs. Expandability not only applies to who may identify FFTs but also an expansion of the effectiveness of the program. Beginning in 2013, NERC will be expanding FFT identification to CEA compliance staff. CEA compliance staff will be able to recommend possible violations for FFT treatment to CEA enforcement staff. NERC anticipates that expanding FFT identification

will broaden the range of issues that will be afforded FFT treatment much earlier in the compliance monitoring and enforcement process. This earlier identification will likely improve mitigation results as there will be an increased incentive to mitigate minimal risk issues earlier on to qualify for FFT treatment. Faster identification and application of mitigation activities will result in improved reliability.

Reduction of Outstanding Caseload

Another aspect of caseload management is the timely processing of all violations, particularly those that pose greater risk to the bulk power system, and to provide lessons learned to the industry. Early dissemination of violation information to registered entities will enable them to learn from prior events and violations so they may take action to eliminate similar risks that may occur elsewhere on the bulk power system. There are approximately 793 possible violations spanning 2007 through 2010 (including those on hold due to related jurisdictional issues) of CIP and non-CIP standards that have not been filed with FERC. NERC Compliance Enforcement has initiated an effort to identify these aging possible violations and to identify the reason for their processing delay and identify which possible violations pose the greatest risk to reliability. Compliance Enforcement plans to work with the Regional Entities to significantly reduce this prior caseload by bringing the possible violations to closure and thereby provide information on prior violations to registered entities throughout the remainder of 2012 and in 2013.

Violation Trend Analysis

In 2013, Compliance Enforcement also plans to identify the causes and trends of violations in enforcement cases. Over the past five years, NERC has been collecting violations processing information in its Compliance Reporting and Tracking System (CRATS) database. This database now contains a significant amount of information pertaining to the facts and circumstances, risk evaluation and mitigation activities of prior violations. Review and evaluation of this information can yield insight into the effectiveness of NERC and the Regional Entities' training programs, registered entities application of past lessons learned and the NERC Reliability Standards in ensuring reliability, and thereby support the ERO's statutory responsibility to monitor, enforce and achieve compliance with mandatory reliability standards by bulk power system users, owners, and operators. Analysis of the information contained in NERC's CRATS database should enable NERC Compliance Enforcement to provide guidance on where additional training may be needed or where revisions to the standards could promote greater clarity.

Resource Requirements

Personnel

Departmental and Regional Entity resource enforcement capabilities have increased through the addition of staff over the past several years. Beginning in September 2011, NERC also introduced several new concepts in enforcement processing through its Compliance Enforcement Initiative. These new approaches are designed to expedite and streamline violation processing for minimal risk violations, which allow focus to be re-directed to those areas that have the greatest impact on the reliability of the bulk power system. It is still too early in the implementation of these approaches to determine the degree of overall efficiencies

that will be gained. However, it is anticipated that the result will be a downward pressure on future enforcement staffing requirements in the 2014-2015 timeframe. As this timeframe is approached, enforcement objectives and the commensurate resource requirements will be reevaluated. No further enforcement resource additions are being proposed by NERC in 2013.

Contractor Expenses

No contractor or consulting resources are proposed within the group for 2013. Resource requirements associated with improvements to the applications supporting the department's compliance reporting, analysis and tracking needs have are budgeted under the IT department.

	Statement of Activities				ditures and n, and 201			ing (Capital		
	201	z bua <u>ş</u>	COMPLIANCE			5 DUC	get				
			2012 Budget		2012 Projection	201 v 2	Variance 2 Projection 012 Budget ver(Under)		2013 Budget	20 v 2	Variance 113 Budget 012 Budget ver(Under)
Funding		-									
	ERO Funding NERC Assessments Penalty Sanctions	\$	6,442,202	\$	6,442,202	\$	-	\$	6,317,083 404,776	\$	(125,119 404,776
	Total NERC Funding	\$	6,442,202	\$	6,442,202	\$	-	\$	6,721,858	\$	279,656
	Membership Dues		-		-		-		-		-
	Testing Fees		-		-		-		-		-
	Services & Software		-		-		-		-		-
	Workshops Interest		3,256		- 3,125		(131)		- 3,146		(110
	Miscellaneous		5,230		282		282		5,140		(110
Total Fund		\$	6,445,458	\$	6,445,610	\$	152	\$	6,725,004	\$	279,546
Expenses											
	Personnel Expenses										
	Salaries	\$	2,310,485	\$	1,967,734	\$	(342,751)	\$	2,152,370	\$	(158,115
	Payroll Taxes Benefits		158,938		126,973		(31,965)		140,794		(18,144
	Retirement Costs		334,684 329,353		245,172 210,686		(89,512) (118,667)		274,883 247,200		(59,801 (82,153
	Total Personnel Expenses	\$	3,133,460	\$	2,550,565	\$	(582,895)	\$	2,815,246	\$	(318,214
	•										, ,
	Meeting Expenses Meetings	\$		\$	100	\$	100	\$	5,000	\$	5,000
	Travel	Ý	128,000	Ÿ	148,484	Ÿ	20,484	Ý	186,000	Ÿ	58,000
	Conference Calls		-		6,620		6,620		-		-
	Total Meeting Expenses	\$	128,000	\$	155,204	\$	27,204	\$	191,000	\$	63,000
	Operating Expenses										
	Consultants & Contracts	\$	-	\$	-	\$	-	\$	-	\$	-
	Office Rent		-		-		-		-		-
	Office Costs		23,329		37,828		14,499		41,000		17,671
	Professional Services Miscellaneous		-		480		480		500		500
	Depreciation		-		1,000		1,000		-		500
	Total Operating Expenses	\$	23,329	\$	39,308	\$	15,979	\$	41,500	\$	18,171
	Total Direct Expenses	\$	3,284,789	\$	2,745,076	\$	(539,713)	\$	3,047,746	\$	(237,043
	Indirect Expenses	\$	3,380,765	\$	3,450,784	\$	70,019	\$	3,630,417	\$	249,652
	•	_	0,000,700		3,130,201		70,025		3,030,117		2.13,032
	Other Non-Operating Expenses	\$	-	\$	-	\$	-	\$	-	\$	-
Total Expe	enses (B)	\$	6,665,554	\$	6,195,861	\$	(469,693)	\$	6,678,163	\$	12,609
Change in	Assets	\$	(220,096)	\$	249,749	\$	469,845	\$	46,841	\$	266,937
Fired Asse											
Fixed Asse	Depreciation		-		_		_		-		_
	Computer & Software CapEx		-		-		-		-		-
	Furniture & Fixtures CapEx		-		-		-		-		
	Equipment CapEx		-		-		-		-		(
	Leasehold Improvements		-		-		-		-		(
	Allocation of Fixed Assets	\$	(137,515)	\$	(68,494)		69,021		46,841		184,355
Inc(Dec) ir	r Fixed Assets (C)	\$	(137,515)	\$	(68,494)	\$	69,021	\$	46,841	\$	184,355
TOTAL BU	DGET (=B + C)	\$	6,528,039	\$	6,127,367	\$	(400,673)	\$	6,725,004	\$	196,965
TOTAL CH	ANGE IN WORKING CAPITAL (=A-B-C)	\$	(82,582)	\$	318,243	\$	400,824	\$		\$	82,582
				_	18.48				31.00		
	FTEs		21.00		18.48		(2.52)		21.00		-

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Personnel Expenses** Related to lower average salary expense per FTE and due to changes to NERC's employee benefit and retirement plans as previously described.
- Travel Expenses Related to having full staff for the entire year.

FERC Enforceable Alleged Violations Summarized by Enforcement

A summary of NERC and the Regional Entity caseload showing all current outstanding violations, summarized by state and region as of June 30, 2012, is set forth in the table below.

		PI					
		As of	June 30, 2012				
	Assessment and	Confirmation and NERC		Filed and Awaiting	Completed		
Region	Validation	Enforcement Action	Settlement	Closing Actions	and Closed	Dismissed	Total
FRCC	90	0	5	59	273	169	596
MRO	117	0	7	48	191	123	486
NCEA	17	0	0	8	41	62	128
NPCC	180	2	22	15	220	46	485
RFC	577	13	0	166	554	245	1555
SERC	450	19	108	42	372	201	1192
SPP	253	2	41	73	295	177	841
TRE	261	18	44	46	165	130	664
WECC	252	203	354	181	1398	1768	4156
TOTAL	2197	257	581	638	3509	2921	10103

Board of Trustees Approved: August 16, 2012: Updated September 10, 2012

Reliability Assessment and Performance Analysis

Reliability A		nts and Perforn whole dollars)	nanc	e Analysis	
	2	012 Budget		2013 Budget	Increase (Decrease)
Total FTEs		16.50		18.75	2.25
Direct Expenses	\$	4,437,752	\$	4,516,620	\$ 78,868
Indirect Expenses	\$	2,656,316	\$	3,241,444	\$ 585,128
Other Non-Operating Expenses	\$	-	\$	-	\$ -
Inc(Dec) in Fixed Assets	\$	(125,208)	\$	4,372	\$ 129,580
TOTAL BUDGET	\$	6,968,860	\$	7,762,436	\$ 793,575

Background and Scope

NERC's Reliability Assessments and Performance Analysis (RAPA) program carries out the ERO's statutory responsibility to conduct assessments of the reliability and adequacy of the bulk power system in North America. This statutory responsibility is embodied in section 215 of the Federal Power Act as well as 18 C.F.R. §39.11. The following sections of NERC's Commission-approved ROP pertain to the activities of the RAPA program: ROP sections 801 through 806 and 809 through 811. Further, as described in greater detail below, the activities of the RAPA program also support identification of reliability performance issues and areas of concern, (including equipment performance and reliability issues) for possible consideration in the development of new mandatory reliability standards or modification of existing standards through the Reliability Standards Development Program.

The RAPA program conducts annual seasonal and long-term reliability assessments, designed to assess existing and planned short and long-term resource adequacy and operating reliability. Further, the program identifies and assesses probability and severity of risks to reliability performance, measures progress in improving current reliability, tracks leading indicators of future reliability, develops risk control solutions, measures success of these solutions and provides risk-informed information into NERC's standards and compliance processes. Finally, RAPA provides engineering expertise on protection and control along with system analysis and modeling to simulate and study system disturbances, develop reliability guidelines, and support NERC Reliability Standards development. To support these activities, RAPA maintains detailed databases measuring the planned and ongoing reliability performance of generation, transmission and demand response resources.

RAPA also identifies and analyzes key emerging issues that may affect reliability, such as market practices; legislation; regulation; technology developments; high-impact, low-frequency (HILF) events; industry trends; interconnection-wide modeling improvement; and proposed public policy measures. RAPA documents these in special reliability assessments.

RAPA's resource needs are driven and supported by NERC's strategic plan, regulatory directives, the Board of Trustees, the Member Representatives Committee; and the Electricity Subsector Coordination Council; and the Planning, Operating, Critical Infrastructure Protection, Standards, and Compliance and Certification Committees' strategic work plans, as well as their subcommittees, working groups, and task forces.

Based on NERC and industry priorities, and to meet business planning goals, a number of issues and initiatives are not being pursued in 2013: probabilistic analysis of reserve margins for NERC's Long-term Reliability Assessment will be completed every two years rather than annually (none in 2013), the smart grid follow-on work plan will be taken up in 2014, transmission availability information (TADS) for 100-199 kV elements will be delayed until BES definition is completed, and wind generator availability information (GADS) will be reprogrammed to the 2014-2015 time frame. To further, to improve effectiveness and efficiency, in 2013 RAPA will consolidate four reports into NERC's annual State of Reliability Report: the Post-Seasonal Reliability Assessment along with individual reports on transmission, generator and demand response data systems (TADS, GADS and DADS, respectively).

Further, RAPA will continue to leverage its activities with other organizations to amplify results and magnify the effectiveness of its efforts. For example, the Electric Power Research Institute (EPRI), Institute of Electrical and Electronic Engineers (IEEE) and the North American Transmission Forum (NATF) are providing a coordinated platform for NERC's GMD activities. Additionally, RAPA will continue to collaborate with the NATF on TADS, and both EPRI and IEEE on variable generation integration. Further, RAPA is partnering with the Interstate Natural Gas Association of America (INGAA) and the Natural Gas Supply Associations (NGSA) to study and address interdependency of gas and electric systems.

2013 Goals and Deliverables

- Issue reliability assessment reports, guidelines, recommendations and alerts as needed.
 - One 10-year Long-Term Reliability Assessment
 - Two seasonal assessments: Summer and Winter
 - Report on geomagnetic disturbance (GMD) bulk electric system effects and vulnerability assessment
 - Up to two additional special assessments addressing key reliability issues, such as:
 - o Environmental regulations
 - o Gas and electric interdependency and coordination
 - Changing resource mix
 - One Annual State of Reliability Report
 - Oversight of Generating, Transmission and Demand Response Availability Data Systems (GADS, TADS, and DADS), along with the Spare Equipment Database.

- Strengthen data collection and validation processes by designing, creating, testing, and implementing data checking systems for reliability assessment and risk analysis
- Provide quarterly updates on trends and measures of bulk electric system reliability
- Develop a risk registry and develop a systematic prioritization process. Develop control strategies and plans to address the highest priority existing or emerging risks to bulk electric system reliability.
- Support NERC Reliability Standard development and response to FERC Directives by providing technical and system analysis expertise.
- Support development of reliability standards to address deficiencies or needs revealed by reliability assessments and performance analysis.
- Provide support and leadership to the Planning Committee, and Standing Committees' subcommittees, working groups, and task forces serving the Standing Committees.
- Build and sustain an enterprise reliability assessment and performance analysis team.
- Depending on regulatory action, finalize Bulk Electric System and consequential load loss exception processes.

Resource Requirements

The department has not proposed incremental personnel or new contractor and consulting resources associated with the implementation of the bulk electric system (BES) exception process due to the uncertainty of the timing and impact on NERC's resource requirements. However, the BES exception process has been identified as a contingency for which operating reserves might be used to assist in the BES implementation process if necessary. For further information regarding the company's proposed Working Capital and Operating Reserve Policy and the amounts included for contingencies like BES please refer to Exhibit C.

Personnel

During 2012 the department added an engineer to support the reliability and system analysis activities and one engineer to spearhead NERC's bulk electric system risk identification and control strategy. The chart above reflects 2.25 FTE additions due to the full year effect of the timing of personnel additions in 2012.

In 2013, to further strengthen NERC's bulk electric system reliability risk processes, the department is proposing to add a risk control coordination specialist. This position will support NERC's initiatives to identify, evaluate and prioritize bulk power system risks as well as supporting NERC's special risk control project teams by providing project management and high-level risk measurement.

Contractor Expenses

The total projected contractor and consultant expenses for the department are projected at \$685k, which is below 2012 budgeted levels. The types of contractor and consultant resources required are generally consistent with historic needs and include support for the following:

Geomagnetic Disturbance (GMD) Vulnerability Assessment

GMD is a concern to the North American bulk electric system due to potential to cause system disturbances and equipment damage. In an extreme case, GMD may cause wide spread electric disruption and damage a limited number of long-lead time equipment, such as transformers. Industry needs a clear understanding of the probable storm activity and system impact based on fact-based analysis to develop appropriate mitigation solutions. Additionally, an understanding of available technologies and operating procedures is needed to limit the extent and duration of GMD impact. This project's 2013 objectives are:

- Determine the likely impact of an extreme event on the North American bulk power system based on present system configuration, protection capability, and practices.
- Identify technologies and operating procedures available today to mitigate equipment damage, reduce the extent of the interruption, and speed recovery.

Scenario Consultant – Addressing Standing and Emerging Issues

NERC will continue to develop ad-hoc Special and/or Scenario Assessments which are developed through the Emerging Issues process currently established in the LTRA.²⁵ Scenario assessments provide detailed quantitative and qualitative analyses which "stress" the reference planning case of the North American bulk power system. Scenario analysis can indicate the relative sensitivity of the *Reference Case* to changes in prespecified conditions and may provide some insight into risks to Regional reliability. Based on feedback from FERC and industry, a deeper understanding is desired of the potential reliability implications from a focused spectrum of *Reference Case* sensitivities to measure the robustness of the *Reference Case* and to study potential impacts of scenarios on reliability.

Scenarios for Special Assessments are unknown at this time, but will focus on key reliability issues, such as:

- Environmental regulations;
- Gas and electric interdependency and coordination; and
- Changing resource mix.

• Generator Controls Modeling

Interconnection modeling and system protection and control improvement activities will continue into 2013. Work in 2013 will require engaging subject matter expert contractors in generation protection and control.

Scenario Assessments are ad-hoc assessments focused on specific, hypothetical industry conditions. For these assessments, detailed quantitative and qualitative analysis is performed which "stress" the Reference Case. Scenario assessments will be included as part of the annual long-term and seasonal reliability assessments to provide a sensitivity of potential outcomes.

2013 Business Plan and Budget

²⁵ Special Assessments are ad-hoc assessments focused on specific industry issues (emerging or standing). For these assessments, detailed quantitative and qualitative analysis, beyond what is included in the annual long-term and seasonal reliability assessments, is examined. These reports are generally published separately from the annual long-term and seasonal reliability assessments.

Databases and Availability Systems

 Reliability Availability Data System (RADS) Assessment Database – Continued Development

FERC has directed NERC to consider establishing permanent databases that could be automatically populated with: (i) new transmission projects data from the REs, (ii) generation interconnection queue data, and (iii) other data relevant for reliability assessment. The goal of the RADS is meet these requirements, ²⁶ facilitating the collection of assessment area generation and transmission data used to quantify and analyze the reliability of the bulk power system in a standard, uniform method. The technical side of the RADS project, including database design, contractor selection, and acceptance testing will be managed cooperatively with the Regional Entities through the NERC Project Management Office (PMO). Specifications of the data to be collected in this system will be developed by the Reliability Assessment Data Working Group (RADWG). The RADS project was initiated and funded in NERC's FERC approved 2012 budget. These incremental funds will lead to its completion in 2013.

Metrics and Benchmarking Database – Enhancements and Maintenance

Collects, records, and retrieves reliability metric information that quantifies characteristics of adequate level of reliability. The metric trends and performance analysis serve as technical input to Reliability Standards and project prioritization, compliance process improvement, event analysis, reliability assessment, and critical infrastructure protection.

Spare Equipment Database (SED) – Enhancements and Maintenance

Collects and tracks spare long-lead time transformer information to used strengthen industry resiliency to withstand a significant event that damages large amounts of long lead time equipment The database provides industry a vital tool of communication and coordination for tracking spare equipment This ability will be extremely helpful in the aftermath of a HILF event, such as coordinated attack or extreme weather. Maintenance of the SED is specifically provided for in section 1003.2.4 of NERC's Commission-approved ROP.

Generation Availability Data System (GADS) – Enhancements and Maintenance

Collects, records, and retrieves operating information on power plant availability, including event, performance, and design data. The information is used to support equipment reliability and availability analyses, as well as risk-informed decision making, including the reliability and adequacy of the bulk power system and the potential need for development of new or modified reliability standards. The 2013 budget reflects a reduction of \$250k in revenue from licensing the GADS software to third parties, which NERC no longer plans to actively pursue. In the event that NERC does receive revenue from third parties, these revenues will be captured as part of working capital.

²⁶ The Commission's directives to establish such databases are an example of an ERO activity that, as stated in the ERO Certification Order, is statutory because it is required by Commission order.

- Transmission Availability Data System (TADS) Enhancements and Maintenance Collects, records, and retrieves information used to measure transmission availability and performance. This data is important to assessing the reliability and adequacy of the bulk power system and can also provide information indicating the need for development of new or modified reliability standards. The data reporting tool collects information about the transmission lines and transformers operating above 200kV, including outage details and cause codes
- Demand Response Availability Data System (DADS) Enhancements and Maintenance

Collects demand response enrollment and event information to measure performance including its contribution to improved reliability, providing industry with a consistent basis for projecting contributions of dispatchable and non-dispatchable demand response supporting resource projections and operational reliability. Further, this data is important to assessing the reliability and adequacy of the bulk power system and can provide information indicating the need for development of new or modified reliability standards.

Exhibit B includes additional information regarding the amount of proposed contractor and consulting funding to support each of the above areas, together with a comparison to 2012 budgeted amounts.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget RELIABILITY ASSESSMENTS and PERFORMANCE ANALYSIS

Funding Total Fundi Expenses	ERO Funding NERC Assessments Penalty Sanctions Total NERC Funding Membership Dues Testing Fees Services & Software Workshops Interest Miscellaneous	\$ \$	2012 Budget 6,716,302 - 6,716,302 - 250,000	\$	2012 rojection 6,716,302 - 6,716,302	201: v 20	Variance Projection D12 Budget Ver(Under)	\$	2013 Budget 7,358,220	20 v 2	Variance 013 Budget 012 Budget ever(Under)
Total Fundi	NERC Assessments Penalty Sanctions Total NERC Funding Membership Dues Testing Fees Services & Software Workshops Interest Miscellaneous	\$	6,716,302 - 6,716,302 - -	\$	6,716,302	v 20	012 Budget	\$	Budget	v 2	2012 Budget ever(Under)
Total Fundi	NERC Assessments Penalty Sanctions Total NERC Funding Membership Dues Testing Fees Services & Software Workshops Interest Miscellaneous	\$	6,716,302 - 6,716,302 - -	\$	6,716,302	<u>0</u>		\$	Budget	0	ver(Under)
Total Fundi	NERC Assessments Penalty Sanctions Total NERC Funding Membership Dues Testing Fees Services & Software Workshops Interest Miscellaneous	\$ \$	6,716,302		· · ·	\$	-	\$	7.250.220	¢	
	NERC Assessments Penalty Sanctions Total NERC Funding Membership Dues Testing Fees Services & Software Workshops Interest Miscellaneous	\$ \$	6,716,302		· · ·	\$	-	\$	7.250.220	ċ	
	Penalty Sanctions Total NERC Funding Membership Dues Testing Fees Services & Software Workshops Interest Miscellaneous	\$	6,716,302		· · ·	Ψ.			7 35X 220		641,918
	Membership Dues Testing Fees Services & Software Workshops Interest Miscellaneous	\$	-	\$	C 71 C 202				361,407		361,407
	Testing Fees Services & Software Workshops Interest Miscellaneous		- - 250 000		6,/16,302	\$	-	\$	7,719,627	\$	1,003,325
	Services & Software Workshops Interest Miscellaneous		- 250 000		-		-		-		-
	Workshops Interest Miscellaneous		250 000		-		-		-		-
	Interest Miscellaneous		250,000		125,000		(125,000)		40,000		(250,000 40,000
			2,558		2,838		280		2,809		251
	ing (A)				256		256		-		-
Expenses		\$	6,968,860	\$	6,844,396	\$	(124,464)	\$	7,762,436	\$	793,576
	Personnel Expenses Salaries	\$	2,189,610	\$	2,250,982	\$	61,373	\$	2,429,590	\$	239,980
	Payroll Taxes	Ş	141,720	Ş	140,061	Þ	(1,659)	Ş	150,215	Ş	239,980 8,496
	Benefits		266,523		224,362		(42,161)		262,762		(3,761
	Retirement Costs		313,238		258,614		(54,624)		269,736		(43,502
	Total Personnel Expenses	\$	2,911,090	\$	2,874,019	\$	(37,071)	\$	3,112,303	\$	201,213
	Meeting Expenses	\$	42.500	\$	77.205	\$	64.705	\$	70.000	\$	65.500
	Meetings Travel	Ş	12,500 369,375	Ş	77,285 356,273	Þ	64,785 (13,102)	Ş	78,000 410,000	Þ	65,500 40,625
	Conference Calls		31.950		25.988		(5,962)		31.950		40,623
	Total Meeting Expenses	\$	413,825	Ś	459,546	\$	45,721	\$	519,950	\$	106,125
	9 P		,		,		,	-			
	Operating Expenses										
	Consultants & Contracts	\$	998,000	\$	996,800	\$	(1,200)	\$	685,000	\$	(313,000
	Office Rent		-		-		-		-		
	Office Costs		93,676		131,908		38,232		161,416		67,740
	Professional Services Miscellaneous		4,000		498 597		498 (3,404)		500		(3,500
	Depreciation		17,161		44,713		27,552		37,450		20,289
	Total Operating Expenses	\$	1,112,837	\$	1,174,516	\$	61,679	\$	884,366	\$	(228,471
	Total Direct Expenses	\$	4,437,752	\$	4,508,081	\$	70,329	\$	4,516,620	\$	78,868
		\$						Ś			
	Indirect Expenses	<u>\$</u>	2,656,316	\$	3,133,342	\$	477,026	\$	3,241,444	\$	585,128
	Other Non-Operating Expenses	\$	-	\$	-	\$		\$		\$	-
Total Expe	nses (B)	\$	7,094,068	\$	7,641,423	\$	547,355	\$	7,758,064	\$	663,996
Change in	Assets	\$	(125,208)	\$	(797,027)	\$	(671,819)	\$	4,372	\$	129,580
Fixed Asset	ts										
	Depreciation		(17,161)		(44,713)		(27,552)		(37,450)		(20,289
	Computer & Software CapEx		-		15,726		15,726		-		-
	Furniture & Fixtures CapEx		-		-		-		-		-
	Equipment CapEx		_		_		_		-		_
	Leasehold Improvements						_		_		
	Ecusenoru improvements										
	Allocation of Fixed Assets	\$	(108,047)	\$	(62,193)	\$	45,854		41,822	\$	149,869
Inc(Dec) in	Fixed Assets (C)	\$	(125,208)	\$	(91,180)	\$	34,028	\$	4,372	\$	129,580
TOTAL BUD	OGET (=B + C)	\$	6,968,860	\$	7,550,243	\$	581,383	\$	7,762,436	\$	793,576
TOTAL CHA	ANGE IN WORKING CAPITAL (=A-B-C)	\$		\$	(705,847)	\$	(705,847)	\$	-	\$	
	ETE		46.50		16.70		0.30		40.75		2.25
	FTEs		16.50		16.78		0.28		18.75		2.25

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Funding from Services and Software The decrease in funding from Services and Software, which primarily comes licensing the GADS software to third parties, is due to NERC no longer actively pursuing these revenues.
- **Personnel Expenses** Salaries and Payroll Taxes will increase in 2013 due to having 2.25 more FTEs on staff than 2012, while Benefits and Retirement Costs are projected to be lower due to changes to NERC's employee benefit and retirement plans.
- Meeting, Travel and Conferencing Expenses Meetings expense includes costs related
 to workshops sponsored by the RAPA Program that were previously recorded in the
 Training Program. The increase in Meetings expense is substantially offset by \$40k in
 projected Workshop Fees. The increase in Travel expense is related to the additional
 FTEs budgeted in 2013.
- Contracts and Consultants expense decreased as described above.

Reliability Risk Management

NERC's Reliability Risk Management group carries out the ERO's statutory responsibility to perform assessments (including real-time or near-real-time assessments) of the reliability and adequacy of the bulk power system and, by identifying potential issues of concern relating to system, equipment, entity and human performance that may indicate the possible need to develop new or modified reliability standards. The Reliability Risk Management group includes three primary functions and two departments. The three primary functions include: (1) bulk power system awareness; (2) event analysis and investigations; and (3) assessment of human performance challenges affecting bulk power system reliability and identification of improvement opportunities. The functions and resources of this group are directly focused on proactive awareness of BPS system conditions and all BPE events over a threshold of impact, analyzing events and addressing the most significant risks to BPS reliability and ensuring that industry is well informed of system events, emerging trends, risk analysis, lessons learned and expected actions. These functions may also identify areas in which new or enhanced compliance monitoring and enforcement initiatives, pursuant to the ERO's statutory responsibility to monitor, enforce and achieve compliance with mandatory reliability standards, are warranted.

As noted above, the Reliability Risk Management group consists of two departments; the Situation Awareness Department²⁷ and the Event Analysis and Investigations Department²⁸. In the 2012 budget the Situation Awareness department was consolidated under the Situation Awareness and Critical Infrastructure Security Program Area and the budget for the Event Analysis and Investigations department <u>included the budget for both events analysis and events investigations and</u> was consolidated under the Compliance Enforcement and Organizational Registration Program Area.

The Reliability Risk Management group actively engages with and seeks comments and input from the NERC Standing Committees and industry reliability groups regarding operational alerts, technical lessons learned and the development and follow up of effective solutions and interventions to ensure the management of BPS reliability risk.

²⁷ This department is now called Bulk Power System Awareness. Situation awareness is a function within this group.

²⁸ Since there is only one person presently dedicated to the human performance function, personnel and other costs associated with this function are consolidated with Events Analysis department costs in order to protect the confidentiality of compensation information.

Situation Awareness Department

Situation Awareness Departing	Situation Awareness Bepartment													
	2	2012 Budget		2013 Budget		Increase (Decrease)								
Total FTEs		8.17		6.50		(1.67)								
Direct Expenses	\$	5,320,471	\$	4,193,507	\$	(1,126,964)								
Indirect Expenses	\$	1,315,279	\$	1,123,701	\$	(191,578)								
Other Non-Operating Expenses	\$	-	\$	-	\$	_								
Inc(Dec) in Fixed Assets		(101,353)		7,103		108,456								
TOTAL BUDGET	\$	6,534,397	\$	5,324,311	\$	(1,210,086)								

Background and Scope

The Situation Awareness department works with registered entities to monitor present conditions on the high voltage transmission lines, associated substations and large generators using various software tools and applications. NERC communicates and coordinates with registered entities to notify them of various types of disturbances (hurricanes, tornados, earthquakes, solar flares from the sun, etc.) that could negatively impact their ability to deliver power to homes and businesses. Additionally, when significant BPS disturbances occur, NERC facilitates the coordination of communications between registered entities and applicable governmental authorities.

In 2011, NERC executed a contract for the design, installation and maintenance of the SAFNR V2 platform for the collection and display of key system information from Reliability Coordinators. This platform permits NERC, the Regional Entities, the reliability coordinators and governmental authorities to collect and display key information with common screens and formats. The single approach supports industry by establishing a single data sharing process and protocol as opposed to multiple processes and protocols for NERC, Regions, and governmental authorities thereby eliminating duplication of efforts. During 2012 SAFNR V2 became operational displaying bulk power system data from the 13 Reliability Coordinators from across the three United States interconnections. SAFNR will increase the ERO's awareness of all BPS events above a threshold of impact, ensure reporting and analysis are consistent to allow wide area assessment of trends and risks and ensure Industry is well informed of system events, emerging trends, risks analysis, lessons learned, and expected actions. This platform has not been designed nor is it intended to be used to direct registered entity operations.

The Situation Awareness department also provides funding to support the North American Synchro-Phasor Initiative (NASPI), which was initiated following the August 14, 2003 Northeast blackout. Synchro-Phasors can provide system operators with a critical indication of the health of the bulk power system and help predict weakened areas of the system. In 2010, NERC entered into a contract with the Grid Protection Alliance (GPA) to further advance and support the development and deployment of synchro-phasor technologies. In 2011, NERC and GPA amended their contract to provide that a portion of NERC's funding commitment will be used to

support work GPA was awarded by the Department of Energy (DOE) in December 2010, to develop a secure information exchange gateway for electric grid operations (the "SIEGate Grant"). The primary objective of this project is to develop a secure and flexible "appliance" that will serve as the gateway for all types of real-time data exchanged between a utility control center and other control centers, utilities, and regulatory and oversight entities. In addition to DOE funding, other entities are also providing funding support permitting NERC to further leverage its investment in keeping with NERC's strategy to promote additional third-party funding and leverage investments where practical. NERC expects to conclude its funding of GPA by the end of 2013.

The Situation Awareness budget also includes funding for a number of reliability tools. The following is a further description of these tools:

- Interchange Distribution Calculator (IDC) Used by reliability coordinators to manage interchange transactions and their curtailment during congestion on the bulk power system. NERC does not use the IDC to conduct its operations. With the support of NERC's Standards Oversight and Technology Committee, NERC has provided the IDC vendor with written notice that it will not be renewing the IDC contract when it expires on March 31, 2013. The IDC users will assume responsibility for the costs of operating and maintain the IDC, as well as the related SDX and Book of Flow Gates tools described below, upon expiration of NERC's contract.
- Resource Adequacy (ACE Frequency) Tool provides continuous monitoring of key resource adequacy performance metrics; including pre-established thresholds and limits defined in standards. It alerts Reliability Coordinators and resource subcommittees to critical inadequacies conditions such as major tie error, inaccurate load forecast and inadequate frequency response.
- Inadvertent Interchange facilitates the entering of monthly scheduling data and submittal of monthly inadvertent performance standards reports to NERC. It also assists in the monitoring and resolution of reliability issues originated by inadvertent interchange imbalances.
- **NERC Factor Viewer** allows transmission customers in the eastern interconnection to view factors related to information congestion.
- System Data Exchange (SDX) central repository of all scheduled and ongoing generator and transformer outages throughout the eastern interconnection. It provides input to the IDC.
- Book of Flowgates a compendium of flowgates in the Eastern Interconnection and input to the IDC. NERC supports this tool by facilitating certain industry working groups and providing funding to support the development and operations of the book of flowgates by Open Access Technologies as part of the IDC contract described further below.
- AIE Monitoring Tool an automatic data collection tool for post analysis of frequency excursions. It is used in major system disturbances as part of the frequency response analysis.

- Frequency Monitoring and Analysis Tool detects frequency events and captures key frequency response information for each interconnection.
- Intelligent Alarms Tool detects short-term and long-term frequency deviations using data transmitted to NERC by the Balancing Authorities. When coupled with the FNet²⁹ and Frequency Monitoring and Analysis tools, this tool allows immediate differentiation of the cause of a frequency deviation a generator trip or a scheduling error.

2013 Goals and Deliverables

- Complete Implementation of the SAFNR During third and fourth quarters of 2012, NERC expects to complete and put into production the SAFNR V2 application with NERC, FERC, Regional Entities and the reliability coordinators (RCs) as the users. Beginning in early 2013, all users will have information and data to facilitate wide area situation awareness of the bulk power system (230kV and above) in the United States which is expected to:
 - Ensure that the ERO is aware of all BPS events above a threshold of impact
 - Ensure sharing of information and data to facilitate wide area situational awareness
 - Reduce the need for NERC situation awareness staff engagement with RCs and Regional Entities when events occur or when reliability threats are identified
 - During crisis situations, enhance the ERO's ability to facilitate sharing of information among industry, regions, and government
- Promote Reliability using new NERC Alert System The NERC Alert (Issuance of NERC Advisories, Recommendations and Essential Actions) System being used through December 2012 is a web-based system and, while functional, the system does not meet the needs and requirements of NERC's Reliability Risk Management (RRM) and Electricity Sector Information Sharing and Analysis (ES-ISAC) staff. The current system does not allow for efficient tracking of reports for actions taken and timely updates on progress towards resolving the issues identified in Recommendations and Essential Actions. In July 2012, NERC issued a Request for Proposal (RFP) to replace the existing NERC Alert system. The new NERC Alert system will increase the reliability of the BPS by:
 - Better informing industry of emerging reliability threats and risks to the BPS, and any expected actions
 - Ensures sharing of information and data to facilitate wide area situational awareness.
 - During crisis situations, enhances the ERO's ability to facilitate sharing of information among industry, regions, and government

²⁹ FNet – Operated by the <u>Power Information Technology Laboratory</u> at the <u>University of Tennessee</u>, FNET is a low-cost, quickly deployable GPS-synchronized wide-area frequency measurement network. High dynamic accuracy Frequency Disturbance Recorders (FDRs) are used to measure the frequency, phase angle, and voltage of the power system at ordinary 120 V outlets. The measurement data are continuously transmitted via the Internet to the FNET servers hosted at the University of Tennessee and <u>Virginia Tech</u>.

- Enhances tracking capability of reports for actions taken and timely updates on progress towards resolving the issues identified in Recommendations and Essential Actions
- Monitor NASPI PMUs Synchro phasor data, coupled with the Real Time Dynamics
 Monitoring System (RTDMS) can provide valuable situation awareness information on
 the status of ongoing disturbances of the bulk power system. The NASPI community is
 working to advance the deployment and use of networked phasor measurement
 devices. Working with industry and RTDMS vendors, the department's goal is that
 - Time-synchronized, accurate, detailed data on actual grid events and normal system behavior for event analysis will be available resulting in improvements in situation awareness capabilities
 - The ERO and registered entities will have improved capabilities to analyze the sequence of events, root cause, risk to reliability, and mitigation, including quick dissemination of the frequency response and oscillatory behavior of an event
 - These additional capabilities will further improve the efficiency and effectiveness of information sharing between the ERO, industry and governmental authorities during high impact events
- Triage of Event Data- The department will continue to work with the Regional Entities in obtaining and reviewing information from registered entities regarding qualifying events and disturbances as outlined in the ERO Events Analysis Process. These reports are reviewed to verify the accuracy of information, as well as to ensure they include the information necessary for categorizing and cause coding of events. This information will then be used to further improve reliability by advancing:
 - ERO awareness of all BPS events above a threshold of impact
 - Timely dissemination to stakeholders of information regarding events, including aggregate trending and reliability data, as well as lessons learned
 - The accurate verification that reporting and analysis is consistent to allow wide area assessment of trends and risks information
 - Reportable events analysis for sequence of events, root cause, risk to reliability, and mitigation
 - Industry information of system events, emerging trends, risks analysis and lessons learned

Resource Requirements

Personnel

No additional personnel are projected for this group during 2013. The reduction in FTEs is due to the elimination of the chief reliability officer position and support staff which was partially allocated to this department in 2012.

Contractor Expenses

The overall funding of approximately \$2.7M for contractors and consultants to support the Situation Awareness department in 2013 is approximately \$845k below 2012 budget levels, primarily due to the termination of the IDC Contract at the end of March 2013. Approximately \$460k of the \$2.7M budget is for IDC contract costs prior to contract termination and approximately \$300k is for NERC's share of the cost of a secure third-party communications network used to support situation awareness capabilities. The balance of the costs is to support various situation awareness needs, as well as NASPI funding. A detailed breakdown of the 2013 contractor and consulting budget is included in Exhibit B, together with a comparison to 2012 budgeted amounts.

)12 Bua	get & Proje	ctio	n, and 201	3 Bu	dget				
		:	SITUATION	AW	ARENESS						
			2012 Budget		2012 Projection	v 2	Variance 12 Projection 2012 Budget Over(Under)		2013 Budget	v	Variance 2013 Budget 2012 Budget Over(Under)
Funding	ERO Funding										
	NERC Assessments	\$	6,974,096	\$	6,974,096	\$	-	\$	5,093,049	\$	(1,881,047
	Penalty Sanctions	_	-		-		-		125,288		125,288
	Total NERC Funding	\$	6,974,096	\$	6,974,096	\$	-	\$	5,218,337	\$	(1,755,759
	Membership Dues		-		-		-		-		-
	Testing Fees		-		-		-		-		-
	Services & Software		-		10,500		10,500		-		-
	Workshops				103,175		103,175		105,000		105,000
	Interest Miscellaneous		3,902		3,902 87		- 87		974		(2,92
tal Fundin		Ś	6,977,998	Ś	7,091,760	Ś	113,762	Ś	5,324,311	Ś	(1,653,68
			-,,		.,,				-,,		(-//
penses											
	Personnel Expenses Salaries	\$	1,029,015	\$	747,475	\$	(281,540)	\$	856,927	\$	(172,08
	Payroll Taxes	Ą	68,901	ڔ	51,029	٠	(17,872)	٧	56,925	٠	(11,97
	Benefits		131,509		124,929		(6,580)		87,659		(43,84
	Retirement Costs		142,882		73,651		(69,231)		98,496		(44,38
	Total Personnel Expenses	\$	1,372,307	\$	997,084	\$	(375,223)	\$	1,100,007	\$	(272,30
	Meeting Expenses										
	Meetings	\$	104,570	\$	98,700	\$	(5,870)	\$	198,000	\$	93,43
	Travel		131,000		50,499		(80,501)		72,500		(58,50
	Conference Calls		24,175	_	3,076		(21,099)	_	24,175		-
	Total Meeting Expenses	<u>\$</u>	259,745	\$	152,274	\$	(107,471)	\$	294,675	\$	34,93
,	Operating Expenses Consultants & Contracts Office Rent	\$	3,588,116	\$	4,067,872	\$	479,756	\$	2,743,180	\$	(844,93
	Office Costs		50,950		36,346		(14,604)		47,750		(3,20
	Professional Services		-		11,728		11,728		-		(5)20
	Miscellaneous		1,500		1,500		-		500		(1,00
	Depreciation		47,853		43,952		(3,901)		7,395		(40,45
	Total Operating Expenses	\$	3,688,419	\$	4,161,397	\$	472,978	\$	2,798,825	\$	(889,59
	Total Direct Expenses	\$	5,320,471	\$	5,310,756	\$	(9,715)	\$	4,193,507	\$	(1,126,964
	Indirect Expenses	\$	1,315,279	\$	1,058,763	\$	(256,516)	\$	1,123,701	\$	(191,57
	Other Non-Operating Expenses	\$		\$	_,	\$	(===)===)	\$	_,,	\$	(===,==
							(255 224)				4 240 54
otal Expens		\$	6,635,750	\$	6,369,519	\$	(266,231)	\$	5,317,208	\$	(1,318,54
nange in A	ssets	<u>\$</u>	342,248	\$	722,241	<u>\$</u>	379,992	\$	7,103	\$	(335,145
ed Assets	.										
	Depreciation		(47,853)		(43,952)		3,901		(7,395)		40,45
	Computer & Software CapEx		-		-		-		-		-
	Furniture & Fixtures CapEx		-		-		-		-		-
	Equipment CapEx		-		-		-		-		-
	Leasehold Improvements Allocation of Fixed Assets	\$	(53,500)	\$	(21,015)		32,485		14,498		67,99
								_		_	
	ixed Assets (C)	\$	(101,353)	\$	(64,967)	\$	36,386	\$	7,103	\$	108,45
OTAL BUDG	GET (=B + C)	\$	6,534,397	\$	6,304,552	\$	(229,845)	\$	5,324,311	\$	(1,210,08

8.17

5.67

(2.50)

6.50

FTEs

(1.67)

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Personnel Expenses** The decrease is due to the 1.67 reduction in FTEs in the department.
- Meetings Expenses This includes the cost of NASPI workshops, which are offset by \$105k in projected Workshop Fees, and the cost of quarterly OC-PC meetings.
- Contracts and Consultants The decrease is due to the termination of the IDC contract
 as described above.

Event Analysis and Investigations

		ent Analysis whole dollars)		Increase
	2	012 Budget	2013 Budget	(Decrease)
Total FTEs		13.00	9.50	(3.50)
Direct Expenses	\$	3,118,744	\$ 2,074,908	\$ (1,043,835)
Indirect Expenses	\$	2,092,855	\$ 1,642,332	\$ (450,523)
Other Non-Operating Expenses	\$	-	\$ -	\$ -
Inc(Dec) in Fixed Assets	\$	(85,127)	\$ 21,190	\$ 106,317
TOTAL BUDGET	\$	5,126,472	\$ 3,738,430	\$ (1,388,042)

Background and Scope

The Event Analysis and Investigations Group is critical to supporting the ERO's reliability goals through its work to evaluate bulk power system events, undertaking appropriate levels of analysis to determine the causes of the events, promptly assuring tracking of corrective actions to prevent recurrence, and providing lessons learned to the industry. The Event Analysis and Investigations department is divided between two separately staffed groups: (1) the event analysis group and (2) the event investigation group. The event analysis group is responsible for managing all NERC activities with respect to event analysis, assuring consistent, timely, and coordinated results. . The group ensures: (1) reporting and analysis are consistent to allow wide area assessment of trends and risks; (2) all reportable events are analyzed for sequence of events, root cause, risk to reliability and mitigation, and (3) the industry is well informed of system events, emerging trends, risk analysis, lessons learned and expected actions. The event investigation group is responsible for reviewing formal complaints and conducting non-public compliance investigations, as well as assisting in the review of registered entity compliance assessments to verify compliance gaps are assessed in all reportable events. The event investigation group supports NERC's statutory responsibility of reliability standards development and assessing the reliability and adequacy of the bulk power system, as well as the monitoring and enforcing compliance with mandatory reliability standards. 30

2013 Goals and Deliverables

³⁰ See NERC Rules of Procedure sections 807-808 and Appendix 8, as well as Section 400 and Appendix 4C.

- Ensuring that all reportable events are analyzed for sequence of events, root cause, risk to reliability, and mitigation.
- Refinement of risk-based methodologies to support more effective and efficient identification of reliability risks, including the use of more sophisticated cause codes for analysis
- Reporting and analysis are consistent to allow wide area assessment of trends and risks
- Tracking industry accountability for critical reliability recommendations
- Ensuring that industry is well informed of system events, emerging trends, risk analysis, lessons learned and expected actions
- Assessing compliance gaps in all reportable events and addressing if appropriate

Resource Requirements

Personnel

One additional position was added in 2012 to support the identification of emerging reliability risks and development of risk control strategies. The remaining <u>increase decrease</u> in FTEs is the <u>net</u> result of transferring the Human Performance function from another program area, <u>and</u> the full year effect of one position added in 2012, but budgeted as 0.5 FTE, <u>and transferring 6.0</u> FTEs to Compliance Operations.

Contractor Expenses

Consulting and contractor expenses for this department are primarily related to the retention of subject matter experts to assist in the event analysis program, as well as ongoing investigations. Examples of situations which have required the retention of additional outside consulting resources include the September 8, 2011 Southwest Outage event and the February 1-5 2011 Cold Snap event. \$120k is projected for contractors and consultants for 2013 which is consistent with the 2012 budget. To the extent events arise requiring the use of additional experts, funding will be provided from working capital reserves as further described in management's proposed working capital and contingency operating reserve policy and guidelines.

Human Performance Initiatives within the Reliability Risk Management Group

The Reliability Risk Management group's human performance initiatives will be focused on identifying human error risks and those precursory factors that allow human error to impact system reliability and educating industry regarding those risks and precursors and mitigation methods. These initiatives will also supports compliance and standards training initiatives, as well as trending and analysis to identify emerging reliability risks to the bulk power system and therefore support NERC's performance of its statutory responsibilities to develop standards for the reliable operation of the bulk power system, monitor and enforce compliance with mandatory reliability standards, and assess the reliability and adequacy of the bulk power system.

The NERC human performance initiative will take place in collaboration with industry human performance projects, such as the Western Electricity Coordinating Council's (WECC's) Human Performance Working Group, the North American Transmission Forum's (NATF's) Human Performance Group and the Electric Power Research Institute.

NERC's Training, Education and Operator Certification Department budget includes training opportunities to increase awareness, knowledge and skills on human performance fundamentals; including web-based training development for ERO staff and/or industry on industry human performance fundamentals. NERC's training efforts will also focus on knowledge and skills development in a number of key areas, including human performance error reduction techniques, which may include workshops, webinars and participation in industry training events.

Resource Requirements

As previously described, NERC's 2013 budget includes resources associated with a human performance function which was established by NERC in 2011. Resources associated with this function are budgeted within the Event Analysis and Investigations department. The workshops are expected to operate close to a breakeven basis.

	201	z Bud			n, and 201	5 Buc	get				
		_	EVENT 2012 Budget*		2012 Projection*	201 v 2	Variance 2 Projection 012 Budget ver(Under)		2013 Budget	v 2	Variance 013 Budget 2012 Budget Over(Under)
Funding	ERO Funding										
	NERC Assessments Penalty Sanctions	\$	5,073,333	\$	5,073,333	\$	0	\$	3,501,894 183,113	\$	(1,571,439 183,113
	Total NERC Funding	\$	5,073,333	\$	5,073,333	\$	0	\$	3,685,006	\$	(1,388,32
	Membership Dues		_		_		_		_		_
	Testing Fees		-		-		-		-		-
	Services & Software		-		-		-		-		-
	Workshops		-		66,000		66,000		52,000		52,00
	Interest		2,016		2,410		394		1,423		(59
	Miscellaneous	_		_	218	\$	218	\$	3 730 430	_	/1 226 01
otal Fund	aing (A)	3	5,075,349	\$	5,141,961	<u> </u>	66,612	<u> </u>	3,738,430	\$	(1,336,91
xpenses											
	Personnel Expenses	_		_		_		_		_	
	Salaries Payroll Taxes	\$	1,943,198 125,163	\$	2,073,632 127,894	\$	130,434 2,731	\$	1,340,677 82,107	\$	(602,52
	Benefits		212,843		217,755		4,912		125,335		(43,05° (87,50°
	Retirement Costs		278,926		228,459		(50,467)		153,189		(125,73
	Total Personnel Expenses	\$	2,560,130	\$	2,647,740	\$	87,610	\$	1,701,309	\$	(858,82
	Meeting Expenses										
	Meeting Expenses Meetings	\$	10,000	\$	66,584	\$	56,584	\$	62,000	\$	52,00
	Travel	Ŷ	395,000	Ÿ	201,058	Ÿ	(193,942)	Ÿ	155,000	Ÿ	(240,00
	Conference Calls		-		16,440		16,440				-
	Total Meeting Expenses	\$	405,000	\$	284,082	\$	(120,918)	\$	217,000	\$	(188,00
	Operating Expenses										
	Consultants & Contracts Office Rent	\$	120,000	\$	150,552 -	\$	30,552	\$	120,000	\$	-
	Office Costs		31,614		47,491		15,877		36,100		4,48
	Professional Services		-		438		438		-		-
	Miscellaneous Depreciation	_	2,000		1,000		(1,000)		500 -		(1,50
	Total Operating Expenses	\$	153,614	\$	199,481	\$	45,867	\$	156,600	\$	2,98
	Total Direct Expenses	\$	3,118,744	\$	3,131,303	\$	12,559	\$	2,074,908	\$	(1,043,83
	Indirect Expenses	\$	2,092,855	\$	2,660,913	\$	568,058	\$	1,642,332	\$	(450,52
	Other Non-Operating Expenses	\$	-	\$	-	\$	_	\$	-	\$	
otal Expe	enses (B)	\$	5,211,599	\$	5,792,217	\$	580,618	\$	3,717,240	\$	(1,494,35
Change in	Assets	\$	(136,250)	\$	(650,256)	\$	(514,006)	\$	21,190	\$	157,44
ixed Asse											
	Depreciation Computer & Software CapEx		-		-		-		-		-
	Furniture & Fixtures CapEx		_		-		_		_		_
	Equipment CapEx		_		-		-		-		-
	Leasehold Improvements		-		-		-		-		-
	Allocation of Fixed Assets	\$	(85,127)	\$	(52,816)		32,311		21,190		106,31
nc(Dec) ir	n Fixed Assets (C)	\$	(85,127)	\$	(52,816)	\$	32,311	\$	21,190	\$	106,31
OTAL BU	DGET (=B + C)	\$	5,126,472	\$	5,739,401	\$	612,929	\$	3,738,430	\$	(1,388,04
OTAL CH	ANGE IN WORKING CAPITAL (=A-B-C)	\$	(51,123)	\$	(597,440)	\$	(546,317)	\$	-	\$	51,12
	FTEs		13.00		14.25		1.25		9.50		(3.5
	LIES		13.00		14.25		1.25		9.50		(3.5

^{*}The 2012 Budget and projected expenses from September to December, 2012 of the Event Investigations Team have not been calculated and are therefore included with the 2012 Budget or 2012 Projection for Event Analysis.

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expenses The increase decrease in Salaries and Payroll Taxes is due to the 23.5 increase decrease in FTEs in the department. Lower average costs per FTE for Benefits and Retirement due to changes to NERC's employee benefit and retirement plans resulted also in lower reduced projected costs in 2013.
- Meetings and Travel Expenses Meetings expense includes the projected cost of the Human Performance Workshop, which is offset by projected funding from workshop fees. The reduction in budgeted travel expense has been revised downward based on a review of actual and projected 2012 expenses and reflects the decrease in FTEs in the department.

Critical Infrastructure Department

Criti	Critical Infrastructure Department (in whole dollars)													
		2012 Budget	:	2013 Budget		Increase (Decrease)								
Total FTEs		17.00		19.25		2.25								
Direct Expenses	\$	5,214,260	\$	5,089,407	\$	(124,853)								
Indirect Expenses	\$	2,736,810	\$	3,327,882	\$	591,072								
Other Non-Operating Expenses	\$	-	\$	-	\$	-								
Inc(Dec) in Fixed Assets		(111,321)		42,937		154,258								
TOTAL BUDGET	\$	7,839,749	\$	8,460,227	\$	620,478								

Background and Scope

The Critical Infrastructure Department (CID) supports CIP reliability standards initiatives, the Compliance Operations department's audit oversight function with respect to CIP reliability standards, CIP and cyber information sharing, incident analysis, alerts, system-level risk assessment, and enhanced coordination between industry and our governmental partners.

CID supports several industry-led activities and organizations, including: NERC's Critical Infrastructure Protection Committee, an industry-led committee comprised of industry experts in the areas of cyber security, physical security, and operational security; and the Electricity Sub-sector Coordinating Council, which works closely with Federal Government partners to discuss and identify critical infrastructure protection concepts, processes and resources, as well as to facilitate information sharing about cyber vulnerabilities and threats. For both groups, CID coordinates action items and deliverables the industry members identify and develop. In addition to supporting these industry-led groups, CID representatives participate as members of other industry-led groups, such as the Cross-Sector Cyber Security Working Group, the Industrial Control Systems Joint Working Group, and the Partnership for Infrastructure Security.

The activities of the CID support NERC's ERO statutory responsibilities of reliability standards development, monitoring, enforcing and achieving compliance with CIP standards, and assessing the reliability and adequacy for the bulk power system particularly with respect to cyber security issues, vulnerabilities and threats. Section 1003 of NERC's Commission-approved ROP specifically pertains to the activities of the CID. Section 1003 of the RIP states that "NERC shall coordinate electric industry activities to promote Critical Infrastructure Protection of the Bulk Power System in North America by taking a leadership role in Critical Infrastructure protection of the electricity sector so as to reduce vulnerability and improve mitigation and protection of the electricity sector's Critical Infrastructure," and lists numerous specific functions that NERC shall perform in order to accomplish these goals. Additionally, Appendix 4D of the ROP contains the procedure for requesting and receiving Technical Feasibility

Exceptions to certain CIP reliability standards, which is a process the CID participates in and supports.

2013 Goals and Deliverables

- Support the Standards Program area in CIP standards development to include: continuing engagement with industry on compliance with Version 3; preparing for Version 4 and Version 5 implementation through outreach presentations, webinars, and other training opportunities; and conducting training and outreach to the regional audit staff for audit approaches to both Version 4 and Version 5.
- Support the Compliance Operations department in its oversight of Regional Entity audits
 to improve the consistency of compliance program results, improve risk-based
 approaches for auditing and spot checking, and promote a culture of security and
 compliance through education, transparency, and incentives.
- Continue ES-ISAC capability enhancement and information sharing through portal
 development and alignment with the broader ISAC community. ES-ISAC functions will
 include a portal for bi-directional information sharing with government and industry,
 rapid dissemination of threat and vulnerability information across the industry, a secure
 repository for security guidelines, incident, threat, and vulnerability information, and an
 analytical capability to assess potential risks to reliability and develop mitigations for
 industry consideration.
- Continue to collaborate with government agencies in the United States and Canada to
 develop more timely dissemination of classified information regarding threats to the
 bulk power system, including dissemination of information from classified sources in a
 form that can be provided to and used by the industry.
- Working jointly with Regional Entities, increase the transparency of CIP compliance
 processes and program results among Regional Entities by deploying shared procedures,
 training and tools; improve risk-based approaches for CIP auditing to optimize resource
 utilization; and promote a culture of compliance excellence through education,
 information, and consistency,
- Conduct security incident analysis and work with industry experts to evaluate, track, and identify lessons learned and security metrics that enhance the sector's security posture,
- Provide support to the Critical Infrastructure Protection Committee (CIPC), CIP Compliance Working Group, Electricity Sub-Sector Coordinating Council (ESCC), and working groups and task forces serving the Standing Committees.
- Apply resources to improve education and outreach related to both CIP standards compliance and general security risk management.
- Host four CIP auditor workshops in 2013 and work jointly with the Compliance Operations department to improve auditor training materials and programs.
- Facilitate) industry and staff training, awareness and security through interactive events such as the annual Grid Security Conference (GridSecCon), the bi-annual Grid Exercise

(GridEx), Cyber Risk Preparedness Assessments (CRPA), and the Sufficiency Review Program (SRP. Successfully support 10 SRPs and activities related to the voluntary White House/DOE Electricity Sub-sector Cybersecurity Maturity Model with the existing CRPA engagement process.

- Provide subject matter expertise and facilitation to Energy Security Public-Private Partnership Group, which is designed to address protected Defense-related mission assurance concerns.
- Provide technical, process facilitation, and critical infrastructure security subject matter
 expertise to standards development efforts designed to reduce directives, complete a
 Technical Reference Guide, and deliver CIP Version 5 training and education.
- Support efforts to reduce the NERC/Compliance Enforcement Caseload Index and improve the enforcement case closure rate.
- Offer technical security expertise to assist in system impact characterization and bulk power system risk for significant compliance violations, resulting in better informed bulk power system risk management practice development.
- Foster technical development of risk-based compliance monitoring to maximize reliability benefits and internal controls.
- Contribute technical expertise to establishment of a NERC enterprise-wide cause coding effort designed to inform sector risk-based analytics.

ES-ISAC

Authorities for all ISACs derive from Presidential Decision Directive 63 (PDD-63), which led to establishment of a framework to address critical infrastructure and key resource protection capabilities. ISACs represent a highly focused effort designed to meet these cross-sector information sharing requirements. NERC's activities as the ES-ISAC have been included as statutory activities in all six of NERC's annual business plans and budgets approved to date by the Commission.

The ES-ISAC operates under the requirements and authority set forth in §1003 of the Rules of Procedure which states that NERC shall, among other tasks:

- Serve as the electricity sector's sector coordinator and operate its Information Sharing
 and Analysis Center to gather information and communicate security-related threats
 and incidents within the sector, with United States and Canadian government agencies
 and with other Critical Infrastructure sectors. Improve the capability of the ES-ISAC to
 analyze security threats and incident information and provide situational assessments
 for the electricity sector and government.
- Work closely with the United States Department of Homeland Security, Department of Energy, Natural Resources Canada, and Public Safety and Emergency Preparedness Canada.

 Strengthen and expand these functions and working relationships with the electricity sector, other critical Infrastructure industries, governments, and government agencies throughout North America to ensure the protection of the infrastructure of the Bulk Power System.

NERC's activities as the ES-ISAC comprise an important function in assuring the reliability and security of the bulk power system, and they support NERC's ERO statutory responsibilities. In Order No. 672, the Commission stated that the statutory functions of the ERO include "monitoring the reliability of the Bulk-Power System." ³¹ By serving as the ES-ISAC, NERC performs a critical role in real-time situation awareness and in protecting the electric industry's critical infrastructure against vulnerabilities. The ES-ISAC information sharing and analytical functions support the reliability of the bulk power system through dissemination of information to the industry regarding threats and vulnerabilities, disturbances, and off-normal occurrences. The information-sharing functions directly move analyses of threats to and impacts on the bulk power system from the ES-ISAC staff to the industry through a variety of means, such as the "Alerts" and "Notification" processes, web portals, webinars, and industry outreach presentations. These activities directly benefit the reliability and security of the bulk power system by educating industry on reliability issues and informing the industry on risks, vulnerabilities and mitigation strategies (as detailed in ROP §1003.1). The ES-ISAC's activities therefore fall squarely within the ERO function identified in Order No. 672 of "monitoring the reliability of the Bulk-Power System."

2013 Resource Requirements

Personnel

CID will have a total of four CIP auditors on staff at the end of 2012. To support projected increases in workload in connection with NERC audit oversight activities, transition to CIP Standards version 4, increased oversight activities, and additional ERO activities the CIP auditors support, CID proposes to add one additional CIP auditor in 2013. This will result in a total of 5 CIP auditors supporting the Compliance Operation Department's and Regional Entity CMEP audit assurance and compliance initiatives. In addition, a CIP Awareness Manager was added in 2012, filling a vacant budgeted position in the department. This position is responsible for developing and leading bulk power system security initiatives, providing program management for security training and exercises, and ongoing program risk assessment activities. The CIP Awareness Manager will also be responsible for conducting security outreach with registered entities. Two Cyber Security Specialist Positions will be added in 2013. Two Cyber Security Specialists will be added to the ES-ISAC team and a 2012 budgeted Cyber Security Specialist will also be added in 2013, one of which will be assigned to the ES-ISAC team. The cyber security specialists will research, analyze, and disseminate information regarding significant cyber and physical security incidents and the specialist assigned to the ES-ISAC will also support access to operations center positions in the Industrial Control Systems Cyber Emergency Response Team and at the DHS National Incident Coordination Center in Washington, DC. These resources are required to stand watch on the National Cybersecurity and Communications Integration Center

_

³¹ Order No. 672 at P 202.

floor on a rotating schedule. The 2.25 FTE increase in the chart at the beginning of this section is due to projected phasing and timing of hires.

Contractor Expenses

The total projected 2013 CID contractor and consulting budget is \$785k, a decrease of \$10k over the 2012 budget. The following is a description of the major areas of contractor and consulting support. A detailed breakdown of 2013 budgeted costs is set forth in Exhibit B, with a comparison to 2012.

- ESCC Support CID manages the ESCC, which was established under the NIPP framework to foster and facilitate the coordination of sector-wide policy-related activities and initiatives to improve the reliability and resilience of the Electricity Subsector, including physical and cyber security infrastructure. (As noted above, ROP section 1003.1.1 specifies that NERC shall serve as the electricity sector's sector coordinator.) NERC contracted with an industry expert to assist NERC in its support of the ESCC.
- GridEx 2013 Support An exercise designed to validate the readiness of the Electricity Sub-sector to respond to a cyber security incident (CIP-008), strengthen utilities' crisis response functions, and provide input for internal cyber security program improvements. This bi-annual exercise focuses solely on disruptions and recovery from cyber security incidents (CIP-009) to the Electricity Sub-sector and includes subject matter experts from government and industry. Section 1003.1.7 of the NERC ROP specifies that "NERC shall encourage and participate in coordinated Critical Infrastructure Protection exercises, including interdependencies with other Critical Infrastructure sectors."
- 2013 ES-ISAC Members Conference The ES-ISAC is planning a one-day conference in conjunction with NERC's 2013 Grid Security Conference. The purpose of this conference is to focus on the operational aspects of the ES-ISAC by sharing with entities the types of information the ES-ISAC receives from data feeds and other security partners, demonstrating tools the ES-ISAC and other security companies use to track and analyze data, and conducting security training on issues, vulnerabilities, and best practices. The Grid Security Conference is within the scope of NERC's Situation Awareness and Infrastructure Security activities specified in section 1003 of the ROP, including strengthening relationships with federal, state, and provincial governments on CIP matters; working closely with DHS, DOE, Natural Resources Canada and Public Safety and Emergency Preparedness Canada, strengthening and expanding its functions and working relationships with the electricity sector, other Critical Infrastructure industries, governments and government agencies, throughout North America to ensure the protection of the infrastructure of the bulk power system, supporting implementation of the CIP standards through education and outreach, and conducting education and outreach initiatives to increase awareness and respond to the needs of the electricity sector.

- ES-ISAC Secure Portal The ES-ISAC portal build-out is underway in 2012 and includes a private, members-only portal to disseminate security information to members and to serve as collaboration "zones." The members' portal component will be segregated from the compliance and enforcement programs of NERC and include a variety of information sharing mechanisms. The portal build-out will allow for bi-directional information sharing between the ES-ISAC and industry. Initial build-out costs were incurred in 2012 and maintenance costs are required in 2013.
- ES-ISAC Secure Connection for Bi-directional Information Sharing Some emergent situations allow for quick transmission of secure information between the ES-ISAC and DHS' United States Computer Emergency Readiness Team. This transmission occurs through formal and stringent technology requirements.
- Cyber Risk Preparedness Assessment (CRPA) The CRPA is a project designed to assess the current cyber resiliency capabilities of bulk power system entities and the adequacy of existing reliability mechanisms related to the unique nature of cyber threats. Through these assessments, the ES-ISAC can target key areas for improvement and share areas of best practices with industry. The CRPA also provides the opportunity to educate participants and, through carefully defined deliverables, share effective practices and impart knowledge to all bulk power system entities. The cost to conduct a CRPA is based on contractor hourly fees, prepared materials, and travel expenses.
- Attack Tree Threat Modeling Attack trees are hierarchical, graphical diagrams that
 show how low-level hostile activities interact and combine to achieve an adversary's
 objectives, usually with negative consequences for the attack victim. This tool provides
 the results needed to justify security choices to company executives and security
 practitioners. The product is equally applicable to information technology and physical
 security. The 2013 expenses to maintain this software is \$7,500 and is budgeted under
 Office Costs, which is where computer supplies and maintenance are reported.
- Reporting Services ES-ISAC This service gives ES-ISAC staff increased understanding of
 continuing trends, breaking news, and implications to the bulk power system.
- Aurora Webinars and Reporting NERC and the ES-ISAC have been working since 2007
 to address the Aurora Vulnerability, a significant supply chain vulnerability that impacts
 digital protective control devices, which protect generators and motors in use
 throughout the bulk power system.
- Analytic Capabilities A software service that provides cyber awareness and continuous
 monitoring, and helps organizations protect against targeted attacks by gathering,
 correlating, and analyzing threat information from within their own networks, supply
 chains, and the rest of the Internet. This tool provides real-time internet
 communications visibility and analytics.
- Base Line Patterns and Analysis A technique where abnormal conditions, such as
 malicious software from a compromised system communicating to command and
 control locations that are globally dispersed, are determined by comparing to patterns
 established during normal conditions. This capability requires specialized tools and
 analysis to develop.

• Integration Support Services for Visual Analytical Tools – ES-ISAC personnel will utilize a visual analytical tool to bring together different representations, or overlays, of data. This capability requires that various data streams are "integrated", which requires the assistance of specialized consultants.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget CRITICAL INFRASTRUCTURE DEPARTMENT

	C	CRITICAL	. INFRASTR	UCT	URE DEPAR	RTME	NT				
							Variance				Variance
							2 Projection				2013 Budget
			2012		2012		012 Budget		2013		2012 Budget
			Budget		Projection	0	ver(Under)	_	Budget		Over(Under)
Funding	500 F #										
	ERO Funding NERC Assessments	\$	7,396,148	\$	7,396,148	\$		Ś	7,991,299	\$	595,151
	Penalty Sanctions	Ş	7,390,148	Ş	7,390,148	Þ	-	Ş	371.044	Ş	371,044
	Total NERC Funding	Ś	7,396,148	\$	7,396,148	\$		\$	8,362,343	\$	966,195
	Membership Dues		7,330,140	<u> </u>	7,330,140	-y -		<u> </u>	0,302,343	<u> </u>	500,155
	Testing Fees		-		-		-		-		-
	Services & Software		-		-		-		-		-
	Workshops		-		95,000		95,000		95,000		95,000
	Interest				93,000		33,000		2,884		2,884
	Miscellaneous		-		245		245		-		
Total Fund		\$	7,396,148	\$	7,491,393	\$	95,245	\$	8,460,227	\$	1,064,079
			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		, , , , , , , , , , , , , , , , , , , ,						
Expenses	Danisanal Communica										
	Personnel Expenses Salaries	\$	2 046 160	\$	2 570 010	\$	(266.350)	ė	2 052 074	¢	(02.207
	Salaries Payroll Taxes	\$	2,946,168 169,764	\$	2,579,910 158,809	Þ	(366,258)	\$	2,853,871	\$	(92,297
	Payron Taxes Benefits		280,269		158,809 224,257		(10,955) (56,012)		172,586 250,885		2,822 (29,384
	Retirement Costs		409,489		265,266		(144,223)		312,315		(29,364
	Total Personnel Expenses	Ś	3,805,690	\$	3,228,242	\$	(577,448)	\$	3,589,657	\$	(216,033
	·	<u>, , </u>	3,803,030	,	3,220,242		(377,448)	,	3,383,037		(210,033
	Meeting Expenses									_	
	Meetings Travel	\$	104,570	\$	143,000	\$	38,430	\$	145,000	\$	40,430
	Conference Calls		440,000		316,785		(123,215)		420,000		(20,000
	Total Meeting Expenses	\$	24,000 568,570	\$	32,000 491,785	\$	8,000 (76,785)	\$	24,000 589,000	\$	20,430
	Total Weeting Expenses	3	300,370	-	431,763	3	(70,785)	->	389,000	<u>, , </u>	20,430
	Operating Expenses										
	Consultants & Contracts	\$	795,000	\$	600,270	\$	(194,730)	\$	785,000	\$	(10,000
	Office Rent		-		-		-		-		-
	Office Costs		45,000		104,382		59,382		125,250		80,250
	Professional Services		-		468		468		-		-
	Miscellaneous		-		302		302		500		500
	Depreciation	_	-		1,042		1,042	_	-		-
	Total Operating Expenses	\$	840,000	\$	706,464	\$	(133,536)	\$	910,750	\$	70,750
	Total Direct Expenses	\$	5,214,260	\$	4,426,491	\$	(787,769)	\$	5,089,407	\$	(124,853
	Indirect Expenses	\$	2,736,810	\$	2,993,294	\$	256,484	\$	3,327,882	\$	591,072
	Other Non-Operating Expenses	\$	-	\$	-	\$		\$	-	\$	
Total Expe	enses (B)	\$	7,951,070	\$	7,419,785	\$	(531,285)	\$	8,417,290	\$	466,220
Change in	Assets	\$	(554,922)	\$	71,608	\$	626,529	\$	42,937	\$	597,859
								_			
Fixed Asse	ets										
	Depreciation		-		(1,042)		(1,042)		-		-
	Computer & Software CapEx		-		37,500		37,500		-		-
	Furniture & Fixtures CapEx		-		-		-		-		-
	Equipment CapEx		-		-		-		-		-
	Leasehold Improvements		-		-		-		-		-
	Allocation of Fixed Assets	\$	(111,321)	\$	(59,413)		51,908		42,937		154,258
Inc(Dec) in	Fixed Assets (C)	\$	(111,321)	\$	(22,955)	\$	88,366	\$	42,937	\$	154,258
TOTAL BUI	DGET (=B + C)	\$	7,839,749	\$	7,396,830	\$	(442,919)	\$	8,460,227	\$	620,478
TOTAL CH	ANGE IN WORKING CAPITAL (=A-B-C)	\$	(443,601)	\$	94,562	\$	538,163	\$		\$	443,601
			47.65		46.65		(0.5=)		40.55		
	FTEs		17.00		16.03		(0.97)		19.25		2.25

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expenses The decrease in Salaries and Payroll Taxes is due to lower average salaries per FTE in the department. Lower average costs per FTE for Benefits and Retirement due to changes to NERC's employee benefit and retirement plans resulted in lower projected costs in 2013.
- Meetings expense includes the cost of the Grid Security Conference, which is offset by \$95k in projected funding from workshop fees, and quarterly Critical Infrastructure Protection Committee meetings.
- Office Costs Primarily related to increases in cell phone and air card charges due to
 having more FTEs on staff and related to annual maintenance costs for software used to
 support activities of the ES-ISAC.

Training, Education, and Operator Certification

Training, Education and Operator Certification (in whole dollars)													
	Increase (Decrease)												
Total FTEs		6.75		8.00		1.25							
Direct Expenses	\$	2,055,655	\$	2,170,906	\$	115,251							
Indirect Expenses	\$	1,086,675	\$	1,383,016	\$	296,341							
Other Non-Operating Expenses	\$	-	\$	-	\$	-							
Inc(Dec) in Fixed Assets	\$	(44,201)	\$	17,844	\$	62,045							
TOTAL BUDGET	\$	3,098,130	\$	3,571,766	\$	473,637							

Background and Scope

NERC's Training and Education Program provides oversight and coordination of the delivery of training programs that support the ERO's statutory responsibilities. This program provides training to NERC and Regional Entity staff members, including compliance auditors, relating to their job responsibilities. It also provides training and education to industry participants on the requirements of reliability standards and the compliance monitoring and enforcement process. Further, this program provides training to industry participants on the reliability standards development process, thereby helping to support the more efficient and effective development of mandatory reliability standards. The Training and Education Program therefore supports the performance of NERC's statutory ERO responsibilities to develop, adopt and obtain approval of reliability standards and to monitor, enforce and achieve compliance with the mandatory standards. Section 901 of the NERC ROP addresses the Training and Education Program's activities in these areas.

NERC's Training and Education Program also supports NERC's System Operator Certification and Continuing Education (SOCCED) programs, which ensure that personnel operating the bulk power system have the skills, training, and qualifications needed to operate the system reliably. NERC maintains the credentials required to work in system control centers across North America for over 6,000 system operators. The requirements of the SOCCED programs are encompassed in Sections 600 and 901 and Appendix 6 of the NERC ROP as well as in Article XII of the NERC Bylaws. NERC's system operator certification exam is designed to test specific knowledge of job skills and reliability standards. It also prepares operators to comply with requirements of reliability standards and appropriately operate the BPS during normal and emergency operations. Certification exams are created by the Personnel Certification Governance Committee, an industry group of operations experts, trainers, and supervisors. Under the PCGC oversight, the Examination Working Group periodically updates and publishes new exams. Once an operator passes the certification exam, certification is maintained by completing NERC-approved continuing education courses and activities. The Personnel

Subcommittee, composed of industry training experts, provides oversight of the Continuing Education program.

2013 Goals and Deliverables

In response to stakeholder and Regional Entity feedback, training and education opportunities will be further expanded and focused for NERC, Regional Entities and registered entities. For registered entities, this training and education will focus on objectives related to various reliability standards including how to best comply with standards and improve bulk power system reliability, as well as cyber related topics. For NERC and Regional Entity staff, the training and education will focus on consistent audit and investigation techniques and standards compliance reviews, including the Compliance Enforcement Initiative/FFT processing and other improvements in compliance and enforcement practices. NERC will continue to offer training in auditor skills to promote continued development of auditing expertise. NERC will leverage information technology systems to better deliver and share common training products and information with regional and registered entities. Other training will focus on knowledge and skills development in a number of key areas, including:

- Critical Infrastructure Protection standards information;
- Development and implementation of clear and technically sound reliability standards;
- Key lessons learned and trends from events;
- Identified themes from trending and common cause analyses;
- Risk-based assessment methods;
- Effective compliance cultures with practices, procedures and controls to address reliability risks;
- Effective root, apparent and common cause analysis methods;
- Quality improvement of registered entity self-reporting and self-certification;
- Currently-monitored standards;
- Entity registration process, issues, and alternatives;
- Human performance fundamentals; and
- Systematic approach to training

NERC will continue to provide learning opportunities through workshops hosted by the Regional Entities. NERC will also host workshops, webinars, and training courses, as well as use vendors to develop training modules and supplement internal training resources, as NERC designs and implements further NERC-hosted electronic training and educational opportunities. NERC's Training and Education group will also continue to advance and improve the skills of NERC's operating staff. NERC's Human Resources department will continue to budget and manage the delivery of more traditional corporate employee training and continuing education programs.

Resource Requirements

Personnel

One (1) position will be added to provide administrative support, the cost of which will be funded through operator certification and testing fees. The 1.25 FTEs in the chart above is the result of reflecting the full year effect of a phasing in of 2012 personnel additions.

Contractor Expenses

The total proposed consulting and contractor expenses of approximately \$850k in 2013 represents an increase of approximately \$252k over 2012 levels. This increase is primarily the result of a multi-year project to continue improvements to the SOCCED database as recommended in the three year assessment. The project will provide improved and efficient interface and ease of use for system operators & supervisors, trainers, training providers, and staff, including automating many features currently done manually and/or individually.

Further detail in support of the proposed 2013 contractor and consulting budget to support Training, Education and Operator Certification is set forth in Exhibit B, including a comparison to 2012 budgeted amounts. The primary areas of contractor and consulting support include:

- Testing services to develop, administer, proctor, score, and support system operator certification exams across North America.
- Ongoing hosting and maintenance fees for the SOCCED database.
- Improvements to the SOCCED database described above.
- Supplemental support to Continuing Education Review Panel industry volunteers to review and audit over 2,500 individual learning activities and provider applications received each year.³²
- Audit team leader soft skills training delivered by certified NERC staff and/or consultants to support effective dialogue and communications between audit teams and registered entities will be provided quarterly using vendor licensed materials.
- Vendor supported BPS technical training for select NERC staff, including auditors, technical and support staff.
- Auditor training by recognized auditing specialists for NERC and Regional Entity staff to promote continued development of compliance staff.
- Web based training development for ERO staff and/or industry, including standards applications, risk assessment training, industry human performance fundamentals, and BPS events lessons learned.

Use of Working Capital Funds for System Operator Certification and Continuing Education Database Upgrades

Under the approved Working Capital and Operating Reserves Policy, that in the event NERC realizes higher levels of funding from operator certification testing and renewal fees above

³² Review and approval of learning activity applications results in over 400,000 hours of continuing education per year for the industry's certified system operators.

incurred expenses, this excess funding will be set aside as an operating reserve and used solely for operator training and certification needs as determined by management and the Personnel Certification Governance Committee. This is consistent with the requirements of Section 602.4.10 of the Rules of Procedure. Expenditures of these funds would be reported as part of NERC's quarterly variance reporting to the Finance and Audit Committee, which reports are also posted on NERC's website and reviewed on conference calls or meetings of the committee which are open to the public. The projected \$250K in 2013 costs for improvements to the System Operator Certification and Continuing Education Database are proposed to be funded through use of excess working capital reserve additions resulting from higher than anticipated revenues from system operator certification and continuing educations program fees compared to program costs. This is part of a multiyear project that is estimated to cost approximately \$600k.

As further described in Exhibit C, NERC is projecting a \$1.750M operating reserve balance for the System Operator Certification Program by the end of 2012. Given the size of this projected balance, the Personnel Certification Governance Committee has decided to reduce fees for system operator exams and certificate renewals. The total reduction in the operating reserve balance for the System Operator Certification Program, after taking into account the revised fees and projects funded from reserves, is projected to be \$347.3k.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget

TRAINING, EDUCATION and OPERATOR CERTIFICATION Variance Variance 2012 Projection 2013 Budget 2012 2012 v 2012 Budget 2013 v 2012 Budget Budget Projection Over(Under) Budget Over(Under) Funding **ERO Funding** NERC Assessments 916,083 \$ 916,083 \$ 1 \$ 1,449,793 \$ 533,711 Penalty Sanctions 93,484 93,484 **Total NERC Funding** 916,083 \$ 916,083 1,543,277 627,195 Membership Dues **Testing Fees** 2,061,000 2,108,200 47,200 1,680,000 (381,000) Services & Software 120.000 (120.000) (120.000) Workshops 1.199 1.047 1.106 59 152 Interest Miscellaneous 100 100 Total Funding (A) \$ 3,098,129 \$ 3,025,488 (72,641) 3,224,476 \$ 126,347 Expenses Personnel Expenses Salaries 879,333 \$ 792,205 \$ (87,128) \$ 837,645 \$ (41.688) Payroll Taxes 57,024 50,428 (6,596)(2,937)54,087 Benefits 108,672 98,814 (9,858) 112,397 3,725 **Retirement Costs** 79,193 (40,585) (25,575) 119,778 94,203 **Total Personnel Expenses** \$ 1,164,807 \$ 1,020,640 \$ (144,167) \$ 1,098,332 (66,475) **Meeting Expenses** Meetings 124.450 \$ 36,000 (88,450) \$ 30,000 \$ (94,450) Travel 48.000 62,306 14.306 70.000 22,000 Conference Calls 58,100 26,914 (31,186)27,000 (31,100)**Total Meeting Expenses** 230,550 \$ 125,220 (105,330) \$ 127,000 (103,550) **Operating Expenses** Consultants & Contracts 596,448 \$ 810,501 \$ 214,053 \$ 848,574 \$ 252,126 Office Rent 29,191 Office Costs 92.791 96.500 32.900 63.600 **Professional Services** 7,500 7,500 Miscellaneous 250 250 500 250 Depreciation 660,298 \$ 911,042 250,744 945,574 285,276 **Total Operating Expenses Total Direct Expenses** \$ 2,055,655 \$ 2,056,901 1.246 2,170,906 115.251 296,341 Indirect Expenses 1,086,675 \$ 1,221,219 \$ 134.544 1.383.016 Other Non-Operating Expenses 411,592 Total Expenses (B) \$ 3,142,330 \$ 3,278,120 135,790 3,553,922 Change in Assets (44,201) \$ (252,632) \$ (208,431) \$ (329,446) \$ (285,245) Fixed Assets Depreciation Computer & Software CapEx Furniture & Fixtures CapEx Equipment CapEx Leasehold Improvements Allocation of Fixed Assets (44,201) \$ (24,240) 19,961 17,844 \$ 62,045 Inc(Dec) in Fixed Assets (C) (44.201) (24,240) 19.961 17.844 62.045 TOTAL BUDGET (=B + C) \$ 3,098,129 \$ 3,253,881 155,752 3,571,766 473,637 TOTAL CHANGE IN WORKING CAPITAL (=A-B-C) (347,290) (228,392) (228,392)(347,290)

6.75

6.54

(0.21)

8.00

FTEs

1.25

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Testing Fees** The decrease is due to a reduction in fees for system operator tests and certificate renewals, as described above.
- Meetings Expense In 2012, all NERC-sponsored workshops and the projected funding from workshop fees were budgeted in the Training Department. In 2013, the projected funding from workshop fees and workshop expenses are recorded in the Program sponsoring the workshop.
- **Contracts and Consultants** The increase is for the upgrade of the SOCCED database as described above.

Administrative Services

Administrative Services (in whole dollars)												
	2	012 Budget		2013 Budget		Increase (Decrease)						
Total FTEs		47.75		52.75		5.00						
Total Direct Expenses	\$	20,767,559	\$	23,079,081	\$	2,311,523						
Inc(Dec) in Fixed Assets	\$	(844,731)	\$	297,774	\$	1,142,505						
Less: Other Funding Sources					\$	-						
Total Allocation to Statutory Programs as Indirect Expenses	\$	19,922,828	\$	23,376,855	\$	3,454,028						
Funding Requirement for Working Capital	\$	(0)	\$	(1,686,309)	\$	(1,686,309)						

Program Scope and Functional Description

NERC's Administrative Services area includes the budget for all business and administrative functions of the organization, including (1) technical committees and member forums, (2) General and Administrative, which includes Board of Trustees fees and expenses, the president and chief executive officer and support staff, communications and governmental affairs, and office rent (3) Legal and Regulatory, (4) Human Resources, (5) Information Technology, (6) Finance and Accounting, and general administrative expenses necessary to support program area activities. These functions are necessary to the existence and functioning of the organization and support the performance of NERC's ERO statutory activities. The costs of the Administrative Services functions are allocated to the five statutory programs. The resource requirements and comparative budget information for each of these functions is described further below. Costs incurred for these services are allocated as an indirect expense across NERC's other program areas.

Technical Committees and Members' Forum Program

While NERC management and staff will continue to interact with and support numerous reliability related forums, including but not limited to the North American Transmission Forum and Generator Forum, NERC's 2013 budget does not contain specific funding for any additional forum activities.

Board of Trustees Approved: August 16, 2012: Updated September 10, 2012

General and Administrative

General and Administrative (in whole dollars)													
	2012 Budget 2013 Budget												
Total FTEs		7.00		8.00		1.00							
Total Direct Expenses	\$	6,800,249	\$	7,325,556	\$	525,307							
Inc(Dec) in Fixed Assets	\$	(255,775)	\$	(350,526)	\$	(94,751)							
Working Capital Requirement	\$	-	\$	(1,686,309)	\$	(1,686,309)							

Background and Scope

The General and Administrative area is responsible for the administration and general management of the organization. Expenses allocated in this area include office rent, personnel and related costs of the CEO, a senior advisor to the CEO, the CEO's executive assistant, communications and public relations staff, and costs related to the Board of Trustees.

The following table details the Board of Trustees costs included in the total costs of the General and Administrative area. The increase in the 2013 budget for quarterly Board of Trustee Meetings is based on a slight increase in 2012 costs compared to budget which was not known at the time the 2012 Projection was developed. The 2012 Projection and 2013 Budget for Trustee Travel are based upon 2011 actual results and the 2012 YTD trend, both of which reflect increased Board of Trustee attendance as observers at Regional Entity board meetings, as well as participation in key stakeholder meetings Travel expense includes the cost of travel, lodging and meals, consistent with employee travel expenses. The 2012 budget and projection for trustee search fees is for two new trustees to be appointed in 2013. Actual search fees in excess of budget are expected to be funded in 2012 from operating reserves and will be included in future variance reports.

Board of Trustee Expenses	Budget 2012	Projection 2012	Budget 2013	2	2013 v 2012 Budget	Variance %
Meetings and Travel Expenses						
Quarterly Board Meetings	\$ 224,000	\$ 224,000	\$ 234,000	\$	10,000	4.46%
Trustee Travel	110,000	155,000	155,000		45,000	40.91%
Total Board of Trustees Meetings and Travel Expenses	334,000	379,000	389,000		55,000	16.47%
Professional Services					-	
Independent Trustee Fees	980,000	980,000	980,000		-	0.00%
Trustee Search Fees	75,000	75,000	-		(75,000)	-100.00%
Total Board of Trustee Professional Services Expenses	1,055,000	1,055,000	980,000		(75,000)	-7.11%
Total Board of Trustee Expenses	\$ 1,389,000	\$ 1,434,000	\$ 1,369,000	\$	(20,000)	-1.44%

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget

GENERAL and ADMINISTRATIVE Variance Variance 2012 Projection 2013 Budget 2012 2012 v 2012 Budget 2013 v 2012 Budget **Budget** Projection Over(Under) Budget Over(Under) Funding NERC Assessments \$ \$ \$ (1,686,309) \$ (1,686,309) Penalty Sanctions Total NERC Funding (1.686.309) \$ (1,686,309) Membership Dues Testing Fees Services & Software Workshops Miscellaneous Total Funding (A) (1,686,309) \$ (1,686,309) Expenses Personnel Expenses Salaries 1,561,193 1,793,637 \$ 232,445 1,342,080 (219,113) Payroll Taxes 67,331 77,007 9,676 60,640 (6,691) Benefits 208,278 190,443 (17,835) 156,238 (52,040) Retirement Costs 236,295 92.019 (144,276) 175.179 (61.116)**Total Personnel Expenses** \$ 2,073,097 2,153,106 80,010 1,734,136 (338,960) **Meeting Expenses** 224,000 224,600 \$ 600 \$ 260,000 \$ Meetings \$ 36,000 265,120 321,651 56,531 322,000 56,880 Travel Conference Calls 57,500 (7,208) 50,292 **Total Meeting Expenses** 546,620 596,543 49,923 639,500 92,880 Operating Expenses 150,000 \$ 150.000 Consultants & Contracts 2,304,257 2,784,036 479,779 452,583 Office Rent 2.756.840 Office Costs 480,500 456,983 (23,517) 507,000 26,500 **Professional Services** 1,130,000 1,265,096 135,096 1,132,053 2,053 Miscellaneous 10,000 10,050 50 5,500 (4,500) Depreciation 255,775 378,783 123,008 350,526 94,751 **Total Operating Expenses** 4,180,532 4,894,947 714,415 4,901,919 721,387 475,307 Total Direct Expenses 6,800,249 7.644.597 844.348 7.275.556 Indirect Expenses (6.800.249) (7.705.597) (905.348) (7.325.556) (525.307) Other Non-Operating Expenses 61,000 61,000 50,000 50,000 Total Expenses (B) 0 0 Change in Assets (0) \$ (1,686,309) (1,686,309) Fixed Assets Depreciation (255,775) (378,783) (123,008) (350,526) (94,751) Computer & Software CapEx Furniture & Fixtures CapEx 212 212 Equipment CapEx Leasehold Improvements 112,299 112,299 Allocation of Fixed Assets 255,775 \$ 266,272 10,497 350,526 94,751 Inc(Dec) in Fixed Assets (C) 0 TOTAL BUDGET (=B + C) Ś Ś Ś 0 Ś n TOTAL CHANGE IN WORKING CAPITAL (=A-B-C) (1,686,309) (0) (1,686,309)

7.00

9.40

FTEs

1.00

8.00

2.40

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expenses The average cost of all personnel expense categories is lower in 2013 as previously explained.
- Meetings This includes the cost of quarterly Board of Trustee and Member Representatives Committee meetings, ERO executive staff meetings, and employee meetings.
- Consultants and Contracts The budget to support external affairs was moved from the
 Legal and Regulatory Program to Government Relations which is part of the General and
 Administrative Program. The legal department formerly provided oversight of these
 activities prior to the company hiring a senior external affairs professional.
- Rent The increased rent expense reflects the amortization of the lease costs for NERC
 office space over the term of the leases and the estimated cost of increasing leased space in
 Atlanta.
- Miscellaneous Expenses The 2012 budget included \$10k for employee rewards and recognition expenses, which has been budgeted in Human Resources in 2013. This budget is intended to cover the token gifts to retiring employees, condolence flowers a death in the family, and similar types of expenses. \$5k of the 2013 Budget for Miscellaneous Expenses included in this Program is for a new initiative of Community Responsibility and Employee Engagement. These funds would be used to purchase items like tee shirts and/or box lunches for employees volunteering to support local community charitable activities in Atlanta and Washington, D.C. A new account has been added to the System of Accounts to track expenses of this initiative. (Refer to Table B-9 on page 119). A budget is not being presented for, nor does the company expect to incur, expenses for employee entertainment.

Legal and Regulatory

	_	and Regulatory whole dollars)		
	2	2012 Budget	2013 Budget	Increase (Decrease)
Total FTEs		13.00	14.00	1.00
Total Direct Expenses	\$	4,021,294	\$ 4,045,729	\$ 24,435
Inc(Dec) in Fixed Assets	\$	-	\$ -	\$ -
Working Capital Requirement	\$	-	\$ -	\$ -

Background and Scope

The Legal and Regulatory department provides legal and regulatory support to the organization. This department's workload is largely derivative of and supports the work of several of the NERC's key program areas. Increasing demands are being placed on this group from three

primary areas: compliance operations, investigations, and standards. In the compliance operations area, there are increased requests for legal support for significant audits. In the investigations area, there are increasing calls for legal support for investigation teams. In standards, there are increasing calls for legal participation with drafting teams, drafting assistance and quality review of standards projects. In addition, recent FERC orders indicate a need for increased resources devoted to the development of filings for approval of standards.

In addition, this department is also responsible for providing a wide range of legal support to the NERC management team regarding antitrust, corporate, commercial, insurance, contract, employment, real estate, copyright, tax, legislation and other legal matters, the needs for which are growing as the NERC and the ERO mature and legal support needs become broader and more complex.

Resource Requirements

One FTE was transferred to Legal and Regulatory in 2012 to provide administrative support for the Washington, DC office. No additional staff is proposed to be added to the legal and regulatory areas in 2013.

Outside law firms and consultants supporting this area are budgeted and tracked as Professional Services. The 2013 Professional Services budget is \$950K for 2013, an increase of \$200K over the 2012 budget, of which \$150k is to support the next ERO Performance Assessment.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget LEGAL and REGULATORY

		LC	GAL and R	LUC							
							Variance				Variance
						201	2 Projection			20	13 Budget
			2012		2012		012 Budget		2013		012 Budget
			Budget		Projection	0	ver(Under)		Budget	0	ver(Under)
Funding	SDO Frankling										
	ERO Funding NERC Assessments	\$		\$		\$		\$		\$	
	Penalty Sanctions	Ş	-	\$	-	Ş	-	Ş	-	Ş	-
	Total NERC Funding	\$		\$		Ś		Ś		\$	
		<u> </u>		<u>,</u>		<u> </u>					
	Membership Dues		-		-		-		-		-
	Testing Fees		-		-		-		-		-
	Services & Software		-		-		-		-		-
	Workshops Interest		-		-		-		-		-
	Miscellaneous		-		-		-		-		-
Total Fund		5		Ś		\$		Ś		\$	
	g (~)	<u> </u>		<u>,</u>		<u> </u>					
xpenses											
	Personnel Expenses Salaries	\$	2 217 740	ć	2 266 547	ć	(E1 102)	ė	2 225 202	ė	7,553
	Salaries Payroll Taxes	\$	2,317,740 118,966	\$	2,266,547 116,701	\$	(51,193) (2,265)	\$	2,325,293 119,177	\$	7,55:
	Payron Taxes Benefits		,		167,961				,		
	Retirement Costs		249,428 327,545		243,161		(81,467) (84,384)		185,835 261,724		(63,593 (65,823
	Total Personnel Expenses	<u> </u>	3,013,679	Ś	2,794,370	\$	(219,309)	\$	2,892,029	\$	(121,650
	•		3,013,073	٠,	2,734,370		(219,309)	-,	2,032,023	٧	(121,030
	Meeting Expenses										
	Meetings	\$	5,000	\$	5,000	\$	-	\$	5,000	\$	-
	Travel		74,000		113,463		39,463		144,500		70,500
	Conference Calls	_	3,200	_	1,500		(1,700)	_	3,200	_	
	Total Meeting Expenses	\$	82,200	\$	119,963	\$	37,763	\$	152,700	\$	70,500
	Operating Expenses										
	Consultants & Contracts	\$	141,750	\$	141,750	\$	-	\$	-	\$	(141,750
	Office Rent			-		*	_	-	_	*	-
	Office Costs		32,915		55,959		23,044		50,500		17,585
	Professional Services		750,000		1,350,000		600,000		950,000		200,000
	Miscellaneous		750		750		-		500		(250
	Depreciation		-		-		-		-		-
	Total Operating Expenses	\$	925,415	\$	1,548,459	\$	623,044	\$	1,001,000	\$	75,585
	Total Direct Expenses	\$	4,021,294	\$	4,462,792	\$	441,498	\$	4,045,729	\$	24,435
	Indirect Expenses	\$	(4,021,294)	\$	(4,462,792)	\$	(441,498)	\$	(4,045,729)	\$	(24,435
	Other Non-Operating Expenses	Ś	_	Ś	_	Ś	_	Ś	_	Ś	_
Total Expe			_	٠,		Ś	0	Ś		\$	(0
Change in		<u>, , , , , , , , , , , , , , , , , , , </u>	_	ς.	_	Ś	(0)	\$		Ś	
Juliunge III	7.050.0	Ť		Ť		<u> </u>	(0)	Ť		Ť	
ixed Asse	ts										
	Depreciation		-		-		-		-		
	Computer & Software CapEx				-				-		-
	Furniture & Fixtures CapEx				-				-		-
	Equipment CapEx				-				-		-
	Leasehold Improvements				-				-		-
	Allocation of Fixed Assets			\$	_				_		
nc(Dec) in	Fixed Assets (C)	\$		\$	-	\$		\$	-	\$	
		\$		\$		\$	0	\$		\$	(
OTAL BUI	DGET (=B + C)		-								
			-		_						
TOTAL BUI	DGE1 (=B+C) ANGE IN WORKING CAPITAL (=A-B-C)	\$ \$	<u> </u>	\$	-	\$	(0)	\$	-	\$	

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expense As previously described, the decrease is due to lower average costs per FTE and changes to NERC's employee benefits and retirement plans.
- Travel Legal staff travel will increase due to increased participation in standards drafting team meetings and ERO legal working group meetings.
- Consultants and Contracts The budget for support of external affairs was moved from Legal and Regulatory to the General and Administrative Program.
- **Professional Services** This is \$200K over the 2012 budget and \$150k of which is included in the 2013 Budget to support the next ERO performance assessment.

Information Technology

Int				
	2	012 Budget	2013 Budget	Increase (Decrease)
		U12 Buuget	(Deci ease)	
Total FTEs		12.75	16.75	4.00
Total Direct Expenses	\$	6,629,579	\$ 7,978,705	\$ 1,349,126
Inc(Dec) in Fixed Assets	\$	(588,185)	\$ 649,098	\$ 1,237,283
Working Capital Requirement	\$	(0)	\$ -	\$ 0

Background and Scope

NERC's Information Technology Department is responsible for planning, designing, implementing and operating technology in support of the ERO's goals and objectives. An important IT initiative in 2013 involves the implementation of a centralized data repository with the necessary infrastructure to accept inbound data and catalog this data in one location for access across the ERO. The data repository will provide the necessary visibility to information required by NERC and the Regional Entities in order to gain better data intelligence and collaboration and effectively and efficiently perform key functions.

The ERO has many methods by which to obtain data required to ensure the reliability of the bulk electric system. However there presently is no one single location in which to capture and mine data across the ERO to give broad spectrum visibility across multiple disciplines: standards, compliance operations, enforcement, critical infrastructure protection, event analysis, reliability risk assessment and management. Implementation of a single data repository designed to capture information across disciplines within the ERO sets the stage for improved reporting, data consistency, improved efficiency and adherence to regulatory requirements. The next phase of implementation will leverage tools such as Microsoft SharePoint 2010 in addition to other business intelligence tools to create applications for both NERC and the Regional Entities for a single, holistic look at data across the ERO. The resulting single repository of data will be more efficient across NERC and the Regional Entities, coupled

with lower resource utilization required in support of the current multi-database, multi-application infrastructure.

NERC's 2013 IT budget sets the framework to commence implementation of a single data repository. The proposed contract, consulting, operations and maintenance budget amounts are tailored to ensure the building blocks are in place to support this and other strategic ERO initiatives and applications started in 2012.

Utilizing recommendations from the Deloitte and Touche "IT Architecture" study conducted in Q4/ 2011, NERC embarked upon an aggressive strategy to design and implement a development strategy following industry best practice for application development. Implementation of a development, QA and production environment sets the stage, in collaboration with the Regional Entities and PMO to create consistent applications deemed strategic to the ERO. A survey of NERC and the Regional Entities identified 95 applications either in use, or items requested in support of ERO functions. In order to reduce the backlog of those applications deemed strategic to the ERO, it will require a concentrated effort by NERC, the Regional Entities and contract and consultant resources working in concert to conduct indepth business analysis of requirements, development of request for proposal and consideration of in-house development, or outsourced development by contract and consultant Several of the applications identified during the survey are resources, as applicable. substantial in nature and will require a multi-year approach to define, develop and implement throughout the ERO. As applications are defined, additional development, QA and production hardware will be required to enhance the virtual environment.

2013 Goals and Deliverables

- (Multi-year effort) With the Regional Entities and external consulting support, deploy a
 common, enterprise-wide technology platform that embraces the requirements of
 Regional Entities and stakeholders for reliable, secure, efficient, and cost-effective
 systems and services.
- (Multi-year effort) design a data warehouse capability single repository of data designed to provide a reliable, stable, secure environment for reporting across multiple disciplines e.g., RAPA, Compliance, Standards, Enforcement, etc.
- Implement disaster recovery of critical IT resources (e.g., Exchange (email), NERC forward facing web-site, MS SQL, etc.)
- Laptop backup application back up files and folders on the desktop, or in folders other than the "my documents" folder
- Implement Phase II NERC public web-site upgrade. Multi-lingual support, Business Intelligence capabilities, mobile support, enhanced user management, etc.
- (Multi-year effort) Reduce backlog of 95+ NERC and ERO projects currently identified as business needs to the Project Management Office.
- Re-write ERO Membership Service Agreement application, which is a specialized version
 of the NERC My Account described below. The ERO Membership Service Agreement

application captures additional information that may not be required by the NERC My Account Service.

- Re-write NERC My Account Service Agreement application, which is a single user
 account that, when granted rights, allows the user to request access to multiple secured
 NERC sites. The registration process collects the required information from the
 requestor to allow the NERC resource to vet the request and determine if the requestor
 should be granted access to the requested secure site.
- Re-write User Management Program (UMP) Service Agreement application. UMP provides external persons who need or desire access to NERC tools a way to request approved access. The UMP application is archaic in its approach to delivery of user access and rewriting the application using SharePoint 2010 will greatly reduce NERC employee manual input.

Resource Requirements

To accomplish the goals and objectives described above, additional resources will be required as further described below.

Personnel

In 2012, three positions which were previously under the chief reliability officer and allocated among several Program areas were transferred to the Information Technology department when the chief reliability officer position was eliminated. The reason for this transfer was based on an independent consultant's recommendation as part of a corporate process improvement initiative to create a Project Management Office (PMO) within the Information Technology department. The PMO is responsible for managing the identification, prioritization, design and deployment of IT applications supporting various departmental business needs, as well as supporting the common IT business needs of NERC and the Regional Entities. The individuals who were transferred were each involved in the management of IT applications supporting various program areas, including compliance database and standards balloting redesign, as well as process improvement and enterprise architecture redesign initiatives. Only one additional Information Technology resource will be added in 2013, a SharePoint Administrator/Developer with responsibility for developing business applications in SharePoint 2010 and Visual Studio 2010. The role will be a dual capacity function and will need to possess strong SharePoint administration background along with experience developing and maintaining Enterprise class applications in a SharePoint environment. The role will be instrumental in replacing several internal NERC applications to increase efficiency and productivity. The role will also be leveraged to ensure ERO Enterprise class applications are designed consistent with SharePoint best practices.

In addition to the one (1) resource being added in 2013, the existing compliment of Information Technology resources are optimized following industry best practice for service support:

 Information Technology Support Center (ITSC) provides reactive support for help desk assistance for all NERC employees and requests as received from entities for access to NERC resources.

- System and Network Administration senior level resources are responsible for proactive support and strategic implementation of system, network and security across the enterprise.
- Development senior level resources are responsible for designing and creating applications across NERC and the ERO to increase collaboration, reduce duplication of effort and improve data intelligence capabilities.
- Project Management junior and senior level resources are responsible for gathering business requirements and translating into technology scope for creation by development or outsourcing as appropriate.

Contractor Expenses

The following is a list of the 2013 budgeted contractor and consulting expenditures, the cost of which are set forth in Exhibit B. The overall 2013 budget for contractors and consultants represents a \$1,303,000 increase over the 2012 budget.

- NERC Website Design Major initiative to complete redesign and rewrite of the NERC public website using SharePoint 2010. The effort will entail usage of multiple contract resources with knowledge of SharePoint governance rules for document management; to include metadata tagging, quality assurance and exposure to the public facing website.
- Re-write ERO Membership Service Agreement application, which is a specialized version
 of the NERC My Account described below. The ERO Membership Service Agreement
 application captures additional information that may not be required by the NERC My
 Account Service.
- Re-write NERC My Account Service Agreement application, which is a single user
 account that, when granted rights, allows the user to request access to multiple secured
 NERC sites. The registration process collects the required information from the
 requestor to allow the NERC resource to vet the request and determine if the requestor
 should be granted access to the requested secure site.
- Re-write User Management Program (UMP) Service Agreement application. UMP provides external persons who need or desire access to NERC tools a way to request approved access. The UMP application is archaic in its approach to delivery of user access and rewriting the application using SharePoint 2010 will greatly reduce NERC employee manual input.
- Security Vulnerability Testing Ongoing intrusion detection and vulnerability testing of
 the NERC public website, NERC network and systems. Testing is conducted by an
 outside vendor using the latest intrusion techniques to test the security of the NERC
 network. Multiple attempts are made to gain access and any vulnerabilities identified
 are documented and provided to NERC Information Technology for rapid remediation.
- Infrastructure Design and Integration Hardware and software required to support development and ongoing NERC production activities. Multiple infrastructure items are targeted in the 2013 budget to include: server and laptop replacement, remote access,

improved storage capability, Local and wide-area network monitoring and alerting, virtualization and consolidation.

- **Compliance Database** Redesign of the compliance database modules: Standards, Registration and Technical Feasibility Exception (TFE) using SharePoint 2010.
- Standards Balloting Complete re-write of the Standards Balloting application using SharePoint 2010. The initial re-write and redesign of the application will be completed in 2012, but additional capability will be built into the application in 2013 for greater ease of commenting and response capability for Registered Entities.
- Project management, application development, support and maintenance (listed as Contractor Project Manager, Contractor Business Analyst and Contractor programming and development support on Exhibit B).
- Project management tools designed to track and monitor project, resource and budget adherence across NERC. The tool would also be used by the Standards team as a replacement for the existing tool which lacks core capability and functionality to track activities.
- Quality Assurance Testing Quality Assurance (QA) for applications created by development or by outside contractors. The tool would allow for writing of QA scripts in plain English to test user screens for full functionality versus manual QA of the application. QA tools would greatly decrease coding errors and increase user satisfaction with the final product.
- Data Warehouse Design A data warehouse is commonly used as a consolidated location for massive volumes of data. In this context a data warehouse would be created leveraging best of class hardware and consulting services to stream data into a consolidated database accessible across the ERO. The data warehouse would be constructed in such a manner to build upon efforts started in 2012 to consolidate the multiple databases and streams of information into a consolidated warehouse allowing for the creation of applications and mining of data in a centralized repository for increased data sharing across a broad spectrum of disciplines e.g., RAPA, Compliance, Standards, etc.
- Common Technology Platform Through collaboration and information sharing among NERC and the Regional Entities a concentrated effort would be initiated to choose a best of class application designed to provide a secure, easy to use ERO application.
- Studies and Assessments Vendor studies and assessments that would be required in
 the event an application or database could not be delivered by NERC in-house
 development due to resource or time constraints. Studies and assessments are required
 in many instances to map out existing applications to the associated database and to
 gather technology requirements in order to scope the best technical solution for the
 business need.
- Disaster Recovery Hardware and applications required to set up an initial disaster recovery site as a backup option in the event the NERC primary data center is unavailable. Primary business tools such as critical grid alerting tools, Microsoft

Exchange, remote telephony and other tools designed to ensure the continued operation of NERC business entities would be part of the initial design.

 Backup of Electronic Files – Purchase of greatly improved backup and recovery software designed to backup Microsoft Exchange, Laptop and Server data to meet retention and storage requirements.

2013 IT Operating and Capital Expense Budget

As indicated above, 2013 IT planning was based on a multi-year strategy designed to reduce complexity, improve productivity and gain a consolidated view of data across the ERO. Several criteria were considered during the planning phase to include a NERC IT Architecture study conducted by Deloitte and Touche in the fourth quarter of 2011, the need for visibility to aggregate data across the ERO and vastly improved collaboration among NERC and the Regional Entities.

The NERC IT Architecture study determined that many of the ERO applications designed in prior years were shown to be in silos and unable to look across multiple disciplines in order to obtain an aggregate view of events or trending across the grid. Implementation of enterprise-class tools such as SharePoint, SQL Server 2008, Virtualization and centralized data warehouse capability was deemed critical to provide greater productivity and efficiency, enhanced visibility to data and vastly improved collaboration.

In addition to setting the stage for implementation of core technologies in 2013, IT initiatives in 2012 were built using industry-standard best practices designed to build upon many of the recommendations of the Deloitte and Touche IT Architecture study. Tools such as SharePoint 2010, workflow automation — K2 Black Pearl in addition to best practices for centralized management and methodology through the Project Management Office, along with development, Quality Assurance and Production build the framework for 2013 operating and capital budget request described in greater detail below.

The 2013 IT operating and capital budget builds on industry best-practices and are focused on greater visibility, accountability and reliability of data across multiple disciplines.

2013 IT Operating Expenses

A summary of the major categories of IT Operating Expenses are set forth in the following table followed by a discussion.

Office Costs	Budget 2013
Telephone	\$ 175,000
Internet	335,000
Computer Supplies and Maintenance	
Computers	3,000
Computer Supplies	116,900
Maintenance & Service Agreements	1,226,325
Software	37,500
Total Office Costs	\$ 1,893,725

Telephone Expenses

Office telephone costs are items associated with cellular phone, mobile laptop cellular air card, bonded T1 Voice over Internet Protocol (VoIP) data circuits and conference calling expenses.

- NERC-issued cell phones are provided to employees to ensure access and productivity before, during and after business hours and cost is minimized by leveraging pooled minutes. Individual NERC employees are provided with a basic pooled cell phone plan of 450 minutes including a basic-level subscription for texting and data. This plan is designed to ensure persons who travel frequently have additional cell phone minutes, by taking advantage of limited usage by employees who travel less frequently. In addition, employees are encouraged to connect via wireless whenever possible to reduce cellular charges for data usage. The basic texting plan is provided for those instances when calling or email is not optimal. Cellular calling costs are included in the telephone expense item.
- Mobile laptop cellular air cards are provided to ensure connectivity while traveling or in locations where wireless connectivity is unavailable. Employees are encouraged whenever possible to connect via wireless versus cellular to reduce usage fees. Wireless or cellular connectivity to the NERC network is enabled using virtual private network technology to ensure maximum security, logging and encryption.
- Information Technology support persons are required to be available for support 24x7x365 that in almost all instances requires access to systems and network via secure internet connectivity. Included in the line item "telephone" are those monthly costs associated with internet access for systems, application, network and security to enable IT resources to provide support, conduct emergency and non-emergency patching of systems, routers, firewalls, etc., as required to ensure the stability of the NERC technology environment.
- Conference calling is conducted via an external service provider in order to minimize
 internal hardware, Information Technology support, and internal conference lines
 capable of providing access to an external audience. Information Technology
 conference calling, webinars, recorded events, etc., are included in the telephone cost
 line item.
- Bonded T1 circuits provide access for VoIP service for NERC desk phones in lieu of having a very expensive, support intensive in-house phone switch (e.g., Private Branch

Exchange) that requires senior-level telecommunication resources to support and manage.

Internet Expense

Internet expense is comprised of data circuits, Plain old Telephone Service (POTS), and redundant capability in the event of primary service provider failure. Individual detail is outlined below:

- Atlanta Headquarters (HQ) The Atlanta HQ office is connected to Washington, DC and the offsite co-location data center via direct (metro-E) data circuits and via backup internet and secondary carrier. In the event of a primary circuit failure, the HQ location automatically fails over to a secondary circuit in order to access over one hundred (100) servers, network devices, intrusion protection and detection, firewall, routers and switches located at the co-location data center. Co-location was chosen to minimize cost associated with adding, maintaining, cooling, fire protection, etc., of a NERC-owned data center. NERC employees must have connectivity (via primary and secondary) to the co-location facility in order to access all industry, back-office and office productivity applications. Internet connectivity, in addition to providing limited access in the event of primary and secondary carrier failure is used to ensure access by remote users e.g., VPN connected laptops, etc., in order to access NERC computer resources.
- Washington, DC (DC) The DC office has similar connectivity back to the co-location data center located in Atlanta, Georgia. The DC office connectivity is primarily via high speed remote private circuit with backup connectivity to the Atlanta HQ location in the event of a primary circuit failure. The DC office also has internet access in a similar fashion to the HQ location.
- NERCNet Data circuits between the Carteret, New Jersey data center and the Atlanta colocation facility are included in the internet expense line item to ensure primary and secondary connectivity for NERCNet nodes.
- POTS Lines and bonded T1 data service are leveraged to provide access for conference calling and for internal desk phones. POTS lines have been installed in each conference room to be used for conference calling to ensure maximum voice quality due to the magnitude of calls conducted, number of external audio and video members and reliability.

Computers

Computers are items that do not meet the criteria considered a capital expense such as desktop computers or iPads. Desktop computers enable conference webinars, internet access, training room functionality, etc., for those instances when a presenter does not have a computer device available to conduct presentations. In addition, NERC will on a case-by-case basis and as justified by extensive travel or consistent out of office meetings provide an iPad with cellular data access for persons who require functionality but are unable to use a laptop for computing needs.

Computer Supplies

Computer supplies are expense items required for infrastructure support to include computer monitors, mice, keyboard, cell phones, cables, encrypted hard drives, encrypted thumb drives, encryption keys, uninterruptible power supplies (UPS), privacy screens, phone headsets, docking stations, computer memory and any other computer supplies or components required to support the technology infrastructure.

Maintenance and Service Agreements

Maintenance and Service Agreements comprise those items required to support internal and external access to routers, switches, firewalls, intrusion protection, 100-fileservers, audio visual, storage area network, data backup services, network and security monitoring, co-location data center services, video conferencing, digital certificates, development and virtualization software. Service agreements related to the co-location data center, offsite backup of over 100-terabytes of data, conference calling, network and security monitoring consume a large portion of the maintenance and service agreements budget. Additional detail is provided here:

- Co-location Data Center NERC leverages a co-location facility in order to minimize the
 cost associated with maintenance, support and resources required to maintain a fixed
 data center. Infrastructure such as redundant UPS, cooling, carrier diversity, physical
 security, generator and raised computer flooring are contained within the co-location
 facility where NERC houses the majority of computing resources for the Atlanta HQ and
 Washington DC office.
- Offsite Backup NERC ensures reliability and consistency of over 100-terabytes of data storage by leveraging an offsite backup service provider. Data is streamed from disk to an offsite hardened storage facility capable of providing data backup and restoration based upon retention and storage procedures.
- Conference Calling Services Conference calling services are provided by an external service provider designed to minimize the need for an internal conference bridge or associated hardware and support persons. NERC conducts several hundred industry focused conference calls, webinars, training etc. per year and in order to ensure consistency and reliability conference calling service by an external provider was chosen.
- Network Monitoring Network monitoring is real time by industry leading tools
 designed to proactively alert network resources of network degradation, equipment
 failure, or loss of connectivity. Network monitoring is utilized to ensure the stability,
 security and reliability of the NERC network primary and secondary Wide Area Network
 (WAN) and internal Local Area Network (LAN) connections.
- Security monitoring. Monitoring is provided by an industry recognized leader in security monitoring and implementation of best practices.

Software

Tools such as SharePoint Designer, Microsoft Visio and Crystal Reports Developer are included under this line item. The tools are primarily used for NERC infrastructure purposes to develop SharePoint workflow, create development process flows and reporting.

2013 IT Fixed Asset (Capital) Expenses

The following table presents a summary of NERC's 2013 fixed asset budget for 2013. The applicable text is crossed referenced to the budget line items in the table.

Fixed Assets	Budget 2013			
Computer & Software CapEx				
Data Warehouse Hardware (1)	\$ 600,000			
ERO Single Application (2)	50,000			
Disaster Recovery (3)	300,000			
Laptops for New Staff and Replacement (4)	174,000			
Data Back-up and Storage (5)	100,000			
Development Servers (6)	65,000			
Software (7)	267,100			
Total Computer & Software CapEx	\$ 1,556,100			
Equipment CapEx				
ERO Single Application (2)	\$ 63,000			
Network Devices (8)	153,000			
Total Equipment CapEx	\$ 216,000			

In order to provide access, visibility and analysis of data from many different sources across the ERO, it will require significant investment in hardware, software and associated tools and technology. The overarching theme is to gain a holistic view of data across the enterprise in support of reliability and accountability of the bulk power system. Adding capability to centralize and mine data, in addition to foundational elements such as disaster recovery and application development, set the stage for vastly improved reporting, business intelligence and capability for collaboration and sharing of information vital to the ERO's mission.

Among the significant investments required to support efficiency and consistency across the enterprise listed in the 2013 budget draft include Data Warehouse, ERO single application infrastructure, Disaster Recovery (DR) and associated virtualization, network, server hardware and software that consume a large portion of the OPEX/CAPEX expenditure in 2013. In addition, internal NERC environmental upgrades are required which include servers, laptops, back up and associated hardware items.

Data Warehouse Hardware (1)

A data warehouse is a repository of data, designed to provide a reliable, stable, secure environment for reporting across multiple disciplines (e.g., RAPA, Compliance, Standards, Enforcement, etc.) and requires a significant investment in large scale database and storage architecture.

As illustrated by the IT Architecture Project conducted by Deloitte and Touche conducted in first quarter 2012, NERC and the Regional Entities have many disparate sources of data, none of which are closely integrated for a holistic view across the enterprise. Implementation of a centralized data warehouse, through collaboration and consensus with the Regional Entities,

will build upon to-be-defined data input from multiple sources (e.g., Events Analysis, TADS, GADS, DADS, CRATS, etc.), providing an aggregate view across the enterprise. Design of a data warehouse is a multi-year effort that requires significant investment in hardware to store incoming transactional data from disparate data sources into a hierarchal structure targeted at building a single source of secure, reliable information. Alignment of data from disparate sources is a foundational element required to build the framework for business intelligence tools to mine data across the enterprise, build executive dashboards and establish long term trending and analysis.

ERO Single Application Infrastructure Hardware (2)

SharePoint 2010 is the tool of choice for reliable, secure, efficient, and cost effective sharing of information and collaboration with the Regional Entities and external stakeholders. SharePoint 2010 is a robust web application platform capable of supporting multiple organizations that can be coupled with third party solutions such as Enterprise Resource Planning (ERP), Customer Relationship Management (CRM) and Business Intelligence (BI) tools as required by the ERO. Implementation of SharePoint 2010 sets the foundation for integration with the Regional Entities through creation of web portals and applications designed to reduce the complexity associated with document sharing, data mining and improved productivity by reducing the need to combine data from multiple sources onto spreadsheets.

A clear example of improved efficiency is the concept developed to use SharePoint to tie violation documents to the violation. Previously there were no automated mechanisms to associate the violation record with the violation data, resulting in considerable manual effort by the Enforcement team. Through collaboration and consensus with the Regions, a concept was developed to automate the process through implementation of SharePoint document management. Further capability through claims-based management builds the framework to reduce numerous spreadsheet applications for much greater productivity and enhanced design capabilities.

In order to implement SharePoint on an enterprise scale, investment in hardware (servers), network (routers, firewalls, switches) and virtualization software is required to promote collaboration and consistency across the ERO.

Disaster Recovery Hardware (3)

Implementation of a disaster recovery plan to include hardware in support of critical IT resources (e.g., Exchange email, NERC forward facing web-site, MS SQL, etc.) is imperative for NERC in 2013. Disaster recovery is a multi-year effort that will entail both plan creation and purchase of associated hardware.

Disaster recovery is designed to put the initial framework in place to ensure survivability of the most critical assets required to sustain ERO functions. Items such as payroll, accounting, exchange messaging, internet access and phone service fall into items considered critical-to-business-operations, in addition to other applications considered necessary for the reliability of the grid. The initial implementation would be based on a risk assessment conducted by IT,

assisted by external vendors and the business to determine those items deemed most critical to the ERO's mission.

Implementation of a disaster recovery plan is a multi-year endeavor that will require continuous tuning and testing to ensure all facets of the plan are well-scripted and understood to ensure that staff, vendors and Regional Entities are prepared to enact upon declaration of a disaster event. Initial steps in 2013 include plan creation and procurement of hardware in support of essential business functions.

Laptop Replacement Hardware (4)

NERC issued laptop computers are on a three-year depreciation cycle and are rotated out as they are determined to have reached the end of the productive business cycle. Each year during the business planning and budget cycle an analysis is conducted to determine those computers that are coming due for refresh and the associated number are accounted for in the planning cycle. Throughout the year computers are refreshed as their warranty expires, or they have been determined to no longer provide effective business functions.

Servers, Network and Storage Area Network Hardware (6)

Servers located at the co-location data center are on a five year depreciation cycle designed to take advantage of the longer operational life of server equipment versus laptop equipment. Approximately 80 servers are located at the co-location data center and an analysis is conducted each year to determine those devices that are near, or at the end of the five year cycle. Servers that have been determined to no longer provide useful business functions are refreshed following the five year cycle or sooner if their operational capacity has been exceeded to lack of expansion capability.

Data Backup and Storage (5)

NERC data and information located at the co-location data center is continually backed up using a data service and appliances to back up the information to disk and then to an off-site storage location. Data is backed up every 15 minutes and follows industry best-practice for daily, weekly, monthly, quarterly and yearly backup cycles. The data is encrypted in transit and maintained following NERC established retention policies. This item includes the hardware required to backup the massive amount of ERO data anticipated for the Data Warehouse and associated environment (e.g., SharePoint collaboration sites, in addition NERC laptops and desktops).

Software (7)

Capitalized software includes items that are not covered under the standard Microsoft Enterprise Agreement (EA). Items such as Lyris Listserv licenses, Matricon, SolarWinds, KACE (support desk), Visio, Script Logic, K2-Blackpearl, Modeling software (PSLF), etc., required in support of back-office and development of both internal NERC and ERO applications.

Network Devices (8)

Network equipment such as routers, switches, firewalls, intrusion detection and protection devices are on a similar depreciation schedule as the server equipment discussed above. Each

device is designed with expansion capability in mind and is tailored to serve the ever growing demand for network bandwidth and access to vital data in support of the ERO's mission. Storage Area Network (SAN) equipment is also located at the co-location data center and is where most data is housed. The SAN equipment is a multi-terabyte storage device with several layers of redundancy to effectively store and protect NERC information.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget

		IN	FORMATIO	N TE	CHNOLOG	Y					
			2012 Budget	,	2012 Projection	201 v 2	Variance 2 Projection 012 Budget ver(Under)		2013 Budget		Variance 2013 Budget v 2012 Budget Over(Under)
Funding											,
	ERO Funding			_				_		_	
	NERC Assessments Penalty Sanctions	\$	-	\$	-	\$	-	\$	-	\$	-
	Total NERC Funding	\$		\$		\$		\$		\$	-
	_										
	Membership Dues Testing Fees		-		-		-		-		-
	Services & Software				-				-		-
	Workshops		-		-		-		-		-
	Interest		-		-		-		-		-
Total Fund	Miscellaneous	\$		\$		\$		\$	-	\$	-
	iiiig (A)	3		3		3_		3		3	
Expenses	Personnel Expenses										
	Salaries	\$	1,412,180	\$	1,673,683	\$	261,504	\$	1,651,076	\$	238,897
	Payroll Taxes	Ý	100,329	Ÿ	113,726	Ψ.	13,397	Ÿ	114,954	Ť	14,625
	Benefits		204,053		187,354		(16,699)		224,184		20,132
	Retirement Costs		203,123	_	185,994		(17,129)	_	178,464	_	(24,659)
	Total Personnel Expenses	\$	1,919,684	\$	2,160,757	\$	241,073	\$	2,168,678	\$	248,994
	Meeting Expenses										
	Meetings	\$	-	\$	132	\$	132	\$	5,000	\$	5,000
	Travel		26,750		87,922		61,172		62,000		35,250
	Conference Calls	_	4,800	_	4,295	_	(505)	_	4,800	_	
	Total Meeting Expenses	\$	31,550	\$	92,349	\$	60,799	\$	71,800	\$	40,250
	Operating Expenses										
	Consultants & Contracts	\$	1,418,000	\$	1,489,402	\$	71,402	\$	2,721,000	\$	1,303,000
	Office Rent Office Costs		1,898,470		1,868,907		(29,563)		1,893,725		(4,745)
	Professional Services		1,030,470		574		574		1,093,723		(4,743)
	Miscellaneous		1,600		348		(1,252)		500		(1,100)
	Depreciation		1,360,275	_	943,335		(416,940)		1,123,002		(237,273)
	Total Operating Expenses	\$	4,678,345	\$	4,302,566	\$	(375,779)	\$	5,738,227	\$	1,059,882
	Total Direct Expenses	\$	6,629,579	\$	6,555,672	\$	(73,907)	\$	7,978,705	\$	1,349,126
	Indirect Expenses	_	(6,629,579)	\$	(6,563,575)	\$	66,004	\$	(7,978,705)	\$	(1,349,126)
	Other Non-Operating Expenses	\$		\$		\$		\$		\$	
	Other Hon-Operating Expenses	<u>, , </u>									
Total Expe	nses (B)	\$	0	\$	(7,903)	\$	(7,904)	\$	-	\$	(0)
Change in	Assets	\$	(0)	\$	7,903	\$	7,904	\$	-	\$	0
Fixed Asse	Depreciation		(1,360,275)		(943,335)		416,940		(1,123,002)		237,273
	Computer & Software CapEx		772,090		681,132		(90,958)		1,556,100		784,010
	Furniture & Fixtures CapEx		-		-		-		-,,		-
	Equipment CapEx		-		90,958		90,958		216,000		216,000
	Leasehold Improvements		-		-				-		-
	Allocation of Fixed Assets	\$	588,185	\$	171,245		(416,940)	\$	(649,098)	\$	(1,237,283)
Inc(Dec) in	Fixed Assets (C)	\$	-	\$	-	\$	-	\$	-	\$	-
TOTAL BUI	DGET (=B + C)	\$	0	\$	(7,903)	\$	(7,904)	\$	-	\$	(0)
TOTAL CHA	ANGE IN WORKING CAPITAL (=A-B-C)	\$	(0)	\$	7,903	\$	7,904	\$	-	\$	0
	FTEs		12.75		15.97		3.22		16.75		4.00

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- **Personnel Expense** Salaries, Payroll Taxes and Benefits costs are increasing due to the increase in FTEs in the department, but due to the change in NERC's retirement plan, the average cost per FTE resulted in a decrease in costs in 2013.
- Contracts and Consultants The increase is described in detail above.
- Fixed Assets The increase is described in detail above.

Human Resources

		nan Resources whole dollars)		
	2	2012 Budget	2013 Budget	Increase (Decrease)
Total FTEs		6.00	3.00	(3.00)
Total Direct Expenses	\$	1,444,141	\$ 1,527,797	\$ 83,656
Inc(Dec) in Fixed Assets	\$	-	\$ -	\$ -
Working Capital Requirement	\$	-	\$ -	\$ -

Background and Scope

The Human Resources (HR) area manages all of NERC's human resources functions, including new-hires, benefits, and employee functions. This area also oversees NERC's employee performance appraisal and incentive structure process. In 2010, NERC implemented a more robust, objective and auditable performance management system to track corporate, departmental and individual performance against pre-established goals, objectives and measures. Each year NERC continues to refine and improve this system. In 2011, it became fully automated. In 2012, NERC implemented a new time accounting system to facilitate tracking of time by functional activities or, where appropriate, specific projects.

2013 Goals and Objectives

Executive Training and Development

As the NERC risk-based methodology to improve reliability is further developed and deployed, experienced consultants will be used to provide strategic guidance and training for the executive team to frame problems according to highest potential risk factors and prioritize to solve big issues. The executive leadership team may also receive additional training and development initiatives geared towards promoting collaboration and consensus-building to improve knowledge-sharing and coordinated efforts on solving big reliability issues.

Staff Development

Management believes that access to knowledge is a key differentiator for NERC, ensures retention and high performance, and NERC therefore will invest in learning opportunities for staff in several areas. First, HR will continue to host and optimize an e-leaning platform, SkillSoft, to provide staff resources for improving soft and technical skills. Second, HR will provide staff development training though real-world access via tours of and training on control centers, electric substations, and power plants. Finally, staff will have access to additional education including but not limited to degree-oriented university education, pursuit of specialized certifications, and other in-house and external training that provides essential knowledge and skills development that will lead to improved staff performance.

Compensation Consulting

HR will continue to rely on market data to drive its attraction, engagement, and retention model. Periodically, HR will have a compensation consultant examine the current market data to ensure that all decisions affecting compensation are made in light of the current market climate and that qualified employees are attracted and retained within a defined total remuneration range. To protect NERC's substantial investment in human capital, HR will also engage consultants to consider compensation models and practices prevalent within the market that have been successful in attracting, engaging, and retaining talent. Similarly, HR may partner with compensation subject matter experts to perform periodic assessments of the BOT compensation model to ensure alignment with market practices. NERC's compensation policy and analysis of market data will be based on total remuneration, taking into account base and incentive compensation, as well as benefits.

Surveys

HR will retain a vendor to design stakeholder and other surveys, as well as to analyze survey results and will assist in identifying and implementing improvements in the Board of Trustees, Member Representatives Committee, and NERC Board of Trustees' committees surveys, as well as launch additional surveys including: (1) a Compliance and Certification Committee (CCC) survey to evaluate industry's perspectives on NERC's effectiveness in improving reliability and (2) an internal employee climate survey.

Succession Planning

Critical to continued success towards ensuring the reliability of the bulk power system is minimizing disruption of knowledge/skill/experience bases of key staff. HR will partner with TalentQuest to leverage best practices and software tools to systemically identify essential roles and develop strategies to build pipelines and contingency plans for any loss of staff.

HR Products and Services Automation

Paramount to an effective/efficient HR department is the use of electronic and automated products and services. HR will continue development of a user-friendly, easy-to-access suite of HR solutions by continuing investment in electronic platforms. These investments include converting HR to a "paperless" function, launching a single sign on for employees whereby they can access all tools with one set of log-in credentials, adding additional capabilities including an online benefits enrollment system, and optimizing online time and attendance, training, and performance management tools.

Resource Requirements

Personnel

Two FTEs transferred to other departments in 2012. In addition, HR staffing will be reduced by one (1) FTE in 2013.

Contractor Expenses

Contractor and consultant expenses are roughly in line with 2012 budgeted amounts and are set forth in additional detail in Exhibit B.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget

			HUMAN I	RES	OURCES						
		2012		2012		Variance 2012 Projection v 2012 Budget		2013		Variance 2013 Budget v 2012 Budget	
Fdiaa			Budget	P	rojection	0	ver(Under)		Budget	0	ver(Under)
Funding	ERO Funding										
	NERC Assessments	\$		\$	-	\$	_	\$	-	\$	-
	Penalty Sanctions				-				_		
	Total NERC Funding	\$	-	\$	-	\$		\$	-	\$	-
	Membership Dues		-		-		-		-		-
	Testing Fees		-		-		-		-		-
	Services & Software		-		-		-		-		-
	Workshops		-		-		-		-		-
	Interest Miscellaneous		-		-		-		-		-
Total Fund		\$		\$		\$		\$		\$	
Totaliant	anig (A)					<u> </u>		<u> </u>		<u> </u>	
Expenses											
	Personnel Expenses		711 520		E72 E24	ć	(120.000)	ė	400 734	ė	(212.015)
	Salaries Payroll Taxes	\$	711,539 37,353	\$	572,531 28,299	\$	(139,008) (9,054)	\$	498,724 22,610	\$	(212,815) (14,743)
	Benefits		294,372		97,030		(197,342)		573,737		279,365
	Retirement Costs		70,798		48,809		(21,989)		41,348		(29,450)
	Total Personnel Expenses	\$	1,114,062	\$	746,669	\$	(367,393)	\$	1,136,419	\$	22,357
	Meeting Expenses										
	Meetings	\$	11,385	\$	11,385	\$	_	\$	5,000	\$	(6,385)
	Travel	Ý	7,000	,	16,607	Ψ.	9,607	7	21,000	Ψ.	14,000
	Conference Calls		600		2,472		1,872		600		-
	Total Meeting Expenses	\$	18,985	\$	30,465	\$	11,480	\$	26,600	\$	7,615
	Operating Expenses										
	Consultants & Contracts	\$	290,000	\$	321,324	\$	31,324	\$	288,500	\$	(1,500)
	Office Rent		-		-		-		-		-
	Office Costs		13,094		50,964		37,870		42,500		29,406
	Professional Services		5,000		9,000		4,000		23,278		18,278
	Miscellaneous		3,000		3,000		-		10,500		7,500
	Depreciation Total Operating Expenses	\$	311,094	Ś	384,288	\$	73,194	\$	364,778	\$	53,684
	Total Operating Expenses	-	311,034		304,200	<u> </u>	73,194		304,778		33,084
	Total Direct Expenses	\$	1,444,141		1,161,422	\$	(282,719)	\$	1,527,797	\$	83,656
	Indirect Expenses	\$	(1,444,141)	\$(1,161,422)	\$	282,719	\$	(1,527,797)	\$	(83,656)
	Other Non-Operating Expenses	\$		\$	•	\$		\$		\$	-
Total Expe	enses (B)	\$		\$		\$		\$	-	\$	0
Change in Assets		\$		\$		\$		\$		\$	(0)
Fire d A											
Fixed Asse	ets Depreciation										
	Computer & Software CapEx		-		-		-		-		-
	Furniture & Fixtures CapEx		-		-				-		-
	Equipment CapEx		-		-				-		-
	Leasehold Improvements		-		-				-		-
	Allocation of Fixed Assets	\$	-	\$	-	\$	-		-		-
Inc(Dec) in Fixed Assets (C)		\$		\$	-	\$		\$		\$	
TOTAL BUDGET (=B + C)		\$	-	\$	-	\$	-	\$	-	\$	0
TOTAL CH	ANGE IN WORKING CAPITAL (=A-B-C)	\$		\$	-	\$	-	\$	-	\$	(0)
	FTEs		6.00		4.00		(2.00)		3.00		(3.00)

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expense Salaries, Payroll Taxes and Retirement costs are decreasing is due
 to having 3.0 fewer FTEs in the department in 2013. The increase in Benefits expense is
 primarily due to including the cost of providing parking for employees (formerly part of
 Office Rent expense) at the Atlanta and Washington, D.C. offices. The cost of providing
 employee parking was abated for most of 2012 in Atlanta per the terms of the lease
 agreement.
- **Travel** The increase in travel is related to time spent in the Washington, DC office and to quarterly Board of Trustees meetings.
- Office Costs The increase is due to annual maintenance fees for software that provides employee training courses.
- **Professional Services** The increase is related to implementation of a third-party Human Resources Information System that provides employees access to their entire payroll and benefit information through an online system.
- Miscellaneous Expenses As previously described, the increase is related to \$10k budgeted solely in Human Resources for employee rewards and recognition. NERC has added a new account to the System of Accounts which will roll-up with other miscellaneous expenses and will be used to track actual employee rewards and recognition expenses in 2013. (Refer to Table B-9 on page 119).

Finance and Accounting

Accounting and Finance (in whole dollars)										
	2012 Budget			2013 Budget		Increase (Decrease)				
Total FTEs		9.00		11.00		2.00				
Total Direct Expenses	\$	1,872,296	\$	2,201,294	\$	328,998				
Inc(Dec) in Fixed Assets	\$	(771)	\$	(798)	\$	(27)				
Working Capital Requirement	\$	0	\$	-	\$	(0)				

Background and Scope

NERC's Finance and Accounting department manages all finance and accounting functions, including employee payroll, 401(k) and 457(b) plans, travel and expense reporting, monthly financial reporting, sales and use tax, meeting/events planning and services, insurance, internal auditing, and facilities management. This area also holds primary responsibility for the development of the annual business plan and budget, as well as NERC's proposed ERO risk management framework. Over the past several years, NERC's Finance and Accounting department implemented additional policies, procedures and controls governing day to day practices including contract and personnel procurements, meeting, conference planning and travel, expense reimbursement and back office systems and procedures. The department will

continue to refine, improve and where necessary implement additional procedures and controls.

Resource Requirements

Personnel

One (1) FTE was added in 2012 to provide facilities management and one (1) FTE was added in 2012 to provide additional adminstrative and internal controls support. No new FTE additions are planned for 2013.

Contractor Expenses

\$325k is budgeted for outside auditors to support audit program review and Regional Entity oversight by the the Compliance Operations and Critical Infrastrucure Protection departments as part of the internal controls and risk management function. The budget is consistent with 2012. To the extent that consulting support is required address regulatory directives affecting NERC's financial, accounting, budgeting processes and/or systems these additional costs will be funded from operating reserves in accordance with the company's approved Working Capital and Operating Reserve Guidelines.

Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget & Projection, and 2013 Budget

		FI	NANCE and	d AC	COUNTING	ì					
			2012 Budget		2012 Projection	201: v 20	Variance 2 Projection 012 Budget ver(Under)		2013 Budget	20 v 2	Variance 13 Budget 012 Budget ver(Under)
Funding	unding										
EKO	NERC Assessments	\$	-	\$	-	\$	-	\$	-	\$	-
	Penalty Sanctions								-		
Total	NERC Funding	\$		\$	<u> </u>	\$		\$		\$	
	Membership Dues		-		-		-		-		-
	Testing Fees		-		-		-		-		-
	Services & Software Workshops		-		-		-		-		-
	Interest		-		-		-		-		-
	Miscellaneous			_							-
Total Funding (A)		\$		\$		\$	<u> </u>	\$	-	\$	-
Expenses											
Perso	onnel Expenses Salaries	\$	1,023,527	\$	1,198,983	\$	175,456	\$	1,230,355	\$	206,828
	Payroll Taxes	Ţ	64,896	ڔ	67,861	Ş	2,965	Ç	70,460	٠	5,564
	Benefits		142,111		137,107		(5,004)		149,964		7,853
	Retirement Costs	_	144,750	_	132,414		(12,336)	_	140,368		(4,382)
Total	Personnel Expenses	\$	1,375,285	\$	1,536,365	\$	161,081	\$	1,591,146	\$	215,862
Meet	ing Expenses										
	Meetings Travel	\$	500 40,000	\$	500	\$	14,566	\$	5,000	\$	4,500
	Conference Calls		1,850		54,566 1,000		(850)		62,500 1,850		22,500
Total	Meeting Expenses	\$	42,350	\$	56,066	\$	13,716	\$	69,350	\$	27,000
Oper	ating Expenses										
·	Consultants & Contracts	\$	325,000	\$	434,723	\$	109,723	\$	325,000	\$	-
	Office Rent		-		-		-		-		-
	Office Costs Professional Services		8,790 120,000		41,341 120,000		32,551		28,500 186,000		19,710 66,000
	Miscellaneous		100		100		-		500		400
	Depreciation		771		798		27		798		27
Total	Operating Expenses	\$	454,661	\$	596,962	\$	142,301	\$	540,798	\$	86,137
	Total Direct Expenses	\$	1,872,296	\$	2,189,394	\$	317,099	\$	2,201,294	\$	328,999
Indire	ect Expenses	\$	(1,872,296)	\$	(2,189,394)	\$	(317,098)	\$	(2,201,294)	\$	(328,998)
Othe	r Non-Operating Expenses	\$	_	\$		\$	_	\$	_	\$	
Total Expenses (B		\$	(0)	\$		\$	0	\$		Ś	0
Change in Assets		\$	0	\$		\$	(0)	\$		ś	(0)
enange mi zissets		<u>, , , , , , , , , , , , , , , , , , , </u>		Ť		Ť	(0)	Ť		Ť	(0)
Fixed Assets											
	eciation		(771)		(798)		(27)		(798)		(27)
	outer & Software CapEx ture & Fixtures CapEx		-		-				-		-
	oment CapEx		-		-				-		-
	hold Improvements		-		-				-		-
Alloc	ation of Fixed Assets	\$	771	\$	798	\$	27		798		27
Inc(Dec) in Fixed	Assets (C)	\$	-	\$	-	\$	-	\$	-	\$	-
TOTAL BUDGET (=B + C)	\$	(0)	\$	-	\$	0	\$	-	\$	0
TOTAL CHANGE II	N WORKING CAPITAL (=A-B-C)	\$	0	\$		\$	(0)	\$	-	\$	(0)
FTEs			9.00		10.79		1.79		11.00		2.00

Summary of Variances by Category – 2013 Budget Compared to the 2012 Budget

- Personnel Expenses Salaries, Payroll Taxes and Benefits expenses are projected to increase in 2013 due to adding 2.0 FTEs, but the change to NERC's retirement plans reduced Retirement Costs per FTE and resulted in a projected decrease in 2013.
- **Travel Expenses** The increase is related to adding 2.0 FTEs and to in increase in travel for meeting planning and the internal controls and risk management functions.
- Office Costs Higher cell phone and wireless air card charges associated with additional FTEs on staff.
- **Professional Services** Accounting and Auditing Fees are projected to increase in 2013 due to higher fees associated with the external audit of NERC's financial records and the 401k Plan

Section B — Supplemental Financial Information

Reserve Balance

Table B-1

Working Capital Reserve Analysis 2012-2013											
ST	ATUTORY										
	Total Reserve	Working Capital	Operating Reserve	Contingency Reserve	System Operator Testing-PCGC						
Beginning Working Capital Reserve (Deficit), December 31, 2011	3,836,373	2,403,271			1,433,102						
Plus: 2012 Funding (from LSEs or designees)	50,661,271	50,661,271			4 450 004						
Plus: 2012 Other funding sources	2,606,236	1,137,206			1,469,031						
Less: 2012 Projected expenses & capital expenditures	(51,663,132)	(50,515,438)			(1,147,693)						
Projected Working Capital Reserve (Deficit), December 31, 2012	5,440,748	3,686,309	0	0	1,754,439						
Desired Working Capital Reserve, December 31, 2013	3,407,149	0	1,000,000	1,000,000	1,407,149						
Minus: Projected Working Capital Reserve, December 31, 2012	5,440,748	3,686,309	0	0	1,754,439						
Increase(decrease) in funding requirement to achieve Working Capital Reserve	(2,033,600)	(3,686,309)	1,000,000	1,000,000	(347,290)						
2013 Expenses and Capital Expenditures	54,286,256										
Less: Penalty Sanctions ²	(2,512,500)										
Less: Other Funding Sources	(2,136,000)										
Adjustment to achieve desired Working Capital Reserve	(2,033,600)										
2013 NERC Assessment	47,604,156										

¹ On August 16, 2012, the NERC Board of Trustees approved the proposed Working Capital and Operating Reserves Policy set forth herein.

Breakdown by Statement of Activity Sections

The following detailed schedules are in support of the consolidated Statement of Activities. All significant variances have been disclosed by program area in the preceding pages.

Penalty Monies

Penalty monies received prior to June 30, 2012 are to be used to offset assessments in the 2013 Budget, as documented in the NERC Policy – Accounting, Financial Statement and Budgetary Treatment of Penalties Imposed and Received for Violations of Reliability Standard, as well as Section 1107 of the Rules of Procedure. Penalty monies received from July 1, 2012 through June 30, 2013 will be used to offset assessments in the 2014 Budget.

All penalties received prior to June 30, 2012 are detailed below, including the amount and date received.

Allocation Method

Penalty payments received have been allocated to the following statutory programs to reduce assessments: Reliability Standards; Compliance Operations and Organization Registration and

² Represents collections on or prior to June 30, 2012.

Certification; Compliance Enforcement; Reliability Assessments and Performance Analysis; Training and Education; Situational Awareness; Events Analysis and Investigations; and the Critical Infrastructure Department. Penalty monies are allocated based upon the number of FTEs in the Program divided by the aggregate total FTEs in the Programs receiving the allocation.

Table B-2

Penalty Sanctions Received On or Prior to June 30, 2012	Date Received	Amo	unt Received
	7/17/2011	\$	175,000
	9/9/2011		175,000
	9/14/2011		100,000
	12/7/2011		1,962,500
	6/28/2012		100,000
Total Penalties Received		\$	2,512,500

Supplemental Funding

Table B-3

Outside Funding Breakdown By Program (Excluding Penalty	У	Budest				Budest	204	Variance
Sanction)		Budget 2012	'	Projection 2012		Budget 2013	201:	Budget v 201 Budget
Reliability Standards								
Workshops			\$	40,500	\$	104,000	\$	104,000
Interest Allocation		3,864		3,773		3,970		100
Total	\$	3,864	\$	44,273	\$	107,970	\$	104,100
Compliance Operations, Investigations and Enforcement								
Workshops	\$	-	\$	36,025	\$	40,000	\$	40,000
Interest Allocation		6,614		6,203		6,742		128
Total	\$	6,614	\$	42,228	\$	46,742	\$	40,128
Reliability Assessments and Performance Analysis								
pc GAR Software	\$	75,000	Ś	_	\$	_	\$	(75,00
GADS Services	¥	175,000	Ψ.	125,000	~		Ÿ	(175,00
Workshops		175,000		-		40,000		40,000
Interest Allocation		2,558		2,838		2,809		25:
Total	\$	252,558	\$	127,838	\$	42,809	\$	(209,749
					-			,
Training and Education								
Testing Fees and Certificate Renewals	\$	1,461,000	\$	1,469,000	\$	1,080,000	\$	(381,00
CEH Fees		600,000		639,200		600,000		-
Workshops		120,000		-		-		(120,000
Interest Allocation		1,047		1,106		1,199		152
Total	\$	2,182,047	\$	2,109,306	\$	1,681,199	\$	(500,848
Event Analysis								
Workshops	\$	-	\$	66,000	\$	52,000	\$	52,00
Interest Allocation		2,016		2,410		1,423		(593
Total	\$	2,016	\$	68,410	\$	53,423	\$	51,40
Situation Awareness								
Workshops	\$		\$	103,175	Ś	105,000	Ś	105,00
FIST Royalties	Ÿ		Y	10,500	Y	105,000	Y	105,000
Interest Allocation		3,902		959		974		(2,928
Total	\$	3,902	Ś	114.634	Ś	105,974	Ś	102,072
Total	<u> </u>	3,302	Ų	114,034	Ų	103,374	Ų	102,072
Critical Infrastructure Protection								
Workshops	\$	-	\$	95,000	\$	95,000	\$	95,000
Interest Allocation		-		2,711		2,884		2,884
Total	\$	-	\$	97,711	\$	97,884	\$	97,88
General and Administrative								
Miscellaneous Income	\$	-	\$	1,806	\$	-	\$	-
	\$		Ś	1,806	Ś	_	Ś	-
Total								
Total	<u>, , , , , , , , , , , , , , , , , , , </u>		Ť	_,	Ť			

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

 All Workshop Fees and related expenses were budgeted in the Training and Education Program in 2012, but Projected 2012 and Budgeted 2013 fees and expenses are being recorded in the Program sponsoring the workshop.

- Reliability Assessments and Performance Analysis The decrease in funding from Services and Software, which primarily comes licensing the GADS software to third parties, is due to NERC no longer actively pursuing these revenues.
- Training and Education The reduction in Testing Fees and Certificate Renewals is due
 to the decision by the Personnel Certification Governance Committee to reduce testing
 and certificate renewal fees in 2013 to levels below the amount needed to offset the
 projected 2013 expenses of the System Operator Testing and Certification Program to
 reduce the level of excess working capital generated from 2010 through 2012 as
 explained in further detail in the "Working Capital and Operating Reserve Policy", which
 follows in Exhibit C.

Personnel Expenses

Table B-4

Personnel Expenses		Budget 2012		Projection 2012		Budget 2013		Variance 13 Budget v 012 Budget	Variance %	
Total Salaries	\$	24,800,833	\$	23,245,401	\$	24,056,166	\$	(744,667)	-3.0%	
Total Payroll Taxes		1,524,935		1,397,780		1,459,710		(65,225)	-4.3%	
Total Benefits		3,190,308		2,479,453		3,079,941		(110,367)	-3.5%	
Total Retirement		3,489,736		2,420,586		2,702,588		(787,148)	-22.6%	
Total Personnel Costs	\$	33,005,812	\$	29,543,220	\$	31,298,405	\$	(1,707,407)	-5.2%	
FTEs		176.75		170.81		186.25		9.50	5.4%	
Cost per FTE										
Salaries	\$	140,316	\$	136,089	\$	129,161		(11,155)	-8.0%	
Payroll Taxes		8,628		8,183		7,837		(790)	-9.2%	
Benefits		18,050		14,516		16,537		(1,513)	-8.4%	
Retirement		19,744		14,171		14,511		(5,233)	-26.5%	
Total Cost per FTE	\$	186,737	\$	172,960	\$	168,045	\$	(18,692)	-10.0%	

- Explanation of Significant Variances 2103 Budget versus 2012 Budget Salary and Payroll Taxes - In addition to phasing the timing of new hires in 2013, NERC assumed a 3% personnel attrition rate based on current trends, which reduced the budget for Salaries and Payroll Tax expenses even though 9.5 FTEs are being added and reduced the average cost per FTE.
- Changes to NERC's employee benefit and retirement plans resulted in a lower budget and lower average costs per FTE in 2013 compared to the 2012 budget.

Consultants and Contracts

Table B-5

NOTE: This table has been replaced by Exhibit B

Office Rent

Table B-6

Rent	Budget 2012	Projection 2012	Budget 2013	20	Variance 13 Budget v 012 Budget	Variance %
Office Rent Utilities Maintenance	\$ 2,304,257	\$ 2,784,036	\$ 2,756,840 - -	\$	452,583 - -	19.64%
Total Office Rent	\$ 2,304,257	\$ 2,784,036	\$ 2,756,840	\$	452,583	19.64%

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

The increased rent expense reflects the amortization of the lease costs for NERC office space over the term of the leases and the estimated cost of increasing leased space in Atlanta.

Office Costs

Table B-7

Office Costs		Budget 2012	ļ	Projection 2012		Budget 2013	Variance 2013 Budget v 2012 Budget	Variance %
Telephone	Ś	441.280	ċ	565.221	ċ	527.000	\$ 85,720	19.43%
Telephone Answering Srv	ڔ	2.400	Ą	2.167	۲	327,000	(2,400)	-100.00%
Internet		312,900		644.744		354,000	41,100	13.14%
Office Supplies		170,600		160,663		172.500	1,900	1.11%
Computer Supplies and Maintenance		170,000		100,003		172,300	1,500	1.11/0
Computers		37.000		14,103		3.000	(34,000)	-91.89%
Computer Supplies		91,400		147,708		116,900	25,500	27.90%
Maintenance & Service Agreements		1,168,400		1,024,211		1,404,265	235,865	20.19%
Software		130,670		13,449		38,500	(92,170)	
Network Supplies		130,070		597		38,300	(32,170)	-70.5476
Publications & Subscriptions		50,500		74,653		73,000	22,500	44.55%
Dues		33,250		40,692		42.750	9.500	28.57%
		,		,		,	(4,100)	-16.94%
Postage		24,200		17,616		20,100	. , ,	
Express Shipping		49,000		54,985		64,500	15,500	31.63%
Copying		139,000		123,270		135,000	(4,000)	-2.88%
Reports		3,219		1,380		8,000	4,781	148.52%
Stationary/Forms		15,000				15,000	-	0.00%
Equipment Repair/Service Contracts		25,000		65,537		30,000	5,000	20.00%
Bank Charges		15,000		28,092		25,000	10,000	66.67%
Taxes		50,000		121		50,000	-	0.00%
Merchant Card Fees		80,000		83,592		102,000	22,000	27.50%
Total Office Costs	\$	2,838,819	\$	3,062,803	\$	3,181,515	\$ 342,696	12.07%

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

- Telephone expense is for cell phone and wireless internet access and the increase is related to having more staff using these services.
- Maintenance and Service Agreements The increase is primarily related to expanded space requirements at the offsite data center and higher costs associated with off-site backup and security monitoring agreements.
- Publications and Subscriptions The increase is primarily related to critical intelligence publications budgeted in the Critical Infrastructure Department
- Merchant Card Fees Primarily due to an increase in the number of workshops which are funded by fees charged and paid primarily with credit cards.

Professional Services

Table B-8

Professional Services		Budget 2012		Projection 2012		Budget 2013		/ariance .3 Budget v 12 Budget	Variance %
Independent Trustee Fees	\$	980.000	Ś	980.000	\$	980.000	Ś		0.00%
Trustee Search Fee	٦	75.000	ڔ	75.000	ڔ	380,000	٦	(75,000)	-100.00%
Outside Legal		700.000		1.316.290		900.000		200.000	28.57%
Lobbying Fees		50,000		50,000		50,000		-	0.00%
Accounting & Auditing Fees		125,000		242,735		242,278		117,278	93.82%
Insurance Commercial		75,000		103,000		110,000		35,000	46.67%
Total Services	\$	2,005,000	\$	2,767,025	\$	2,282,278	\$	277,278	13.83%

Explanation of Significant Variances - 2103 Budget versus 2012 Budget

- Two Trustees will be appointed to the Board in 2013, however the estimated fees associated with the search for the new trustees will be incurred in 2012. Any excess cost above the 2012 Budget will be funded through operating reserves.
- Outside Legal Outside law firms are used to support NERC's internal legal and regulatory staff due to increased demands and responsibilities
- Accounting and Auditing Fees are projected to increase in 2013 due to higher fees associated with the external audit of NERC's financial records and the 401k Plan, implementation of a full Human Resources Information System and implementation of a new timekeeping system
- Insurance costs are increasing as a result of NERC's investments and expansions of its
 offices and data center

Miscellaneous

Table B-9

Miscellaneous Expenses		Budget 2012	F	Projection 2012		Budget 2013	201	Variance 3 Budget v 2012 Budget	Variance %
Miscellaneous Expense	\$	21,500	Ś	21,896	Ś	6,500	Ś	(15,000)	-69.77%
Employee Rewards and Recognition	·	,	•	-	\$	10,000		10,000	
Community Resp & Employee Engagement		-				5,000		5,000	
Total Miscellaneous Expenses	Ś	21,500	Ś	21,896	Ś	21,500	Ś	-	0.00%

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

NERC is adding two new accounts to the System of Accounts to separately track Employee Rewards and Recognition expenses and a new initiative for Community Responsibility and Employee Engagement.

Other Non-Operating Expenses

Table B-10

Other Non-Operating Expenses		udget 2012	P	rojection 2012		Budget 2013	2013	Variance Budget v 2012 Budget	Variance %
Gain/Loss from Sale of Assets	\$	_	\$	-	\$	-	\$	-	
Property Tax Expense				50,000	\$	50,000		50,000	
Office Relocation		-		18,903		-		-	
Total Other Non-Operating Expenses	Ś		Ś	68,903	Ś	50,000	Ś	50,000	

Explanation of Significant Variances – 2103 Budget versus 2012 Budget

NERC is subject to property tax expense in Atlanta, Georgia based on the value of property and equipment in the Atlanta office and data center locations.

Section C — Non-Statutory Activity

NERC has no non-statutory activities.

Section D — Supplemental Financial Statements

Statement of Financial Position	
2011 Audited, 2012 Projection, and 2013	Budget

STATUTORY

	(Per Audit) 31-Dec-11	Projected 31-Dec-12	Budget 31-Dec-13
ASSETS			
Cash - unrestricted Cash - restricted	16,603,649 2,412,500	14,614,351 2,512,500	12,288,295
Casii - l'estricted	2,412,500	2,312,300	
Trade Accounts receivable, net of allowance for uncollectible accounts of \$152,323 (2009)	3,542,891	3,542,891	3,542,891
Prepaid expenses and other current assets	551,841	551,841	551,841
Security deposit	114,903	114,903	114,903
Cash value of insurance policies	282,098	282,098	282,098
Property and equipment	5,088,886	4,416,886	4,609,185
Total Assets	28,596,769	26,035,471	21,389,213
LIABILITIES AND NET ASSETS			
Liabilities			
Accounts payable and accrued expenses	3,870,395	3,870,395	3,870,395
Deferred Rent	880,941	1,607,864	1,491,165
Deferred income	2,644,176	2,644,176	2,644,176
Regional assessments	4,675,028	-	-
Deferred compensation	594,629	594,629	594,629
Accrued retirement liabilities	1,682,481	1,364,403	1,524,265
Accrued incentive compensation	2,911,359	3,583,900	3,248,280
Total Liabilities	17,259,010	13,665,367	13,372,910
Net Assets - unrestricted	8,925,258	9,857,603	8,016,302
Net Assets -temporarily restricted	2,412,500	2,512,500	, ,
Total Liabilities and Net Assets	28,596,768	26,035,471	21,389,213

NORTH AMERICAN ELECTRIC RELIABILITY COPRORATION

											Statutory Activities							
Statement of Activities, Fixed Asset Expenditures and Change in Working Capital by Program 2013 Budget	Total	Statutory Total	Non-Statutory Total	Statutory Total	Reliability Standards (Section 300)	Compliance Operations, Investigations and Organization Registration and Certification	Compliance Enforcement	Reliability Assessment and Performance Analysis	d Training and Education	Event Analysis	Situation Awareness and Infrastructure Security	Critical Infrastructure Protection	Committee and Member Forums	General and Administrative (Includes Executive and Gov't Relations)	Legal and Regulatory	Information Technology	Human Resources	Accounting and Finance
Funding		•				•												
ERO Funding NERC Assessments	47,604,156	47,604,156		47,604,156	9,156,330	8,422,798	6,317,083	7,358,220	1,449,793	3,501,894	5,093,049	7,991,299		(1,686,309)				
Penalty Sanctions	2,512,500			2,512,500	510,788	462,601	404,776			183,113		371,044	-	(1,000,309)	-	-	-	-
Total NERC Funding	50,116,656			50,116,656	9,667,118	8,885,399	6,721,858			3,685,006		8,362,343		(1,686,309)	-	-	-	
Membership Dues Testing Fees	1,680,000	1,680,000		1,680,000					1,680,000									
Services & Software	1,660,000	1,080,000		1,000,000				-	1,080,000									
Workshops	436,000	436,000		436,000	104,000	40,000		40,000	-	52,000	105,000	95,000						
Interest	20,000	20,000	-	20,000	3,970	3,596	3,146	2,809	1,199	1,423	974	2,884						
Miscellaneous Total Funding (A)	52,252,656	52,252,656		52,252,656	9,775,088	8,928,994	6,725,004	7,762,436	3,224,476	3,738,430	5,324,311	8,460,227		(1,686,309)				-
Total Fulluling (A)	32,232,030	32,232,030		32,232,030	3,773,000	6,526,554	0,723,004	7,702,430	3,224,470	3,736,430	3,324,311	8,400,227	•	(1,080,303)	•	-	•	
Expenses																		
Personnel Expenses																		
Salaries Payroll Taxes	24,056,166 1,459,710			24,056,166 1,459,710	3,335,519 213,052	3,202,041 202,103	2,152,370 140,794			1,340,677 82,107		2,853,871 172,586		1,342,080 60,640	2,325,293 119,177	1,651,076 114,954	498,724 22,610	
Benefits	3,079,941			3,079,941	350,484	325,579	274,883			125,335		250,885		156,238	185,835	224,184	573,737	
Retirement Costs	2,702,588	2,702,588	-	2,702,588	362,334	368,031	247,200	269,736	94,203	153,189	98,496	312,315		175,179	261,724	178,464	41,348	140,368
Total Personnel Expenses	31,298,405	31,298,405	<u> </u>	31,298,405	4,261,388	4,097,754	2,815,246	3,112,303	1,098,332	1,701,309	1,100,007	3,589,657	-	1,734,136	2,892,029	2,168,678	1,136,419	1,591,146
Meeting Expenses																		
Meetings	1,042,000	1,042,000		1,042,000	164,000	80,000	5,000	78,000	30,000	62,000	198,000	145,000		260,000	5,000	5,000	5,000	5,000
Travel	2,738,500			2,738,500	372,500	440,500				155,000		420,000		322,000	144,500		21,000	
Conference Calls	317,810	317,810		317,810	108,500	34,235	-	31,950		-	24,175	24,000		57,500	3,200		600	
Total Meeting Expenses	4,098,310	4,098,310	-	4,098,310	645,000	554,735	191,000	519,950	127,000	217,000	294,675	589,000	-	639,500	152,700	71,800	26,600	69,350
Operating Expenses																		
Consultants & Contracts	8,816,254	8,816,254	-	8,816,254	150,000	-	-	685,000	848,574	120,000	2,743,180	785,000		150,000	-	2,721,000	288,500	325,000
Office Rent	2,756,840			2,756,840					-					2,756,840				
Office Costs	3,181,515			3,181,515	77,850	73,424	41,000	161,416	96,500	36,100	47,750	125,250		507,000	50,500		42,500	
Professional Services Miscellaneous	2,291,331 21,500			2,291,331 21,500	500	500	500	500	500	500	500	500	_	1,132,053 5,500	950,000 500		23,278 10,500	
Depreciation	1,579,801			1,579,801	300	60,630		37,450		-	7,395	300		350,526	300	1,123,002	10,500	798
Total Operating Expenses	18,647,242	18,647,242	-	18,647,242	228,350	134,554	41,500	884,366	945,574	156,600	2,798,825	910,750	-	4,901,919	1,001,000	5,738,227	364,778	540,798
Total Direct Expenses	54,043,957	54,043,957		54,043,957	5,134,738	4,787,043	3,047,746	4,516,620	2,170,906	2,074,908	4,193,507	5,089,407	-	7,275,556	4,045,729	7,978,705	1,527,797	2,201,294
Indirect Expenses					4,581,241	4,149,048	3,630,417	3,241,444	1,383,016	1,642,332	1,123,701	3,327,882		(7,325,556)	(4,045,729)	(7,978,705)	(1,527,797)) (2,201,294
Other Non-Operating Expenses	50,000	50,000		50,000										50,000				
Total Expenses (B)	54,093,957			54,093,957	9,715,979	8,936,092	6,678,163	7,758,064	3,553,922	3,717,240	5,317,208	8,417,290		-	-			-
Change in Assets	(1,841,301)	(1,841,301) -	(1,841,301)	59,109	(7,098)	46,841	4,372	(329,446)	21,190	7,103	42,937		(1,686,309)	-	-	=	
Fixed Assets																		
Depreciation	(1,579,801)	(1,579,801	.) -	(1,579,801)	-	(60,630)) -	(37,450) -	-	(7,395)	-	-	(350,526)	-	(1,123,002)	-	(798
Computer & Software CapEx	1,556,100			1,556,100		(,		(, , , ,	,		(, ,			(,,		1,556,100		,
Furniture & Fixtures CapEx	-	-	-	-														
Equipment CapEx Leasehold Improvements	216,000	216,000	-	216,000												216,000		
Allocation of Fixed Assets	-	-	-	-	59,109	53,532	46,841	41,822	17,844	21,190	14,498	42,937		350,526		(649,098)		798
	-	-												330,526	-	(049,098)	-	798
Inc(Dec) in Fixed Assets (C)	192,299	192,299	<u> </u>	192,299	59,109	(7,098)	46,841	4,372	17,844	21,190	7,103	42,937	-		-	-	-	
TOTAL BUDGET (=B + C)	54,286,256	54,286,256		54,286,256	9,775,088	8,928,994	6,725,004	7,762,436	3,571,766	3,738,430	5,324,311	8,460,227	-	-	-	-	-	
TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)	(2,033,600)	(2,033,600) -	(2,033,600)	(0)	0	0	0	(347,290)	-	(0)	0	-	(1,686,309)		-	-	
FTEs	186.25	186.25		186.25	26.50	24.00	21.00	18.75	8.00	9.50	6.50	19.25	-	8.00	14.00	16.75	3.00	11.00

Exhibit A — Common Assumptions

Shared Business Plan and Budget Assumptions

NERC and the Regional Entities 2013-2015 Planning Period

Commencing in December 2011, NERC and the eight Regional Entities have been collaborating in the development of a common set of business planning goals, objectives and assumptions for the 2013-2015 planning period. This effort included the development of a mutually agreed upon Strategic Plan (http://www.nerc.com/filez/business plan 2013.html).

As part of the implementation of the Strategic Plan, NERC and the Regional Entities developed a set of common assumptions that are now used to guide resource projections over the planning period for each entity and the ERO overall, recognizing there are often unique factors that drive differences in each organization's final determination of its resource needs and budget. The specific resource needs and budget of NERC and each Regional Entity will continue to be publicly posted for review and approved in open session by NERC's Finance and Audit Committee as part of the annual business plan and budget process.

It continues to be the objective of NERC and the Regional Entities to strive to identify and implement process and other improvements to increase the overall efficiency and effectiveness of the ERO, with due recognition and sensitivity to the cost of compliance by industry and the critical nature of industry support and participation to the success of the ERO regulatory model as contemplated by the Energy Policy Act of 2005. It is neither the goal nor objective of NERC and the Regional Entities to simply expand the scope of program areas or resources. Efforts have been made to focus on assumptions affecting resource requirements versus specific program area goals, objectives and actions. This document is an update to the initial draft of the common business plan and budget assumptions which were posted on NERC's website on February 21, 2012 and reflects consideration of the comments received on that draft, which are also posted on NERC's website.

Legal and Operating Framework

NERC and the Regional Entities are expected to continue to work under the existing regulatory framework governing the establishment and enforcement of reliability standards for the bulk power system established by applicable governmental authorities in the United States and Canada, as well as the authorizations contained in FERC's order approving NERC as the ERO. No significant changes to this framework are assumed to occur over the planning period. However, the final determination of what constitutes the Bulk Electric System (BES) may affect the scope of ERO jurisdictional facilities. This is not expected to be known until 2013.

The terms of the existing delegation agreements between NERC and the Regional Entities are also assumed to continue to apply over the planning period. With respect to day to day routine operation of the ERO, the Regional Entities are expected to have the primary responsibility for interactions with registered entities. NERC will provide oversight of the Regional Entities and

otherwise ensure that its responsibilities as the ERO are fulfilled. Over the planning period, NERC and the Regional Entities are also expected to refine and revise procedures to eliminate duplication, increase operational efficiencies, enhance ERO-wide consistency, and achieve measureable reliability outcomes, consistent with their respective roles and responsibilities.

Business Environment

NERC and the Regional Entities will work collaboratively to identify additional ways to improve efficiency and leverage overall ERO resources. Industry concerns relative to the overall cost of compliance with ERO requirements will likely continue.

Cost pressures may affect stakeholder resources available to participate in NERC and Regional Entity activities. NERC and the Regional Entities business plans, budgets, and resource requirements will continue to be established based upon the assumption of continued industry participation in support of key program areas, including but not limited to standards development, event analysis and reliability assessments. Any significant change in the quality or availability of industry resources will likely affect ERO resource requirements.

General

External factors will continue to affect both resource needs and allocation. These factors will likely include, but not be limited to:

- FERC orders, directives, audits, and performance assessment
- The final definition of the BES, as well as the number of exception requests
- The rate of entity violations
- The assessment of the impact of new technologies
- Proposed and actual changes in applicable laws and regulations, including environmental and others

The activities of the transmission, generator and other forums are expected to compliment ERO activities and place downward pressure on the need to add incremental resources which might otherwise be required in the absence of these forums.

NERC and the Regional Entities expect gains in efficiency, year-upon-year, as programs and initiatives mature, experience is gained, standards are improved and internal process and performance improvements are achieved.

Key Assumptions by Program Area

Reliability Standards Program

 While NERC standards development has historically been managed on a "projects" basis, experience has shown that increased project management discipline is necessary to satisfy standards development goals and priorities, including the assurance of a requisite level of quality. Examples of efforts to increase project management discipline during the planning period include but are not necessarily limited to:

- a. Specific timeframes for standards process milestones;
- b. Increased industry resource dedication over shorter periods; and
- c. Clear criteria for cancellation of projects that have not yielded timely results.
- 2. NERC will need to allocate additional resources to support improvements in the quality of standards development and guidance, including related training activities.
- 3. Review and modifications to the standards process may impact resources within the standards program area. Significant increases in standards processing may create additional resource needs to review and comment on proposed standards, support regulatory filings and oversee new standards as they become effective. However, any incremental resource needs are expected to be offset by improvements in the efficiency of the standards development process.
- 4. Implementing a cost effectiveness analysis or assessment of proposed standards is likely to impact resource requirements, but the extent of the impact cannot be fully assessed at this time.
- 5. The number of interpretation and guidance requests is expected to decrease over time, reflecting the impact of the results-based standards initiative and improved standards development process.
- 6. The number of projects contained in the Reliability Standards Development Plan is expected to increase over the planning period. However, the scope of these projects is generally expected to be narrower than would otherwise exist in the absence of the results-based standards initiative.
- 7. Activity associated with regional standards development is expected to decrease, together with staffing resources supporting this area.
- 8. Improvements in the quality of standards drafting and implementation should result in improvements in the efficiency and effectiveness of auditing and enforcement activities towards the end of the planning period.
- 9. NERC will increase the quality and effectiveness of regulatory filings. Efforts will include but not necessarily be limited to:
 - Greater use of pre-filing meetings which will include opportunities for regional and stakeholder participation;
 - ii. Greater dialogue with regulatory authorities regarding the form and requirements for regulatory filings, including reducing the requirement for exhibits by instead relying on publicly available documentation on NERC's website; and
 - iii. Seeking engagement with regulatory authorities to obtain formal regulatory authority input during standards development.

Compliance Monitoring and Enforcement and Organization Registration and Certification Program

Compliance and Enforcement

- NERC and Regional Entities will have sufficient staff, supervision, and technical specialists with adequate collective professional competence and other resources, as needed, to perform the compliance work and to meet expected time frames for completing the work.
- 2. Staffing resources required for compliance and enforcement activities at NERC, are expected to be flat during the planning period; if minor resource additions are required, they will be offset by operating efficiencies in other areas.
- Staffing resources required for compliance and enforcement activities at the Regional Entities over the planning period will vary based on regional needs and circumstances, with any increases generally expected to be mitigated through operating efficiencies in other areas.
- 4. Resource implications associated with the Find, Fix and Track (FFT) process are unclear at this time given the nascent state of the program. However, efficiency gains are expected as the program matures.
- 5. Results of implementation of the FFT process over the planning period will lead to continued refinement, improvement and prioritization of risk based compliance monitoring efforts.
- 6. Prospective entity impact evaluations will be accomplished using existing resources. Entity impact evaluations were previously titled entity risk assessments but have been changed based on continuing work with industry to further refine this topic.
- 7. Changes in TFE processing, including equipment class-based exceptions, audit sampling, and elimination of much of the reporting and review burden, must be implemented to improve efficiency.
- 8. The future use of spots checks will increase as risk-based monitoring is rolled out, but is not expected to affect overall resource requirements.
- 9. Improvements in consistency among the Regional Entities may facilitate more efficient resource allocation within the compliance and enforcement areas at NERC, as well as potentially reduce compliance costs for some registered entities.
- 10. Improvements in audit guidance may increase ERO efficiency, support improvements to resource allocation and help mitigate overall compliance costs.
- 11. Improvements in consistency among Regional Entities, and registered entities is expected from an improved centralized compliance, registration, and analysis and tracking system. A significant multiyear investment will be required to develop and implement the system.

- 12. As risk-based monitoring activities increase, strong consideration will be given to modifying the current three (3) and six (6) year audit cycles for registered entities. Changes to the three year audit cycle requirement for certified functions will require a change to the Rules of Procedure. The rigor, scope, depth and recurrence of audits and spot checks will be driven by reliability risk and not a predetermined schedule. As standards are improved, the need for clarifying documents, such as Compliance Application Notices (CANs) or interpretations, should decrease. Until the standards have been improved, CAN and interpretation activity is anticipated to occur at current levels.
- 13. The number of non-CIP violations discovered in 2011 is expected to decrease as most registered entities have now been audited at least once and the standards and their application has matured. The number of CIP violations is not expected to decrease and may increase over the planning period until all entities have undergone a CIP audit and until a measure of stability in the standards is reached.
- 14. Integration of the assessment of registered entity internal controls programs as part of the compliance monitoring program will allow NERC and the Regional Entities to further prioritize risk-based compliance monitoring activities. Greater emphasis on internal controls provide positive incentives for industry to demonstrative effective management of compliance programs that are focused on reliability, as well as place downward pressure on compliance resource requirements for both industry, NERC and the Regional Entities.
- 15. Further auditing efficiencies can be achieved by continued refinement of auditing procedures focused on the purpose, intent and reliability risk associated with applicable standards as well as the assessment of evidence.

Organization Registration and Certification

 Implementation of the BES definition may place additional resource demands in the Registration area but the significance cannot be fully assessed at this time. If a high number of BES exceptions are requested, the potential for a backlog situation in the first years of implementation is possible.

Reliability Assessment and Performance Analysis Program

- Implementation of a BES exception process is expected to impact resources requirements in this program area, but the significance of the impact cannot be fully assessed at this time, as resource requirements will be driven by the number of exception requests received. It's also expected that there may be resource impacts at the Regional Entity level. More information regarding these potential impacts will be addressed in the first draft of the NERC and Regional Entities' Business Plans and Budgets.
- 2. Investments will be needed to develop and implement improved data collection and analysis systems and capabilities and should improve overall ERO resource allocation and efficiency in the long term.

- 3. Resource impacts associated with new technologies and environmental regulations are uncertain at this point.
- 4. Implementation of an outcome based approach to achieve measureable improvements in reliability will likely require allocation of resources to this program area, the significance of which from an overall budget perspective cannot be determined at this time.

Training, Education, and Operator Certification Program

- 1. Both NERC and the Regional Entities agree that there are opportunities for improvements in the coordination, content and manner of internal and external training programs.
- 2. While additional or different resources will be required for certain training initiatives, it is not clear at this time whether these needs will translate into a significant increase in NERC's or any of the Regional Entities' budgets. The general sense at this point is that improvements with minimal budgetary impact can be achieved through better coordination, planning and management of training programs. The possible exception is in the area of additional resources need to support CEA staff auditor training, as further discussed below.
- 3. Implementation of auditor credentialing may result in resource impacts due to time period required to obtain necessary credentials.

Situation Awareness and Event Analysis Program

- NERC will restructure this program area by merging the Situation Awareness function into the Event Analysis department and include the ES-ISAC within the CIP department for budgeting purposes. NERC will budget and manage Event Analysis separately from the Compliance and Enforcement functions. NERC will budget the ES-ISAC as part of its CIP department.
- NERC will propose amendments to the Rules of Procedure to reflect this reorganization.
- NERC will cease providing contracted funding support for GPA and the NASPI initiative at the end of 2013.
- NERC will cease funding the IDC at the conclusion of its existing contract in March 2013.
- NERC will continue to review the appropriateness of continued funding of other reliability tools, with any proposed changes thereto subject to review and input from the Regional Entities, appropriate NERC committees and working groups, and other affected parties.
- SAFNR will provide additional situational awareness capabilities at both NERC and Regional Entity levels. Significant additional resource investments are not anticipated to be necessary for the Regional Entities to utilize SAFNR. NERC will continue to budget and incur costs to operate and maintain SAFNR.

The number of "system occurrences" are expected to increase based on recent trends.
 However, it is unclear whether this increase will lead to an increase in the number of "qualified system events" requiring more detailed analysis.

Critical Infrastructure Protection

- NERC will need to increase CIP resource support for auditor training and credentialing, as well as compliance enforcement activities. The increased support will likely be in retaining outside experts to train/credential NERC and Regional staff as opposed to increasing the size of NERC staff.
- 2. The ES-ISAC will be budgeted as part of the CIP department.
- 3. NERC will continue to conduct and budget grid security exercises.

Information Technology

- Significant investments will be required over the planning period to develop and implement program area and enterprise wide applications to support business needs, including compliance, registration and tracking systems and other project, data management and analysis tools to provide greater cost efficiency and uniformity across the ERO. NERC and the Regional Entities have put in place a framework to define business requirements, establish priorities, and define and manage resource requirements associated with ERO IT investments over the planning period. NERC has also established a more rigorous and coordinated program for assessing its own internal IT needs. Further information regarding these frameworks, as well as preliminary projected resource requirements over the planning period, will be included in NERC's draft 2013 Business Plan and Budget.
- 2. Ongoing investments will be required to develop, implement and maintain enhancements to the NERC and Regional Entity websites.

Finance and Administrative

- It's too early to predict any potential additional resource requirements associated with the implementation of the ERO Risk Management framework, however monies were budgeted for this activity in 2012 and expenditures and resource requirements will at least be at that level. Regional Entities do not anticipate increased resource requirements due to this effort.
- 2. NERC and the Regional Entities will work cooperatively to reduce overall operating expenses, focusing on opportunities to further reduce and/or improve the efficiency of travel, meeting, conference call, software licensing and hardware purchases, and

_

³³ The phrase "system occurrences" means events submitted and tracked that do not meet the ERO event analysis process categorization criteria (Category 1-5), Occurrence also include copper theft, substation intrusions and other occurrences on the bulk electric system which may be reported. The phrase "qualified system events" means events affecting the Bulk Electric System which meet the ERO event analysis process categorization criteria (Category 1-5).

insurance costs. Efforts will be made to improve the transparency of information regarding these categories of costs as part of the annual business plan and budget process.

- 3. NERC and the Regional Entities will work to improve budgeting and forecasting capabilities, as well as variance reporting.
- 4. NERC and the Regional Entities will work cooperatively to establish a common set of principles regarding the determination of working capital and contingency reserve requirements. However, working capital requirements will continue to be established on an entity by entity basis, with the requirements clearly set forth in and subject to review and approval as part of the annual business plan and budget process at the Regional Entity and NERC level.

Exhibit B — 2013 Consultants & Contracts Budget Detail

			INC (DEC) OVER
Program	Consultants & Contracts	2013 BUDGET	2012
Reliability Standards	Subject Matter Experts -Std Development	-	(15,000
, , , , , , , , , , , , , , , , , , , ,	SPIG Recommendations	150,000	150,000
	Total Reliability Standards	150,000	135,000
ent Analysis & Investigation	ons SME's - Event Analysis	120,000	-
		120,000	
liability Assessments, Syst	em Analysis, GADS, TADS, & DADS		-
RAPA	Automatic Reliability Reports (Reclass to Maintenance Agreements)		(100,000)
INAFA	Reliability affects of GMD	250,000	50,000
	Metrics - Centralized data collection-Change Orders	50,000	(25,000
	RADS Assessment Database	100,000	25,000
	Scenario Consultant	70,000	-
	Publishing Consultant	70,000	(5,000
	Probabilistic Assessment		(50,000)
		470,000	(105,000)
			/== 000
System Analysis	Modeling Initiative		(50,000)
		-	(50,000)
GADS/TADS/DADS	GADS Programming Support		(200,000)
	GADS Maintenance	42,000	42,000
	TADS Change management	50,000	-
	TADS Monthly maintenance	30,000	-
	Consulting	30,000	-
	DADS Programming Support		
	DADS Monthly Maintenance	43,000	-
	Spare Equipment Database	20,000	-
		215,000	(158,000
	Total Reliability Assessments and Performance Analysis	685,000	(313,000)

Program	Consultants & Contracts	2013 BUDGET	INC (DEC) OVER 2012
Situation Awareness	Synchro Phasor (NASPI)	700,000	-
		110,000	110,000
	Resource Adequacy (ACE Frequency) Tool	80,000	-
	Inadvertent Interchange (Srv. Agreement)	35,000	-
	AIE Monitoring (Srv. Agreement)	35,000	-
	Frequency Monitoring and Analysis Tool (FMA)	45,000	45,000
	Intelligent Alarms/DARA (Srv. Agreement)	55,000	-
	Secure Alerting System	150,000	2,180
	Secure Alerting System Help Desk		(92,386
	Secure Alert Change Management	50,000	-
	SAFNR - Phase II	725,500	251,904
	Total Situation Awareness (excluding IDC and Frame Relay)	1,985,500	316,698
Critical Infrastructure	Cyber Risk Preparedness Assessment	150,000	60,000
	NIST/DOE Risk Guidelines		(25,000
	ESCC Support	130,000	-
	GridEx Support	200,000	200,000
	ES-ISAC		
	ES-ISAC secure portal platform and annual hosting for communications systems	90,000	(160,000
	Secure connection to US-CERT for bi-directional information sharing	25,000	(25,000
			(250,000
	Technical assistance to prepare and deliver Aurora Webinars	15,000	15,000
	Analytic capabilities	60,000	60,000
	Baseline Patterns and Analysis	30,000	30,000
	Integration Support Services for the the Wall of Knowledge	55,000	55,000
	ES-ISAC Members Conference	30,000	30,000
	TOTAL ES-ISAC	305,000	(245,000
	Total Critical Infrastructure Department	785,000	(10,000

			INC (DEC) OVER
Program	Consultants & Contracts	2013 BUDGET	2012
Operator Certification	System Operator Testing Expenses 2011 1,025 @ \$70)	63,124	(8,62
	System Operator Examination Development	113,690	25,45
	Examination Analysis (750 exams@\$17 per exam)	13,600	85
	System Operator Certification and Continuiing Education Database		
	Database Development	20,000	(20,00
	Database Maintenance	12,330	47
	SOCCED Database Improvement Project (funded from Working Capital generated		
	from fees in excess of expenses)	250,000	250,00
	Total Operator Certification	472,744	248,15
Training & Education	Continuing Education Program		
	IndividualLearningActivity Reviewers	120,000	20,000
	Database Development	20,000	(20,00
	Database Maintenance	12,330	47
	Web-based course hosting (Learning Management System)	26,500	(73,50
	Web-based course development		(120,00
		42.750	
	standards applications for industry, CEA staff	43,750	43,75
	risk assessment training for CEA staff, industry	20,000	20,00
	human performance fundamentals for staff, industry	43,750	43,75
	BPS events lessons learned for industry	12,500	12,50
	Training Services-NERC and Regional Entities		
	Regional Entity and NERC Auditor staff communications training	20,000	20,00
	Regional Entity and NERC Auditor certification training	27,000	27,00
	Training Services-NERC Staff Only Technical Training		
	NERC Staff BPS system training	30,000	30,00
	Total CE, Training & Education	375,830	3,97
	Total Training, Education and Operator Certification	848,574	252,12
Government Relations	External Affairs	150,000	150,00
	Total Government Relations	150,000	150,00
Legal and Regulatory	External Affairs	_	(141,75
			(1,1,7,5
	Total Legal	_	(141,75

			INC (DEC) OVER
Program	Consultants & Contracts	2013 BUDGET	2012
nformation Technology	NEDC Website De Design	175,000	75,000
mormation recimology	NERC Website Re-Design	173,000	73,000
	Security vulnerability testing of NERC websiste & network	200,000	-
	ERO Membership Service Agreement (Maintenance during re-write in 2013)	24,000	
	NERC My Account Service Agreement (Maintenance during re-write in 2013)	30,000	_
	2013)	42,000	
	· ·		
	Infrastructure Integration and Design	300,000	(200,000
	Meeting Manager (Not implemented due to move to SharePoint)		(5,000
	Compliance Database/IT Tools (CRATS)	250,000	(25,000
	Compliance Database/11 Tools (CRATS) Compliance Database -(CITS/CUG)	230,000	(50,000
	Guidance Database -(CH3/COG) Guidance Database Development-User Guided Content	50,000	(25,000
	duidance Database Development-Oser duided Content	30,000	(23,000
	Standards Balloting-Upgrade		(75,000
	Standards Balloting Maintenance	20,000	(22,000
	Contractor Project Manager	100,000	100,000
	Contractor Business Analyst	100,000	100,000
	Contract programming & development support	100,000	100,000
	Maintenance / Change Management - ERO Applications	250,000	250,000
	Outsourced Quality Assurance tester	50,000	50,000
	Data Warehouse design	250,000	250,000
	Common ERO technology platform - (SharePoint / Other)	500,000	500,000
	Studies & Assessments	100,000	100,000
	Disaster Recovery	150,000	150,000
	Iron Mountain Laptop Backup	30,000	30,000
		2,721,000	1,303,000
Human Resources	Executive Training and Development		
mamam nesources	Strategic consulting on Risk-based, risk-avoidance compliance approach	75.000	_
	Collaboration and team-building leadership training	15,000	(10,000
			, ,
	Instruction Technologists-Staff Development		(90,000
	Online Training	40,000	40,000
	NERC Staff Project Management training	12,000	12,000
	NERC Staff Communications skills (presentations and writing)	17,000	17,000
	NERC Staff IT applications training	17,000	17,000
	NERC Staff developmental training	20,000	20,000
	Executive Recruiting (Budget \$100k 2013 - 2015 in Personnel Expenses)		(100,000
	Compensation Consulting	30,000	30,000
	Employee, industry and Board Surveys, succession planning	35,000	35,000
	HR Process Improvements		
	Single sign-on employee self-service	20,000	20,000
	Paperless HR	7,500	7,500

Program	Consultants & Contracts	2013 BUDGET	INC (DEC) OVER 2012
inance and Accounting	Risk Management	205,000	(120,000
	Assessment of CIP Auditing Practices and reports (Budgeted in Finance)	60,000	60,000
	Assessment of operations and planning standards Audits: Procedures, Practices,		
	Tools and reports and reports (Budgeted in Finance)	60,000	60,000
		325,000	-
Situation Awareness	Contract - IDC		
	IDC Billing (46000)		
	IDC Base Contract	367,200	(1,095,220
	Generation-to-Load Reporting (CO-283)	40,170	40,17
	Incentive availability performance	11,016	11,01
	NERC Factor Viewer	4,500	(13,50
	SDX Maintenance (2010 - using on CO-283)	15,000	(45,000
	SDX 2010 Deferred Change Orders		
	DF Support Services Agreement.	12,500	(37,50
	Book of Flowgate Database	7,200	(21,60
	Book of Flowgate Database-Maintenance (2010 - using on CO-283)		
	Contracts - IDC Total	457,586	(1,161,63
Situation Awareness	Frame Relay Billing (46100)		
	Frame Relay-RC's	300,094	
	Contracts - Total Frame Relay	300,094	-
	TOTAL CONSULTANTS, CONTRACTS, IDC AND FRAME RELAY	8,816,254	528,94

Exhibit C - Working Capital and Operating Reserve Policy

This policy governs the determination of the company's annual working capital and operating reserve requirements and the authorization of management to access these funds.

The company's working capital requirement shall be the amount necessary to satisfy projected annual cash flow and cash balance requirements. Annual cash flow and cash balance requirements shall be determined based on a review of: (a) the company's projected cash flow needs over the applicable year and (b) cash balances required to satisfy any covenant under the terms of any loan, credit or other agreement to which the company is a party. To the extent that during the year the cash balances required to satisfy covenant obligations under the terms of any loan, credit or other agreement are reduced, such excess cash balance will be transferred to the company's operating reserve for unforeseen contingencies described below.

The company's operating reserves shall include: (1) an amount necessary to satisfy known contingencies where the specific timing and amount is uncertain, (2) an amount available to be utilized for unforeseen contingency, and (3) excess funds applicable to the Personnel Certification and Operator Training Program.

The amount of the company's working capital and operating reserves, by category, shall be separately identified and quantified each year in the business plan and budget submitted to and approved by the Board of Trustees. Transfers of working capital to operating reserves and transfers of operating reserve funds between categories shall require approval of the Board of Trustees, after review and recommendation by the Finance and Audit Committee.

The following guidelines shall apply to the determination of the company's operating reserves.

(1) Known Contingencies Where the Amount and Timing Are Uncertain

This category of operating reserves represents estimated funding reserves for known contingencies where the timing and amount of funding to satisfy the contingency when it materializes is uncertain. An example would be the need for additional resources to address a requirement or process where regulatory or other governmental authorizations or directives are pending or anticipated but an order has not yet been issued so the amount of the impact and timing is uncertain, but management has nevertheless concluded that additional resources are likely to be required.

(2) <u>Unforeseen Contingencies</u>

This category of operating reserves represents a funding reserve for unknown contingencies which were not anticipated at the time of preparation and approval of the business plan and budget. Examples of unforeseen contingencies might include supplemental resources required to assist in the evaluation of significant unforeseen events affecting the bulk power system, such as the February Cold Weather Event and Southwest Outage or to address unforeseen regulatory directives.

(3) Excess Funds applicable to the Personnel Certification and Operator Training Program
In the event the company realizes higher levels of funding from operator certification and training above incurred expenses, this excess funding shall constitute a separate category of operating reserve and shall be used solely for operator training and certification needs, as determined by the company and the Personnel Certification Governance Committee. This is consistent with the intent of Section 602.4.10 of the Rules of Procedures.

Guidelines and Authorities Applicable to Expenditures of Working Capital and Operating Reserves

The following guidelines, limitations and authorities shall apply to expenditures of working capital and operating reserves.

- 1. The Chief Financial and Administrative Officer shall have the authority to draw on budgeted working capital reserves to the extent necessary to satisfy daily cash flow requirements. Any such draws of working capital reserves shall to the extent possible be promptly replenished from future excess cash flow.
- 2. For expenditures of operating reserves for budgeted known contingencies, the company's president and chief executive officer is authorized to expend such reserves up to the amount set forth in the company's budget.
- For budgeted expenditures of excess funds associated with the Personnel Certification and Operator Training Program, the company's president and chief executive officer is authorized to expend such reserves up to the amount set forth in the company's budget.
- 4. For expenditure of operating reserves budgeted for unforeseen contingencies and for unbudgeted expenditures of excess funds associated with the Personnel Certification and Operator Training Program:
 - The president and chief executive officer shall have authority to make expenditures up to \$250,000;
 - ii. For expenditures greater than \$250,000 but less than \$500,000 prior approval of the Finance and Audit Committee is required; and
 - iii. For expenditures in excess of \$500,000 approval of the Board of Trustees is required, after notice to and recommendation by the Finance and Audit Committee.
- 5. Any expenditure of funds in excess of the company's approved budget, inclusive of budgeted working capital and operating reserves, requires the prior approval of the Board of Trustees, after notice to and recommendation of the Finance and Audit Committee.

All expenditures of contingency funds are subject to other applicable company policies and procedures, including currently effective procurement policies and delegations of authority, and shall be separately reported in the budget variance reports prepared by management and

included in the quarterly Finance and Audit Committee agenda materials, which are posted on the company's website.

The procedures set forth in Section 1108 of the Rules of Procedure, including Board of Trustees and FERC approval, shall continue to apply in circumstances where the company requires funding between normal annual budget cycles in excess of amounts available through approved assessments, working capital and operating reserve resources.

Guidelines and Authorities Required to Reallocate Budgeted Expenditures on an Intra-year Basis

During the course of the year, events may unfold such that some approved budget areas may run below budget, making funds available to satisfy other resource needs based on changing priorities. In the event such under runs occur, these excess funds shall be added to the unforeseen contingency operating reserve and the president and chief executive officer shall have the authority to expend such funds, and management shall also be responsible for reporting such expenditures, in the same manner as the expenditure of funds for other unforeseen contingencies set forth above.

Addition of Unbudgeted FTE or Headcount Additions

Any FTE or headcount additions, regardless of the source of and availability of funding, which are in excess of the total FTEs or total headcount, respectively, set forth in the company's approved business plan and budget for the applicable budget year shall require approval of the Board of Trustees, after review by the Corporate Governance and Human Resources Committee and the Finance and Audit Committee.

Proposed 2013 Working Capital and Operating Reserve Amounts

Working Capital - \$0

Based upon its 2013 cash flow projection and taking into account the historic manner in which NERC's assessments have been billed and paid, including the fact that WECC collects and pays its annual allocated share of the NERC assessments during the 1st quarter of the year, NERC does not anticipate needing access to working capital in 2013 to meet monthly cash flow needs. In the unlikely event NERC experiences a temporary cash flow shortage it has the ability to either request authorization from the Finance and Audit Committee and Board of Trustees to temporarily access operating reserve funds or draw on its \$4M line of credit so long as NERC is in compliance with the covenants under its bank credit agreement.

NERC's credit agreement currently requires NERC to maintain a minimum of \$1.250M in net assets (total assets minus intangible assets minus total liabilities).

NERC has also posted letters of credit totaling approximately \$134,146 in lieu of cash security deposits in connection with its offices leases. In the event these lines of credit get drawn on, NERC is required to reimburse the draws in full. Management does not recommend at this time that working capital be maintained as security for this reimbursement obligation.

Operating Reserves – **\$3.4M** (Known Contingency Category-\$1.M + Unforeseen Contingency Category \$1M + Personnel Certification and Operating Training Excess Revenues \$1.4M)

Operating reserve amounts are divided into three categories: (1) known contingencies, (2) unknown contingencies and (3) excess revenues from the Personnel Certification and Operator Training Programs. Management's proposal with respect to the amount of 2013 reserves for each of these categories is set forth below.

- (1) Known Contingencies where timing and amount uncertain³⁴ \$1.0M representing a discount from the maximum aggregate estimated cost of \$2.5M for the following known contingencies:
 - a. BES implementation- Outside contractor (subject matter experts) support-\$0-\$300k. Software application for submittal, processing and management of exclusion requests. \$0-\$300k
 - NERC will be in a better position to develop a more informed forecast of this need after the FERC issues an order on the proposed definition of BES pending in FERC Docket RM12-6-000.
 - Implementation of NERC's revision to the Transmission Planning Reliability Standard, TPL-002-ob, Table 1, footnote b (FERC Docket No. RM11-18-000) — Outside contractor (subject matter expert) support — \$0-\$250k

_

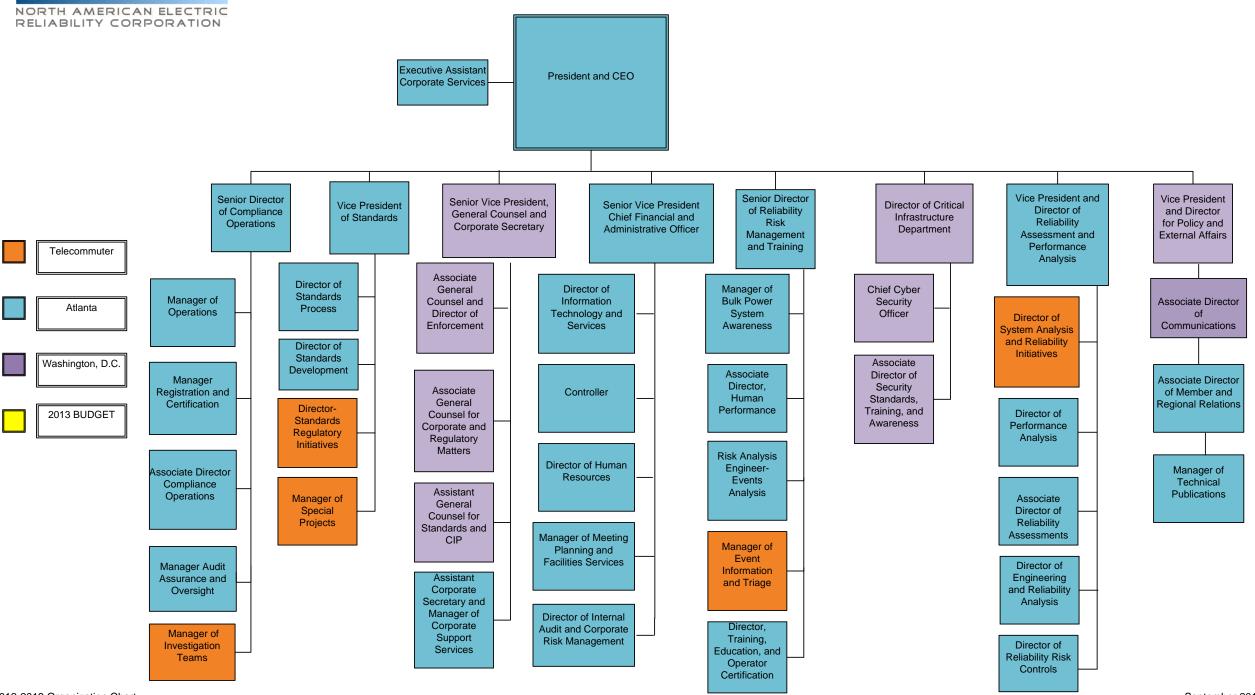
³⁴ To the extent that proposed reserves in this category become unnecessary due, for example, the terms and conditions of a FERC order, pursuant to the proposed Working Capital and Operating Reserve Policy management could make a request to the NERC Finance and Audit Committee and Board of Trustees to set aside funds for other specific contingencies which became known after Board approval of the budget or request that all or a portion of the amount be transferred to the Unforeseen Contingencies category.

- i. NERC will be in a position to develop a more informed forecast of this need once the results of the NERC Rules of Procedure Section 1600 Data Request, regarding the use of Table 1, footnote b (i.e., planned load shed in the event of a single contingency) have been received and reviewed.
- c. Events Information database to enable NERC and the Regional Entities to uniquely identify each event, track documentation, critical dates and status and provide for secure transfers of information between NERC and the Regional Entities \$0-\$300k
- d. Automated system to collect reliability assessment data used for RAPA BPS assessments, reducing administrative burdens associated with collection of 500,000 data points annually \$0-\$200k
- e. Generation protection and controls modeling support to the extent DOE funding is no longer available \$0-\$50k
- f. FERC audit implementation \$0-\$1.0M
 - i. Compensation studies \$0-\$200k
 - ii. Accounting system upgrades \$0-\$500k
 - iii. Additional accounting staff \$0-\$100k
 - iv. Other Consultants \$0-\$200k
- g. Additional CIP audit support, as well as audit support for CCC compliance audits, in excess of 2013 budgeted internal CIP resources and external audit budget under Risk Management under Finance and Accounting — \$0-\$100k
- (2) Unforeseen Contingencies \$1M
 - a. Represents a contingency for unknowns including significant litigation, compliance with new governmental or regulatory mandates, major system event investigations, etc.
- (3) System Operator Certification Program \$1.4M
 - a. In 2010 and 2011, the System Operator Testing and Certification Program generated \$1.4M in excess revenues over expenses
 - b. In 2012, the Program is projected to generate approximately \$321.3k in excess revenues over expenses
 - c. The 2013 budget includes a reduction of \$347k of the excess revenues over expenses generated between 2010 and 2012, to fund 2013 expenses for the System Operator Testing and Certification Program which are projected to be in excess of fees collected.

Total Working Capital + Operating Reserves - \$3.4M

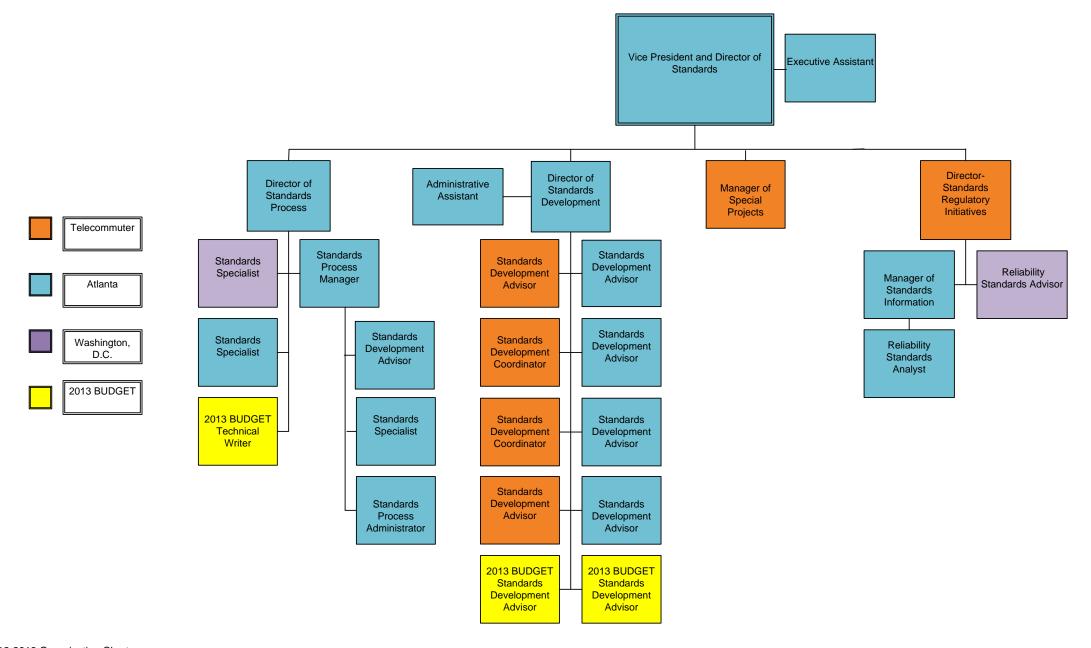


NERC Staff Organization Chart 2012 - 2013 Budget per Reorganizaton



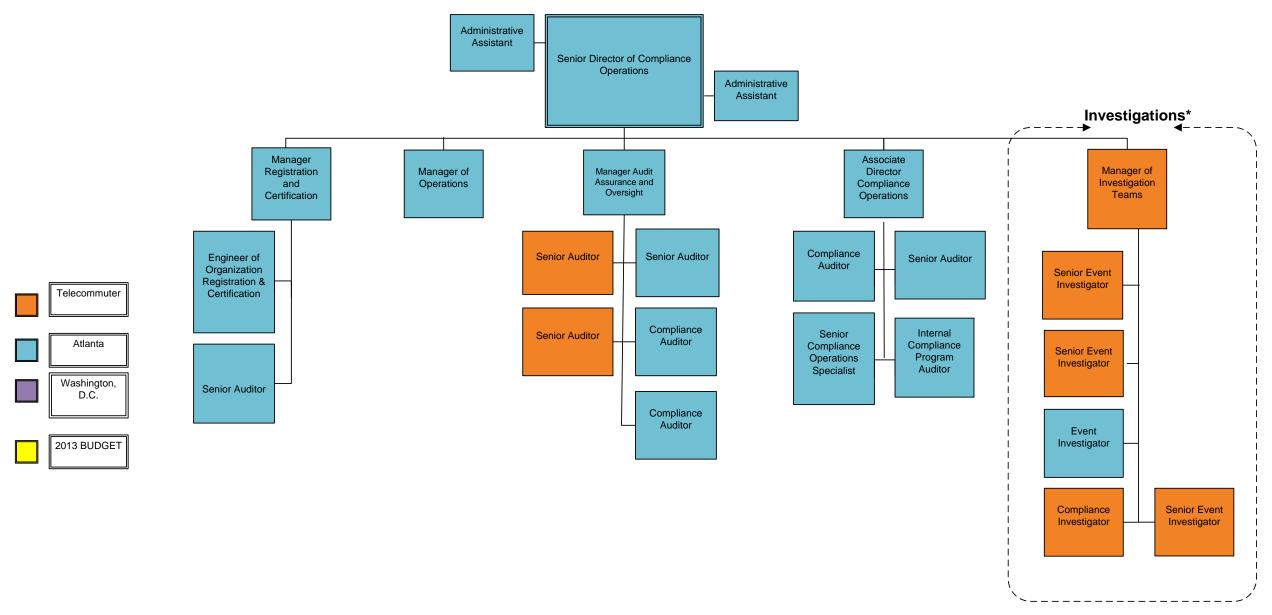


Reliability Standards 2012 - 2013





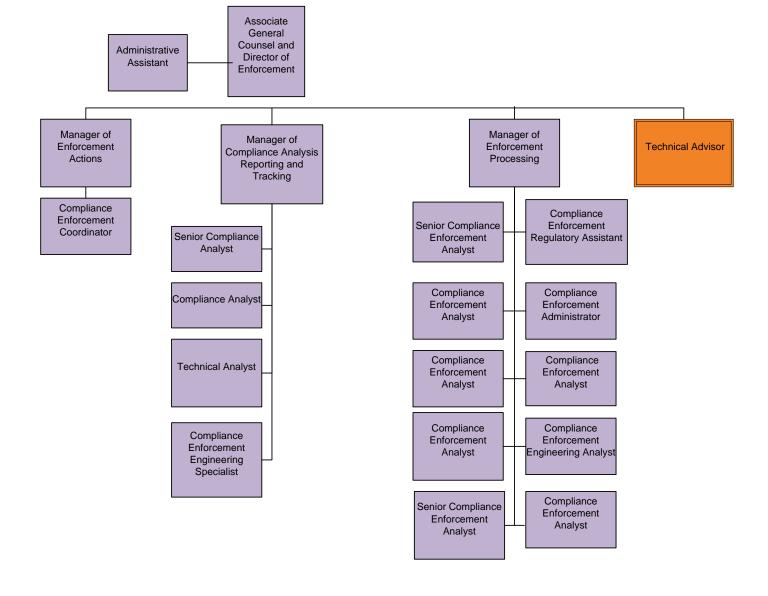
Compliance Operations 2012 - 2013



*Staff originally budgeted with Events Analysis and Investigations



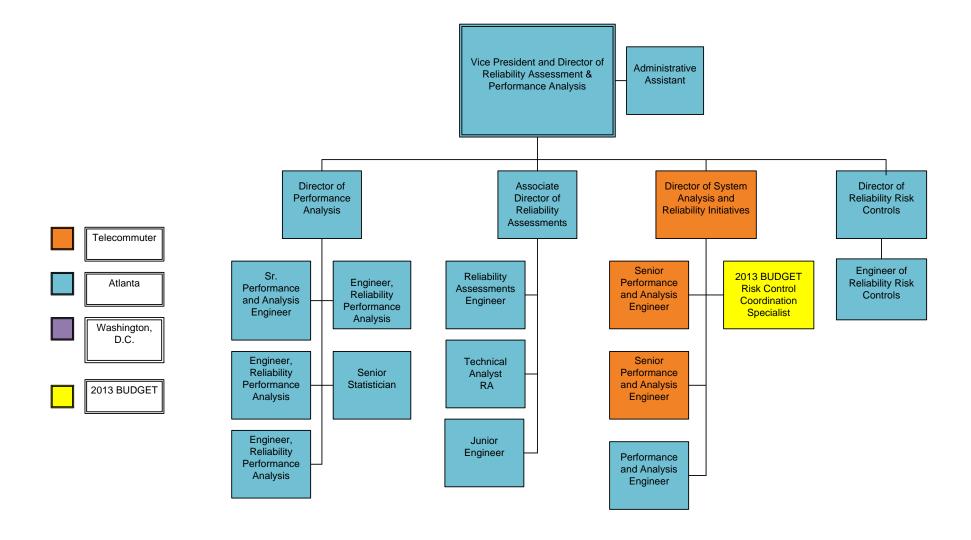
Compliance Enforcement 2012 - 2013





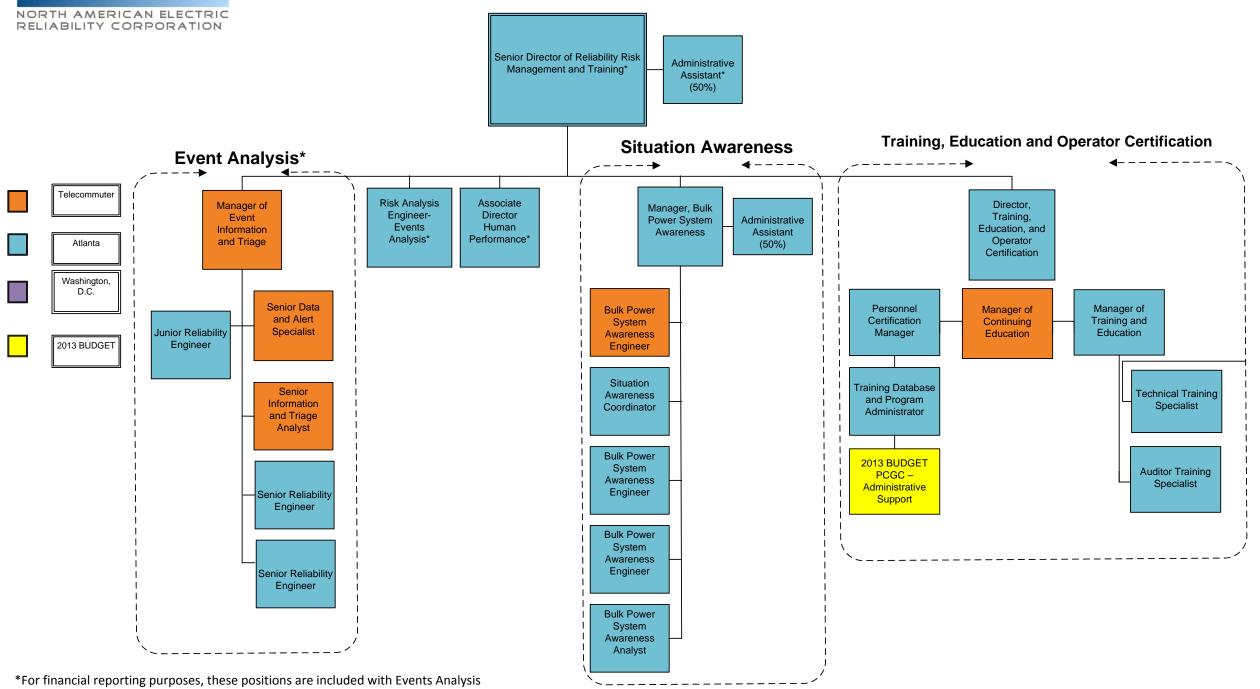


Reliability Assessment & Performance Analysis 2012-2013



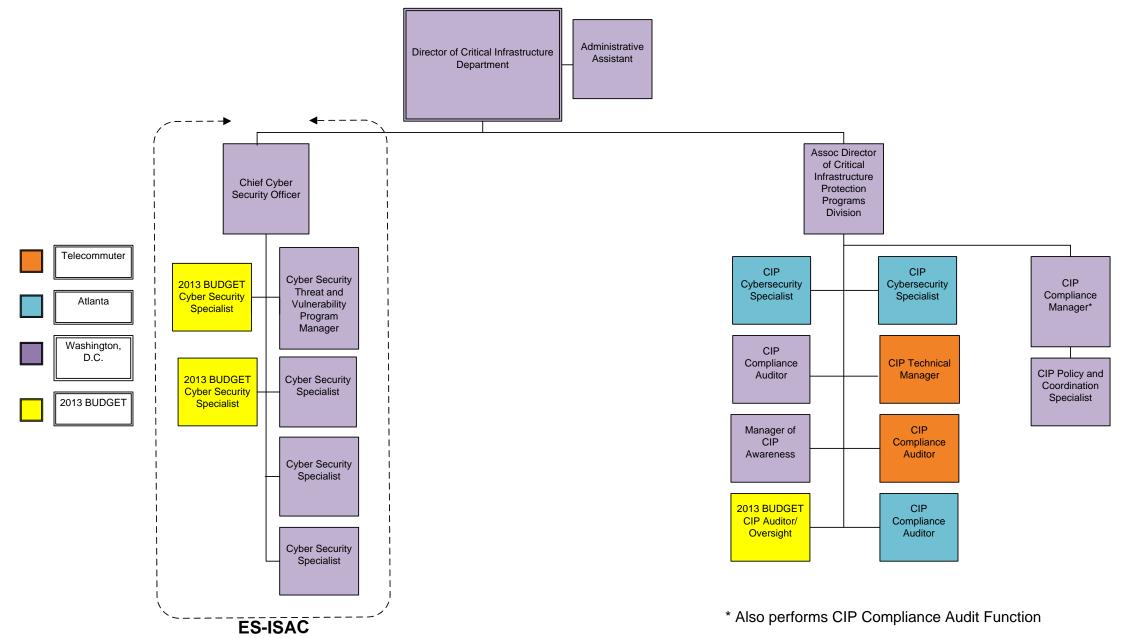


Reliability Risk Management 2012 - 2013





Critical Infrastructure Department 2012 - 2013





Telecommuter

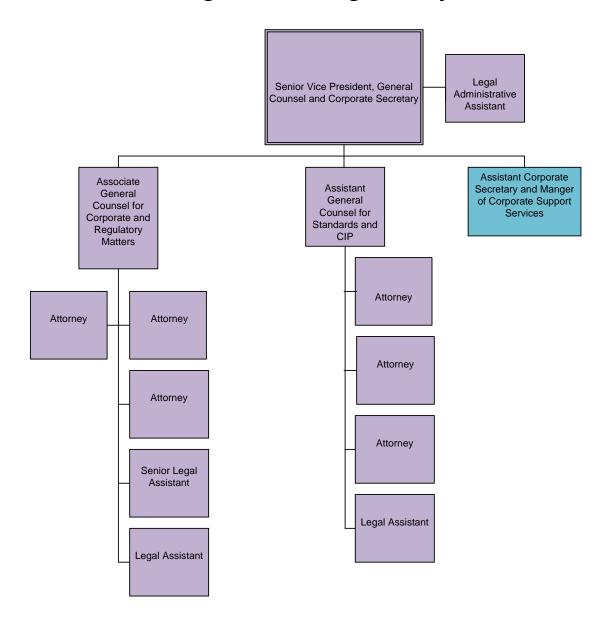
Atlanta

Washington,

D.C.

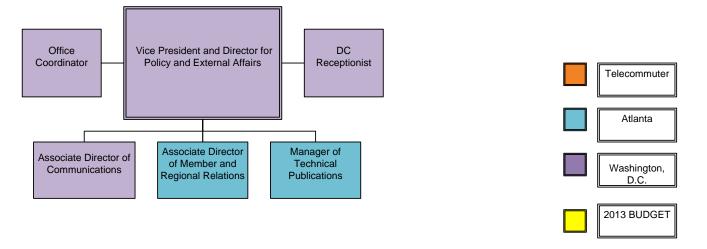
2013 BUDGET

Legal and Regulatory 2012 - 2013



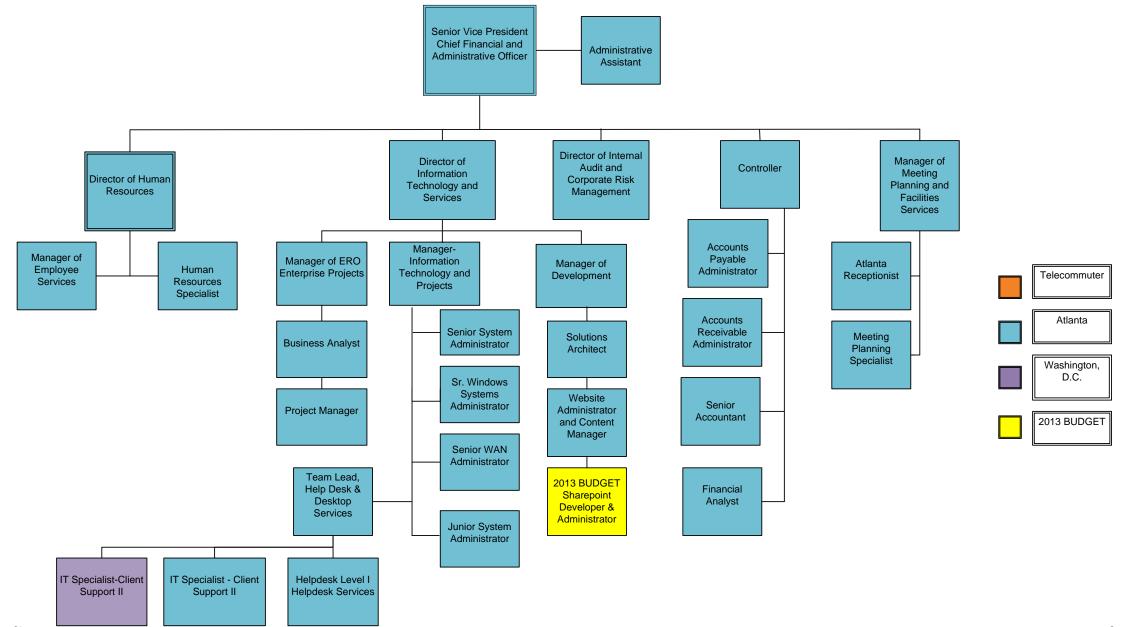


Governmental Relations 2012 - 2013





Accounting and Finance, Information Technology and Human Resources 2012 - 2013



Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
2011	FRCC	1074	Alachua, City of	U.S.	127,922	127,922		0.057%	0.057%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	FRCC	1075	Bartow, City of	U.S.	277,100	277,100		0.124%	0.124%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.003%
2011	FRCC	1076	Chattahoochee, City of	U.S.	41,040	41,040		0.018%	0.018%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	FRCC	1077	Florida Keys Electric Cooperative Assn	U.S.	699,000	699,000		0.312%	0.312%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	FRCC	1078	Florida Power & Light Co.	U.S.	110,279,500	110,279,500		49.253%	49.253%	0.000%	0.000%	2.436%	2.436%	0.000%	0.000%	2.760%
2011	FRCC	1079	Florida Public Utilities Company	U.S.	405,000	405,000		0.181%	0.181%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	FRCC	1080	Gainesville Regional Utilities	U.S.	1,822,179	1,822,179		0.814%	0.814%	0.000%	0.000%	0.040%	0.040%	0.000%	0.000%	0.046%
2011	FRCC	1081	Homestead, City of	U.S.	495,000	495,000		0.221%	0.221%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	FRCC	1082	JEA	U.S.	12,575,000	12,575,000		5.616%	5.616%	0.000%	0.000%	0.278%	0.278%	0.000%	0.000%	0.315%
2011	FRCC	1083	Lakeland Electric	U.S.	2,893,000	2,893,000		1.292%	1.292%	0.000%	0.000%	0.064%	0.064%	0.000%	0.000%	0.072%
2011	FRCC	1626	Lee County Electric Cooperative, Inc	U.S.	1,177,900	1,177,900		0.526%	0.526%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.029%
2011	FRCC	1084	Mount Dora, City of	U.S.	90,700	90,700		0.041%	0.041%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	FRCC	1085	New Smyrna Beach, Utilities Commission of	U.S.	387,000	387,000		0.173%	0.173%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	FRCC	1086	Orlando Utilities Commission	U.S.	5,654,900	5,654,900		2.526%	2.526%	0.000%	0.000%	0.125%	0.125%	0.000%	0.000%	0.142%
2011	FRCC	1087	Progress Energy Florida	U.S.	40,039,700	40,039,700		17.883%	17.883%	0.000%	0.000%	0.885%	0.885%	0.000%	0.000%	1.002%
2011	FRCC	1088	Quincy, City of	U.S.	142,900	142,900		0.064%	0.064%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	FRCC FRCC	1089	Reedy Creek Improvement District	U.S.	1,208,000	1,208,000		0.540%	0.540%	0.000%	0.000%	0.027%	0.027%	0.000%	0.000%	0.030%
2011 2011	FRCC	1090 1091	St. Cloud, City of (OUC) Tallahassee, City of	U.S. U.S.	590,000 2,799,000	590,000 2,799,000		0.264% 1.250%	0.264% 1.250%	0.000%	0.000%	0.013% 0.062%	0.013% 0.062%	0.000%	0.000%	0.015% 0.070%
2011	FRCC	1091	Tampa Electric Company	U.S.	19,205,600	19,205,600		8.578%	8.578%	0.000%	0.000%	0.424%	0.424%	0.000%	0.000%	0.481%
2011	FRCC	1603	City of Vero Beach	U.S.	741,000	741,000		0.331%	0.331%	0.000%	0.000%	0.016%	0.016%	0.000%	0.000%	0.019%
2011	FRCC	1093	Wauchula, City of	U.S.	63,000	63,000		0.028%	0.028%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	FRCC	1094	Williston, City of	U.S.	33,165	33,165		0.015%	0.015%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	FRCC	1095	Winter Park, City of	U.S.	442,300	442,300		0.198%	0.198%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	FRCC	1072	Florida Municipal Power Agency	U.S.	6,022,040	6,022,040		2.690%	2.690%	0.000%	0.000%	0.133%	0.133%	0.000%	0.000%	0.151%
2011	FRCC	1073	Seminole Electric Cooperative	U.S.	15,689,986	15,689,986		7.008%	7.008%	0.000%	0.000%	0.347%	0.347%	0.000%	0.000%	0.393%
			TOTAL FRCC		223,901,932	223,901,932	-	- 100.000%	100.000%	0.000%	0.000%	4.946%	4.946%	0.000%	0.000%	5.603%
2011	MRO	1199	Basin Electric Power Cooperative	U.S.	12,876,292	12,876,292	-	4.551%	4.551%	0.000%	0.000%	0.284%	0.284%	0.000%	0.000%	0.322%
2011	MRO	1201	Central Iowa Power Cooperative (CIPCO)	U.S.	2,792,947	2,792,947	-	0.987%	0.987%	0.000%	0.000%	0.062%	0.062%	0.000%	0.000%	0.070%
2011	MRO	1204	Corn Belt Power Cooperative	U.S.	1,771,700	1,771,700	-	0.626%	0.626%	0.000%	0.000%	0.039%	0.039%	0.000%	0.000%	0.044%
2011	MRO	1207	Dairyland Power Cooperative	U.S.	5,260,600	5,260,600	-	1.859%	1.859%	0.000%	0.000%	0.116%	0.116%	0.000%	0.000%	0.132% 0.337%
2011 2011	MRO MRO	1210 1222	Great River Energy Minnkota Power Cooperative, Inc.	U.S. U.S.	13,485,724 4,041,580	13,485,724 4,041,580	-	4.766% 1.428%	4.766% 1.428%	0.000%	0.000%	0.298% 0.089%	0.298% 0.089%	0.000%	0.000%	0.337%
2011	MRO	1230	Nebraska Public Power District	U.S.	12,792,317	12,792,317		4.521%	4.521%	0.000%	0.000%	0.283%	0.283%	0.000%	0.000%	0.320%
2011	MRO	1232	Omaha Public Power District	U.S.	11,294,498	11,294,498	_	3.992%	3.992%	0.000%	0.000%	0.250%	0.250%	0.000%	0.000%	0.283%
2011	MRO	1237	Southern Montana Generation and Transmission	U.S.	4,101	4,101	-	0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	MRO	1240	Western Area Power Administration (UM)	U.S.	8,979,222	8,979,222	-	3.173%	3.173%	0.000%	0.000%	0.198%	0.198%	0.000%	0.000%	0.225%
2011	MRO	1239	Western Area Power Administration (LM)	U.S.	126,885	126,885	-	0.045%	0.045%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	MRO	1217	Manitoba Hydro	CAN	22,687,015		22,687,015	8.018%	0.000%	8.018%	0.000%	0.501%	0.000%	0.501%	0.000%	0.000%
2011	MRO	1235	SaskPower	CAN	21,611,000		21,611,000	7.638%	0.000%	7.638%	0.000%	0.477%	0.000%	0.477%	0.000%	0.000%
2011	MRO	1195	Alliant Energy (Alliant East - WPL & Alliant West IPL)	U.S.	28,659,140	28,659,140	-	10.129%	10.129%	0.000%	0.000%	0.633%	0.633%	0.000%	0.000%	0.717%
2011	MRO	1216	Madison, Gas and Electric	U.S.	3,483,114	3,483,114	-	1.231%	1.231%	0.000%	0.000%	0.077%	0.077%	0.000%	0.000%	0.087%
2011	MRO	1220	MidAmerican Energy Company	U.S.	27,733,598	27,733,598	-	9.801%	9.801%	0.000%	0.000%	0.613%	0.613%	0.000%	0.000%	0.694%
2011	MRO	1221	Minnesota Power	U.S.	13,185,574	13,185,574	-	4.660%	4.660%	0.000%	0.000%	0.291%	0.291%	0.000%	0.000%	0.330%
2011	MRO	1226	Montana-Dakota Utilities Co.	U.S.	2,776,082	2,776,082	-	0.981%	0.981%	0.000%	0.000%	0.061%	0.061%	0.000%	0.000%	0.069%
2011	MRO	1231	NorthWestern Energy	U.S.	1,503,637	1,503,637	-	0.531%	0.531%	0.000%	0.000%	0.033%	0.033%	0.000%	0.000%	0.038%
2011	MRO	1233	Otter Tail Power Company	U.S.	4,340,620	4,340,620	-	1.534%	1.534%	0.000%	0.000%	0.096%	0.096%	0.000%	0.000%	0.109%
2011	MRO	1243	Integrys Energy Group (WPS and UPPCO)	U.S.	13,495,958	13,495,958	-	4.770%	4.770%	0.000%	0.000%	0.298%	0.298%	0.000%	0.000%	0.338%
2011 2011	MRO MRO	1244 1196	Xcel Energy Company (NSP) Ames Municipal Electric System	U.S. U.S.	46,149,635 776,022	46,149,635 776,022	-	16.310% 0.274%	16.310% 0.274%	0.000%	0.000% 0.000%	1.020% 0.017%	1.020% 0.017%	0.000%	0.000% 0.000%	1.155% 0.019%
2011	MRO	1604	Atlantic Municipal Utilities	U.S.	70,850	70,850	-	0.274%	0.274%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	MRO	1476	Badger Power Marketing Authority of Wisconsin, In		412,684	412,684	_	0.146%	0.025%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	MRO	1200	Cedar Falls Municipal Utilities	U.S.	518,347	518,347	-	0.140%	0.140%	0.000%	0.000%	0.011%	0.003%	0.000%	0.000%	0.010%
		A NEL D	•		,	,										

APPENDIX 2-A

Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
Data fear	Ellity	טו	Enuty	Country	TOTAL INEL (IVIVVII)	0.3. NEL	Callada NEL	MEXICO NEL % OF RE LOCAL	US TOTAL	Total	iotai	TOTAL	US TULAT	IUtai	TOTAL	Olliy
2011	MRO	1477	Central Minnesota Municipal Power Agency (CMMF	U.S.	473,123	473,123	-	0.167%	0.167%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	MRO	1605	City of Pella	U.S.	198,568	198,568		0.070%	0.070%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	MRO	1203	Escanaba Municipal Electric Utility	U.S.	152,753	152,753	-	0.054%	0.054%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	MRO	1205	Falls City Water & Light Department	U.S.	56,484	56,484	-	0.020%	0.020%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	MRO	1206	Fremont Department of Utilities	U.S.	439,487	439,487	-	0.155%	0.155%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	MRO	1208	Geneseo Municipal Utilities	U.S.	67,256	67,256	-	0.024%	0.024%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	MRO	1209	Grand Island Utilities Department	U.S.	749,418	749,418	-	0.265%	0.265%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	MRO	1606	Harlan Municipal Utilities	U.S.	24,145	24,145		0.009%	0.009%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	MRO	1211	Hastings Utilities	U.S.	430,025	430,025	-	0.152%	0.152%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%
2011	MRO	1212	Heartland Consumers Power District	U.S.	851,022	851,022	-	0.301%	0.301%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.021%
2011	MRO	1213	Hutchinson Utilities Commission	U.S.	302,337	302,337	-	0.107%	0.107%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	MRO	1215	Lincoln Electric System	U.S.	3,220,742	3,220,742	-	1.138%	1.138%	0.000%	0.000%	0.071%	0.071%	0.000%	0.000%	0.081%
2011	MRO	1218	Manitowoc Public Utilities	U.S.	537,247	537,247	-	0.190%	0.190%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.013%
2011	MRO	1223	Missouri River Energy Services	U.S.	2,236,676	2,236,676	-	0.790%	0.790%	0.000%	0.000%	0.049%	0.049%	0.000%	0.000%	0.056%
2011	MRO	1224	MN Municipal Power Agency (MMPA)	U.S.	1,454,647	1,454,647	-	0.514%	0.514%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	MRO	1607	Montezuma Municipal Light & Power	U.S.	35,057	35,057		0.012%	0.012%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	MRO	1227	Municipal Energy Agency of Nebraska	U.S.	1,161,634	1,161,634	-	0.411%	0.411%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.029%
2011	MRO	1228	Muscatine Power and Water	U.S.	879,516	879,516	-	0.311%	0.311%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.022%
2011	MRO	1229	Nebraska City Utilities	U.S.	175,634	175,634	-	0.062%	0.062%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	MRO	1234	Rochester Public Utilities	U.S.	8,902	8,902	-	0.003%	0.003%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	MRO	1236	Southern Minnesota Municipal Power Agency	U.S.	2,961,297	2,961,297	-	1.047%	1.047%	0.000%	0.000%	0.065%	0.065%	0.000%	0.000%	0.074%
2011	MRO	1241	Willmar Municipal Utilities	U.S.	266,050	266,050	-	0.094%	0.094%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	MRO	1242	Wisconsin Public Power, Inc. (East and West regions	U.S.	5,442,541	5,442,541	-	1.923%	1.923%	0.000%	0.000%	0.120%	0.120%	0.000%	0.000%	0.136%
			TOTAL MRO		282,953,703	238,655,688	44,298,015	- 100.00%	84.344%	15.656%	0.000%	6.251%	5.272%	0.979%	0.000%	5.972%
2011	NPCC	1336	Now England	U.S.	124.015.000	134.015.000		20.647%	20.647%	0.000%	0.000%	2.980%	2.980%	0.000%	0.000%	3.376%
			New England		134,915,000	134,915,000										
2011 2011	NPCC NPCC	1339 1337	New York	U.S.	162,787,000	162,787,000	143,343,000	24.913% 21.937%	24.913% 0.000%	0.000% 21.937%	0.000%	3.596% 3.167%	3.596% 0.000%	0.000% 3.167%	0.000%	4.074%
2011	NPCC	1341	Ontario Quebec	Canada Canada	143,343,000 186,613,000		186,613,000	21.937%	0.000%	28.559%	0.000%	4.123%	0.000%	4.123%	0.000%	
2011	NPCC	1338	New Brunswick	Canada	13,866,000		13,866,000	2.122%	0.000%	2.122%	0.000%	0.306%	0.000%	0.306%	0.000%	
2011	NPCC	1340	Nova Scotia	Canada	11,908,000		11,908,000	1.822%	0.000%	1.822%	0.000%	0.263%	0.000%	0.263%	0.000%	
2011	NECC	1340	TOTAL NPCC	Carraua	653,432,000	297,702,000	355,730,000	- 100.000%	45.560%	54.440%	0.000%	14.435%	6.577%	7.859%	0.000%	7.450%
			TO MEM OF		033,132,000	237,7.02,000	333,730,000	100100070	15.50070	31111070	0.00070	11113370	0.37770	7.03370	0.00070	7113070
2011	RFC	1104	Bay City	U.S.	332,819	332,819		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	RFC	1102	Cannelton Utilities	U.S.	16,407	16,407		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	RFC	1105	City of Chelsea	U.S.	97,746	97,746		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	RFC	1106	City of Croswell	U.S.	38,974	38,974		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1108	City of Eaton Rapids	U.S.	97,463	97,463		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	RFC	1111	City of Hart	U.S.	46,414	46,414		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1490	City of Lansing	U.S.	2,228,163	2,228,163		0.244%	0.244%	0.000%	0.000%	0.049%	0.049%	0.000%	0.000%	0.056%
2011	RFC	1112	City of Marquette Board of Light & Power	U.S.	330,549	330,549		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	RFC	1114	City of Portland	U.S.	35,899	35,899		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1116	City of St. Louis	U.S.	38,881	38,881		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1118	City of Wyandotte	U.S.	182,481	182,481		0.020%	0.020%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	RFC	1120	Cloverland Electric Cooperative	U.S.	880,550	880,550		0.096%	0.096%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.022%
2011	RFC	1122	CMS ERM Michigan LLC	U.S.	193,267	193,267		0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%

	Regional									Canada	Mexico	% of ERO		Canada		% of ERO - US
Data Year	Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	RFC	1124	Constellation New Energy (MECS-CONS)	U.S.	1,291,190	1,291,190		0.141%	0.141%	0.000%	0.000%	0.029%	0.029%	0.000%	0.000%	0.032%
2011	RFC	1123	Constellation New Energy (MECS-CONS)	U.S.	1,204,038	1,204,038		0.132%	0.141%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.032%
2011	RFC	1126	Consumers Energy Company	U.S.	33,602,986	33,602,986		3.679%	3.679%	0.000%	0.000%	0.742%	0.742%	0.000%	0.000%	0.841%
2011	RFC	1128	Detroit Edison Company	U.S.	45,338,158	45,338,158		4.964%	4.964%	0.000%	0.000%	1.002%	1.002%	0.000%	0.000%	1.135%
2011	RFC	1166	Duke Energy Indiana	U.S.	30,382,510	30,382,510		3.327%	3.327%	0.000%	0.000%	0.671%	0.671%	0.000%	0.000%	0.760%
2011	RFC	1135	Ferdinand Municipal Light & Water	U.S.	41,443	41,443		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC		FirstEnergy Solutions (MECS-DET)	U.S.	22,045	22,045		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	RFC	1549	FirstEnergy Solutions (MECS-DET)	U.S.	2,011,437	2,011,437		0.220%	0.220%	0.000%	0.000%	0.044%	0.044%	0.000%	0.000%	0.050%
2011	RFC	1612	Glacial Energy (MECS-DET)	U.S.	465,052	465,052		0.051%	0.051%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	RFC	1144	Holland Board of Public Works	U.S.	791,998	791,998		0.087%	0.087%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.020%
2011	RFC	1145	Hoosier Energy	U.S.	7,261,372	7,261,372		0.795%	0.795%	0.000%	0.000%	0.160%	0.160%	0.000%	0.000%	0.182%
2011	RFC	1148	Indiana Municipal Power Agency (DUKE CIN)	U.S.	2,955,759	2,955,759		0.324%	0.324%	0.000%	0.000%	0.065%	0.065%	0.000%	0.000%	0.074%
2011	RFC	1485	Indiana Municipal Power Agency (NIPSCO)	U.S.	419,342	419,342		0.046%	0.046%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	RFC	1486	Indiana Municipal Power Agency (SIGE)	U.S.	597,854	597,854		0.065%	0.065%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.015%
2011	RFC	1149	Indianapolis Power & Light Co.	U.S.	15,081,179	15,081,179		1.651%	1.651%	0.000%	0.000%	0.333%	0.333%	0.000%	0.000%	0.377%
2011	RFC	1553	Integrys Energy Services (MECS-CONS)	U.S.	479,640	479,640		0.053%	0.053%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	RFC	1554	Integrys Energy Services (MECS-DET)	U.S.	361,468	361,468		0.040%	0.040%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009% 0.001%
2011 2011	RFC RFC	1614 1154	Just Energy (MECS-DET) Michigan Public Power Agency	U.S. U.S.	20,088 1,217,681	20,088 1,217,681		0.002% 0.133%	0.002% 0.133%	0.000% 0.000%	0.000%	0.000% 0.027%	0.000% 0.027%	0.000%	0.000%	0.001%
2011	RFC	1155	Michigan South Central Power Agency	U.S.	569,075	569,075		0.062%	0.062%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.030%
2011	RFC	1158	MidAmerican Energy Company Retail	U.S.	94,412	94,412		0.010%	0.010%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	RFC	1163	Northern Indiana Public Service Co.	U.S.	17,649,919	17,649,919		1.933%	1.933%	0.000%	0.000%	0.390%	0.390%	0.000%	0.000%	0.442%
2011	RFC	1164	Ontonagon County Rural Electrification Assoc.	U.S.	29,071	29,071		0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1265	PJM Interconnection, LLC	U.S.	700,638,595	700,638,595		76.716%	76.716%	0.000%	0.000%	15.478%	15.478%	0.000%	0.000%	17.532%
2011	RFC	1172	Sempra Energy Solutions (MECS-CONS)	U.S.	1,138,144	1,138,144		0.125%	0.125%	0.000%	0.000%	0.025%	0.025%	0.000%	0.000%	0.028%
2011	RFC	1171	Sempra Energy Solutions (MECS-DET)	U.S.	1,003,770	1,003,770		0.110%	0.110%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	RFC	1176	Direct Energy (fka:Strategic Energy,LLC) (MECS-CON	U.S.	9,008	9,008		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	RFC	1174	Direct Energy (fka:Strategic Energy,LLC) (MECS-DET)	U.S.	353,412	353,412		0.039%	0.039%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	RFC	1581	Spartan Renewable Energy	U.S.	62,962	62,962		0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	RFC	1180	Thumb Electric Cooperative	U.S.	169,977	169,977		0.019%	0.019%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	RFC	1627	US Department of Energy	U.S.	253,186	253,186		0.028%	0.028%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.006%
2011	RFC	1181	Vectren Energy Delivery of IN	U.S.	5,901,730	5,901,730		0.646%	0.646%	0.000%	0.000%	0.130%	0.130%	0.000%	0.000%	0.148%
2011	RFC	1183	Village of Sebewaing	U.S.	37,737	37,737		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	RFC	1184	Wabash Valley Power Association Inc. (DUKE CIN)	U.S.	2,721,459	2,721,459		0.298%	0.298%	0.000%	0.000%	0.060%	0.060%	0.000%	0.000%	0.068%
2011	RFC	1487	Wabash Valley Power Association Inc. (MECS CONS	U.S.	149,784	149,784		0.016%	0.016%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	RFC	1488	Wabash Valley Power Association Inc.(NIPSCO)	U.S.	1,645,995	1,645,995		0.180%	0.180%	0.000%	0.000%	0.036%	0.036%	0.000%	0.000%	0.041%
2011 2011	RFC RFC	1185	Wisconsin Electric Power Co.	U.S. U.S.	29,113,348	29,113,348 1,048,142		3.188% 0.115%	3.188% 0.115%	0.000% 0.000%	0.000% 0.000%	0.643% 0.023%	0.643% 0.023%	0.000% 0.000%	0.000%	0.729% 0.026%
2011	RFC	1189 1191	Wolverine Power Marketing Cooperative Wolverine Power Supply Cooperative	U.S.	1,048,142 2,505,464	2,505,464		0.115%	0.115%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	RFC	1190	Wolverine Power Marketing Cooperative	U.S.	128,517	128,517		0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
	III C	1130	TOTAL RELIABILITYFIRST	0.5.	913,288,560	913,288,560	-	- 100.000%	100.000%	0.000%	0.000%	20.176%	20.176%	0.000%	0.000%	22.854%
-						,										
2011	SERC	1267	Alabama Municipal Electric Authority	U.S.	3,584,000	3,584,000	-	0.344%	0.344%	0.000%	0.000%	0.079%	0.079%	0.000%	0.000%	0.090%
2011	SERC	1268	Alabama Power Company	U.S.	60,762,935	60,762,935	-	5.825%	5.825%	0.000%	0.000%	1.342%	1.342%	0.000%	0.000%	1.521%
2011	SERC	1269	Ameren - Illinois	U.S.	43,172,000	43,172,000	-	4.139%	4.139%	0.000%	0.000%	0.954%	0.954%	0.000%	0.000%	1.080%
2011	SERC	1271	Ameren - Missouri	U.S.	42,325,000	42,325,000	-	4.058%	4.058%	0.000%	0.000%	0.935%	0.935%	0.000%	0.000%	1.059%
2011	SERC	1272	APGI - Yadkin Division	U.S.	23,688	23,688	-	0.002%	0.002%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1273	Associated Electric Cooperative Inc.	U.S.	19,604,990	19,604,990		1.879%	1.879%	0.000%	0.000%	0.433%	0.433%	0.000%	0.000%	0.491%
2011	SERC	1582	Beauregard Electric Cooperative, Inc.	U.S.	1,098,669	1,098,669		0.105%	0.105%	0.000%	0.000%	0.024%	0.024%	0.000%	0.000%	0.027%
2011	SERC	1462	Benton Utility District	U.S.	291,067	291,067	-	0.028%	0.028%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1274	Big Rivers Electric Corporation	U.S.	10,699,333	10,699,333	-	1.026%	1.026%	0.000%	0.000%	0.236%	0.236%	0.000%	0.000%	0.268%
2011	SERC	1275	Black Warrior EMC	U.S.	442,854	442,854	-	0.042%	0.042%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	SERC	1276	Blue Ridge EMC	U.S.	1,393,046	1,393,046	-	0.134%	0.134%	0.000%	0.000%	0.031%	0.031%	0.000%	0.000%	0.035%
2011	SERC	1628	Brazos Electric Power Cooperative, Inc.	U.S.	426,252	426,252		0.041%	0.041%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%

Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
2011	SERC	1462	Conton MS	11.6	120.750	120.750		0.012%	0.012%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011 2011	SERC	1463 1277	Canton, MS Central Electric Power Cooperative Inc.	U.S. U.S.	129,759 16,018,210	129,759 16,018,210	-	1.536%	1.536%	0.000%	0.000%	0.354%	0.354%	0.000%	0.000%	0.401%
2011	SERC	1277	City of Blountstown FL	U.S.	40,730	40,730	-	0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.401%
2011	SERC	1279	City of Camden SC	U.S.	204,997	204,997	-	0.020%	0.020%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	SERC	1280	City of Collins MS	U.S.	47,686	47,686	_	0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1281	City of Columbia MO	U.S.	1,186,640	1,186,640	-	0.114%	0.114%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.030%
2011	SERC	1282	City of Conway AR (Conway Corporation)	U.S.	1,054,201	1,054,201	-	0.101%	0.101%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	SERC	1284	City of Evergreen AL	U.S.	61,707	61,707	-	0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	SERC	1285	City of Hampton GA	U.S.	26,787	26,787	-	0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1286	City of Hartford AL	U.S.	34,292	34,292	-	0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1287	City of Henderson (KY) Municipal Power & Light	U.S.	622,844	622,844	-	0.060%	0.060%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	SERC	1288	City of North Little Rock AR (DENL)	U.S.	990,134	990,134	-	0.095%	0.095%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	SERC	1289	City of Orangeburg SC Department of Public Utilities	U.S.	757,337	757,337	-	0.073%	0.073%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	SERC	1290	City of Robertsdale AL	U.S.	87,822	87,822	-	0.008%	0.008%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	SERC	1291	City of Ruston LA (DERS)	U.S.	291,155	291,155	-	0.028%	0.028%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC SERC	1292	City of Serior field (CMLP)	U.S.	163,232	163,232	-	0.016%	0.016%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004% 0.047%
2011 2011	SERC	1115 1465	City of Springfield (CWLP) City of Thayer, MO	U.S. U.S.	1,873,853 20,289	1,873,853 20,289	-	0.180% 0.002%	0.180% 0.002%	0.000%	0.000%	0.041% 0.000%	0.041% 0.000%	0.000%	0.000%	0.047%
2011	SERC	1293	City of Troy AL	U.S.	419,171	419,171		0.040%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	SERC	1294	City of West Memphis AR (West Memphis Utilities)	U.S.	394,287	394,287	_	0.038%	0.038%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	SERC	1583	Claiborne Electric Cooperative, Inc.	U.S.	680,273	680,273		0.065%	0.065%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	SERC	1584	Concordia Electric Cooperative, Inc.	U.S.	263,860	263,860		0.025%	0.025%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1283	Dalton Utilities	U.S.	1,520,674	1,520,674	-	0.146%	0.146%	0.000%	0.000%	0.034%	0.034%	0.000%	0.000%	0.038%
2011	SERC	1585	Dixie Electric Membership Corporation	U.S.	2,334,200	2,334,200		0.224%	0.224%	0.000%	0.000%	0.052%	0.052%	0.000%	0.000%	0.058%
2011	SERC	1295	Dominion Virginia Power	U.S.	84,117,446	84,117,446	-	8.064%	8.064%	0.000%	0.000%	1.858%	1.858%	0.000%	0.000%	2.105%
2011	SERC	1296	Duke Energy Carolinas, LLC	U.S.	83,342,027	83,342,027	-	7.990%	7.990%	0.000%	0.000%	1.841%	1.841%	0.000%	0.000%	2.086%
2011	SERC	1466	Durant, MS	U.S.	28,078	28,078	-	0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1478	E.ON U.S. Services Inc.	U.S.	34,754,832	34,754,832	-	3.332%	3.332%	0.000%	0.000%	0.768%	0.768%	0.000%	0.000%	0.870%
2011	SERC	1297	East Kentucky Power Cooperative	U.S.	12,504,726	12,504,726	-	1.199%	1.199%	0.000%	0.000%	0.276%	0.276%	0.000%	0.000%	0.313%
2011	SERC	1298	East Mississippi Electric Power Association	U.S.	475,932	475,932	-	0.046%	0.046%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	SERC	1629	East Texas Electric Cooperative Inc	U.S.	2,099,953	2,099,953		0.201%	0.201%	0.000%	0.000%	0.046%	0.046%	0.000%	0.000%	0.053%
2011	SERC	1299	Electric Energy Inc.	U.S.	1,328,066	1,328,066	-	0.127%	0.127%	0.000%	0.000%	0.029%	0.029%	0.000%	0.000%	0.033%
2011	SERC	1300	EnergyUnited EMC	U.S.	2,529,521	2,529,521	-	0.242%	0.242%	0.000%	0.000%	0.056%	0.056%	0.000%	0.000%	0.063%
2011 2011	SERC SERC	1301 1302	Entergy Enverteville (NC) Public Works Commission	U.S. U.S.	117,912,951	117,912,951		11.304% 0.215%	11.304% 0.215%	0.000%	0.000%	2.605%	2.605% 0.050%	0.000% 0.000%	0.000%	2.951% 0.056%
2011	SERC	1302	Fayetteville (NC) Public Works Commission Florida Public Utilities (FL Panhandle Load)	U.S.	2,241,224 343,671	2,241,224 343,671	-	0.213%	0.215%	0.000%	0.000%	0.050% 0.008%	0.030%	0.000%	0.000%	0.036%
2011	SERC	1304	French Broad EMC	U.S.	557,067	557,067		0.053%	0.053%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.003%
2011	SERC	1305	Georgia Power Company	U.S.	91,530,659	91,530,659	_	8.775%	8.775%	0.000%	0.000%	2.022%	2.022%	0.000%	0.000%	2.290%
2011	SERC	1306	Georgia System Optns Corporation	U.S.	39,145,419	39,145,419	-	3.753%	3.753%	0.000%	0.000%	0.865%	0.865%	0.000%	0.000%	0.980%
2011	SERC	1479	Greenwood (MS) Utilities Commission	U.S.	283,965	283,965	-	0.027%	0.027%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1307	Greenwood (SC) Commissioners of Public Works	U.S.	266,127	266,127	-	0.026%	0.026%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1308	Gulf Power Company	U.S.	12,253,385	12,253,385	-	1.175%	1.175%	0.000%	0.000%	0.271%	0.271%	0.000%	0.000%	0.307%
2011	SERC	1586	Haywood EMC	U.S.	301,762	301,762		0.029%	0.029%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	SERC	1309	Illinois Municipal Electric Agency	U.S.	1,939,000	1,939,000	-	0.186%	0.186%	0.000%	0.000%	0.043%	0.043%	0.000%	0.000%	0.049%
2011	SERC	1480	Itta Bena, MS	U.S.	16,464	16,464	-	0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	SERC	1587	Jefferson Davis Electric Cooperative, Inc.	U.S.	276,583	276,583	-	0.027%	0.027%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1617	Kentucky Municipal Power	U.S.	739,760	739,760	-	0.071%	0.071%	0.000%	0.000%	0.016%	0.016%	0.000%	0.000%	0.019%
2011	SERC	1481	Kosciusko, MS	U.S.	77,043	77,043	-	0.007%	0.007%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	SERC	1482	Leland, MS	U.S.	34,439	34,439	-	0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1313	McCormick Commission of Public Works	U.S.	17,681	17,681	-	0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	SERC	1314	Mississippi Power Company	U.S.	10,765,370	10,765,370	-	1.032%	1.032%	0.000%	0.000%	0.238%	0.238%	0.000%	0.000%	0.269%
2011 2011	SERC SERC	1630	Mt. Carmel Public Utility Municipal Electric Authority of Georgia	U.S. U.S.	110,658 11,042,776	110,658 11,042,776	_	0.011% 1.059%	0.011% 1.059%	0.000% 0.000%	0.000% 0.000%	0.002%	0.002% 0.244%	0.000% 0.000%	0.000%	0.003% 0.276%
2011	SERC	1315 1316	N.C. Electric Membership Corp.	U.S.	12,412,638	12,412,638	-	1.059%	1.059%	0.000%	0.000%	0.244% 0.274%	0.244%	0.000%	0.000%	0.276%
2011	Annondiy 2 /			0.5.	12,712,030	12,712,030		1.130/0	1.150/0	5.500/0	0.00070	5.27 7/0	5.27 7/0	5.500/0	5.55576	0.311/0

Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
2011	SERC	1317	North Carolina Eastern Municipal Power Agency	U.S.	7,634,375	7,634,375		0.732%	0.732%	0.000%	0.000%	0.169%	0.169%	0.000%	0.000%	0.191%
2011	SERC	1318	North Carolina Municipal Power Agency #1	U.S.	4,784,635	4,784,635	_	0.459%	0.459%	0.000%	0.000%	0.106%	0.106%	0.000%	0.000%	0.120%
2011	SERC	1588	Northeast Louisiana Power Cooperative, Inc.	U.S.	300,400	300,400		0.029%	0.029%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	SERC	1574	Northern Virginia Electric Cooperative	U.S.	3,765,576	3,765,576		0.361%	0.361%	0.000%	0.000%	0.083%	0.083%	0.000%	0.000%	0.094%
2011	SERC	1319	Old Dominion Electric Cooperative	U.S.	5,935,200	5,935,200	-	0.569%	0.569%	0.000%	0.000%	0.131%	0.131%	0.000%	0.000%	0.149%
2011	SERC	1618	Osceola (Arkansas) Municipal Light and Power	U.S.	182,326	182,326		0.017%	0.017%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	SERC	1320	Owensboro (KY) Municipal Utilities	U.S.	908,159	908,159	-	0.087%	0.087%	0.000%	0.000%	0.020%	0.020%	0.000%	0.000%	0.023%
2011	SERC	1322	Piedmont EMC in Duke and Progress Areas	U.S.	508,975	508,975	-	0.049%	0.049%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.013%
2011	SERC	1323	Piedmont Municipal Power Agency (PMPA)	U.S.	2,357,985	2,357,985	-	0.226%	0.226%	0.000%	0.000%	0.052%	0.052%	0.000%	0.000%	0.059%
2011	SERC	1589	Pointe Coupee Electric Memb. Corp.	U.S.	265,492	265,492		0.025%	0.025%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SERC	1266	PowerSouth Energy	U.S.	8,545,996	8,545,996	-	0.819%	0.819%	0.000%	0.000%	0.189%	0.189%	0.000%	0.000%	0.214%
2011	SERC	1330	Prairie Power, Inc.	U.S.	1,552,685	1,552,685	-	0.149%	0.149%	0.000%	0.000%	0.034%	0.034%	0.000%	0.000%	0.039%
2011	SERC	1324	Progress Energy Carolinas	U.S.	46,239,000	46,239,000	-	4.433%	4.433%	0.000%	0.000%	1.021%	1.021%	0.000%	0.000%	1.157%
2011	SERC	1325	Rutherford EMC	U.S.	1,299,678	1,299,678	-	0.125%	0.125%	0.000%	0.000%	0.029%	0.029%	0.000%	0.000%	0.033%
2011	SERC	1631	Sam Rayburn G&T Electric Cooperative Inc.	U.S.	1,887,147	1,887,147		0.181%	0.181%	0.000%	0.000%	0.042%	0.042%	0.000%	0.000%	0.047%
2011	SERC	1326	South Carolina Electric & Gas Company	U.S.	23,293,409	23,293,409	-	2.233%	2.233%	0.000%	0.000%	0.515%	0.515%	0.000%	0.000%	0.583%
2011	SERC	1327	South Carolina Public Service Authority	U.S.	11,320,555	11,320,555	-	1.085%	1.085%	0.000%	0.000%	0.250%	0.250%	0.000%	0.000%	0.283%
2011	SERC	1590	South Louisiana Electric Cooperative Association	U.S.	650,698	650,698		0.062%	0.062%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	SERC	1328	South Mississippi Electric Power Association	U.S.	10,345,945	10,345,945	-	0.992%	0.992%	0.000%	0.000%	0.229%	0.229%	0.000%	0.000%	0.259%
2011	SERC	1329	Southern Illinois Power Cooperative	U.S.	1,470,000	1,470,000	-	0.141%	0.141%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.037%
2011	SERC	1591	Southwest Louisiana Electric Membership Corporat	U.S.	2,603,178	2,603,178		0.250%	0.250%	0.000%	0.000%	0.058%	0.058%	0.000%	0.000%	0.065%
2011	SERC	1619	Southwestern Electric Cooperative, Inc.	U.S.	462,555	462,555		0.044%	0.044%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	SERC	1331	Tennessee Valley Authority	U.S.	168,496,918	168,496,918	-	16.153%	16.153%	0.000%	0.000%	3.722%	3.722%	0.000%	0.000%	4.216%
2011	SERC	1632	Tex-La Electric Cooperative of Texas, Inc	U.S.	212,806	212,806		0.020%	0.020%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	SERC	1332	Tombigbee Electric Cooperative Inc.	U.S.	151,225	151,225	-	0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	SERC	1592	Town of Black Creek, N.C.	U.S.	12,732	12,732		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	SERC	1593	Town of Lucama, N.C.	U.S.	21,018	21,018		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	SERC	1594	Town of Sharpsburg, N.C.	U.S.	20,449	20,449		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	SERC	1595	Town of Stantonsburg, N.C.	U.S.	22,980	22,980		0.002%	0.002%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1333	Town of Waynesville NC	U.S.	91,149	91,149	-	0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	SERC	1334	Town of Winnsboro SC	U.S.	54,708	54,708	-	0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1335	Town of Winterville NC	U.S.	53,282	53,282	-	0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SERC	1597	Washington-St.Tammany Electric Cooperative, Inc.	U.S.	1,161,646	1,161,646		0.111%	0.111%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.029%
			TOTAL SERC		1,043,110,079	1,043,110,079	-	- 100.000%	100.000%	0.000%	0.000%	23.044%	23.044%	0.000%	0.000%	26.102%
2011	SPP	1246	American Electric Power	U.S.	38,000,922	38,000,922		17.410%	17.410%	0.000%	0.000%	0.839%	0.839%	0.000%	0.000%	0.951%
2011	SPP	1435	Arkansas Electric Cooperative Corporation (AEP)	U.S.	4,762,650	4,762,650		2.182%	2.182%	0.000%	0.000%	0.105%	0.105%	0.000%	0.000%	0.119%
2011	SPP	1247	Board of Public Utilities (Kansas City KS)	U.S.	2,479,695	2,479,695		1.136%	1.136%	0.000%	0.000%	0.055%	0.055%	0.000%	0.000%	0.062%
2011	SPP	1620	Board of Public Utilities, City of McPherson, Kansas	U.S.	923,166	923,166		0.423%	0.423%	0.000%	0.000%	0.020%	0.020%	0.000%	0.000%	0.023%
2011	SPP		Carthage City Water & Light	U.S.	287,614	287,614		0.132%	0.132%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	SPP	1469	Central Valley Electric Cooperative	U.S.	778,930	778,930		0.357%	0.357%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	SPP	1556	City of Bentonville	U.S.	634,058	634,058		0.290%	0.290%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	SPP	1557	City of Clarksdale, Mississippi	U.S.	174,717	174,717		0.080%	0.080%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	SPP	1633	City of Lindsborg	U.S.	31,659	31,659		0.015%	0.015%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP	1558	Hope Water & Light (HWL)	U.S.	299,422	299,422		0.137%	0.137%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.007%
2011	SPP	1559	City of Minden	U.S.	177,361	177,361		0.081%	0.081%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	SPP	1634	City of Mulvane	U.S.	45,630	45,630		0.021%	0.021%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP	1635	The City of Osage City	U.S.	36,095	36,095		0.017%	0.017%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP	1636	City of Prescott	U.S.	89,896	89,896		0.041%	0.041%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	SPP	1248	Independence Power & Light (Independence, MO)	U.S.	1,132,656	1,132,656		0.519%	0.519%	0.000%	0.000%	0.025%	0.025%	0.000%	0.000%	0.028%
2011	SPP	1436	City Utilities of Springfield, MO	U.S.	3,275,267	3,275,267		1.501%	1.501%	0.000%	0.000%	0.072%	0.072%	0.000%	0.000%	0.082%
2011	SPP	1249	Cleco Power LLC	U.S.	11,954,457	11,954,457		5.477%	5.477%	0.000%	0.000%	0.264%	0.264%	0.000%	0.000%	0.299%
2011	SPP	1437	East Texas Electric Coop, Inc.	U.S.	452,191	452,191		0.207%	0.207%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	SPP	1250	The Empire District Electric Company	U.S.	5,452,111	5,452,111		2.498%	2.498%	0.000%	0.000%	0.120%	0.120%	0.000%	0.000%	0.136%
		A NIEL D														_

APPENDIX 2-A

Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL	% of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
2011	SPP	1470	Farmers' Electric Coop	U.S.	478,341	478,341			0.219%	0.219%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	SPP	1438	Golden Spread Electric Coop	U.S.	5,824,681	5,824,681			2.669%	2.669%	0.000%	0.000%	0.129%	0.129%	0.000%	0.000%	0.146%
2011	SPP	1251	Grand River Dam Authority	U.S.	4,822,987	4,822,987			2.210%	2.210%	0.000%	0.000%	0.107%	0.107%	0.000%	0.000%	0.121%
2011	SPP	1231	Jonesboro City Water & Light	U.S.	1,358,065	1,358,065			0.622%	0.622%	0.000%	0.000%	0.030%	0.030%	0.000%	0.000%	0.034%
2011	SPP	1252	Kansas City Power & Light (KCPL)	U.S.	16,244,874	16,244,874			7.442%	7.442%	0.000%	0.000%	0.359%	0.359%	0.000%	0.000%	0.407%
2011	SPP	1439	Kansas Electric Power Coop., Inc	U.S.	2,220,417	2,220,417			1.017%	1.017%	0.000%	0.000%	0.049%	0.049%	0.000%	0.000%	0.056%
2011	SPP	1440	Kansas Municipal Energy Agency (KCPL)	U.S.	801,867	801,867			0.367%	0.367%	0.000%	0.000%	0.018%	0.018%	0.000%	0.000%	0.020%
2011	SPP	1637	Kansas Power Pool	U.S.	1,430,947	1,430,947			0.656%	0.656%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	SPP	1560	Kaw Valley Electric Cooperative, Inc.	U.S.	169,360	169,360			0.078%	0.078%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	SPP		Kennett Board of Public Works	U.S.	156,363	156,363			0.072%	0.072%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	SPP	1598	KCP&L GMOC (Greater Missouri Operations Compa	U.S.	8,934,041	8,934,041			4.093%	4.093%	0.000%	0.000%	0.197%	0.197%	0.000%	0.000%	0.224%
2011	SPP	1471	Lafayette Utilities System	U.S.	2,176,688	2,176,688			0.997%	0.997%	0.000%	0.000%	0.048%	0.048%	0.000%	0.000%	0.054%
2011	SPP	1472	Lea County Electric Coop	U.S.	1,315,605	1,315,605			0.603%	0.603%	0.000%	0.000%	0.029%	0.029%	0.000%	0.000%	0.033%
2011	SPP	1253	Louisiana Energy & Power Authority (LEPA)	U.S.	1,000,906	1,000,906			0.459%	0.459%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	SPP		Malden Board of Public Works	U.S.	52,879	52,879			0.024%	0.024%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP	1441	Midwest Energy Inc.	U.S.	1,821,226	1,821,226			0.834%	0.834%	0.000%	0.000%	0.040%	0.040%	0.000%	0.000%	0.046%
2011	SPP	1443	Missouri Joint Municipal Electric Utility Commission	U.S.	2,619,748	2,619,748			1.200%	1.200%	0.000%	0.000%	0.058%	0.058%	0.000%	0.000%	0.066%
2011 2011	SPP SPP	1638 1442	Nemaha Marshall Electric Cooperative (NMEC) Northeast Texas Electric Cooperative, Inc.	U.S. U.S.	61,376	61,376			0.028% 1.562%	0.028% 1.562%	0.000% 0.000%	0.000%	0.001% 0.075%	0.001% 0.075%	0.000%	0.000%	0.002% 0.085%
2011	SPP	1255	Oklahoma Gas and Electric Co.	U.S.	3,409,158 29,341,893	3,409,158 29,341,893			13.443%	13.443%	0.000%	0.000%	0.648%	0.648%	0.000%	0.000%	0.085%
2011	SPP	1444	Oklahoma Municipal Power Auth	U.S.	2,992,564	2,992,564			1.371%	1.371%	0.000%	0.000%	0.048%	0.048%	0.000%	0.000%	0.075%
2011	SPP	1639	OzMo Ozark Missouri, West Plains MO	U.S.	209,318	209,318			0.096%	0.096%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	SPP	1033	Paragould Light, Water & Cable	U.S.	603,309	603,309			0.276%	0.276%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.015%
2011	SPP		Piggott Municipal Light, Water & Sewer	U.S.	44,661	44,661			0.020%	0.020%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	SPP		Poplar Bluff Municipal Utilities	U.S.	393,303	393,303			0.180%	0.180%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	SPP	1561	Public Service Commission of Yazoo City of Mississi	U.S.	128,251	128,251			0.059%	0.059%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	SPP	1473	Roosevelt County Electric Coop	U.S.	233,180	233,180			0.107%	0.107%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	SPP	1468	Sharyland Utilities, LP	U.S.	1,094,986	1,094,986			0.502%	0.502%	0.000%	0.000%	0.024%	0.024%	0.000%	0.000%	0.027%
2011	SPP		Sikeston Board of Municipal Utilities	U.S.	371,573	371,573			0.170%	0.170%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	SPP	1258	Southwestern Power Administration (SPA)	U.S.	255,186	255,186			0.117%	0.117%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.006%
2011	SPP	1257	Southwestern Public Service Co. (SPS-XCEL)	U.S.	16,984,981	16,984,981			7.782%	7.782%	0.000%	0.000%	0.375%	0.375%	0.000%	0.000%	0.425%
2011	SPP	1256	Sunflower Electric Power Cooperative	U.S.	5,821,500	5,821,500			2.667%	2.667%	0.000%	0.000%	0.129%	0.129%	0.000%	0.000%	0.146%
2011	SPP	1445	Tex - La Electric Cooperative of Texas	U.S.	535,530	535,530			0.245%	0.245%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.013%
2011	SPP	1475	Tri County Electric Coop	U.S.	423,163	423,163			0.194%	0.194%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%
2011	SPP	1260	Westar Energy, Inc.	U.S.	22,029,873	22,029,873			10.093%	10.093%	0.000%	0.000%	0.487%	0.487%	0.000%	0.000%	0.551%
2011	SPP	1259	Western Farmers Electric Cooperative	U.S.	7,933,878	7,933,878			3.635%	3.635%	0.000%	0.000%	0.175%	0.175%	0.000%	0.000%	0.199%
2011	SPP	1501	West Texas Municipal Power Agency TOTAL SPP	U.S.	2,988,130 218,273,305	2,988,130 218,273,305			1.369%	1.369%	0.000%	0.000%	0.066% 4.822%	0.066% 4.822%	0.000%	0.000%	0.075% 5.462%
			TOTAL SPP		216,273,303	218,273,303	-		100.000%	100.000%	0.000%	0.000%	4.022/0	4.022/0	0.000%	0.000%	3.402/6
2011	TRE	1019	ERCOT	U.S.	335,000,176	335,000,176			100.000%	100.000%	0.000%	0.000%	7.401%	7.401%	0.000%	0.000%	8.383%
2011	****	1013	2.00	0.5.	335,000,176	335,000,176	-	-	100.000%	100.000%	0.000%	0.000%	7.401%	7.401%	0.000%	0.000%	8.383%
					, ,												
2011	WECC		Alberta Electric System Operator	Canada	58,737,634		58,737,634		6.857%	0.000%	6.857%	0.000%	1.298%	0.000%	1.298%	0.000%	0.000%
2011	WECC		British Columbia Hydro & Power Authority	Canada	60,568,272		60,568,272		7.070%	0.000%	7.070%	0.000%	1.338%	0.000%	1.338%	0.000%	0.000%
2011	WECC		Comision Federal de Electricidad	Mexico	11,041,442			11,041,442	1.289%	0.000%	0.000%	1.289%	0.244%	0.000%	0.000%	0.244%	0.000%
2011	WECC		Aha Macav Power Service	U.S.	26,075	26,075			0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Ajo Improvement District	U.S.	14,043	14,043			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Ak-Chin	U.S.	33,615	33,615			0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Alcoa Inc	U.S.	3,207,048	3,207,048			0.374%	0.374%	0.000%	0.000%	0.071%	0.071%	0.000%	0.000%	0.080%
2011	WECC		Arizona Public Service Company	U.S.	30,576,014	30,576,014			3.569%	3.569%	0.000%	0.000%	0.675%	0.675%	0.000%	0.000%	0.765%
2011	WECC		Arkansas River Power Authority (ARPA)	U.S.	303,725	303,725			0.035%	0.035%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Avista Corporation	U.S.	9,374,611	9,374,611			1.094%	1.094%	0.000%	0.000%	0.207%	0.207%	0.000%	0.000%	0.235%
2011	WECC		Avista Corporation	U.S.	178,261	178,261			0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC		Barrick Goldstrike Mines Inc.	U.S.	1,178,391	1,178,391			0.138%	0.138%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.029%

	Regional								Canada	Mexico	% of ERO		Canada	Mexico	% of ERO - US
Data Year	Entity ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	WECC	Basin Electric Power Cooperative	U.S.	3,339,670	3,339,670		0.390%	0.390%	0.000%	0.000%	0.074%	0.074%	0.000%	0.000%	0.084%
2011	WECC	Basin Electric Power Cooperative	U.S.	56,271	56,271		0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Benton REA	U.S.	543,059	543,059		0.063%	0.063%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.014%
2011	WECC	Big Bend Electric Cooperative, Inc.	U.S.	134,232	134,232		0.016%	0.016%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC	Big Bend Electric Cooperative, Inc.	U.S.	342,497	342,497		0.040%	0.040%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC	Big Bend Electric Cooperative, Inc.	U.S.	37,310	37,310		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Blachly-Lane Electric Cooperative	U.S.	160,310	160,310		0.019%	0.019%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC	Black Hills Power	U.S.	1,884,095	1,884,095		0.220%	0.220%	0.000%	0.000%	0.042%	0.042%	0.000%	0.000%	0.047%
2011	WECC	Black Hills Power/Cheyenne Light Fuel & Power	U.S.	3,590,754	3,590,754		0.419%	0.419%	0.000%	0.000%	0.079%	0.079%	0.000%	0.000%	0.090%
2011	WECC	Bonneville Power Administration	U.S.	4,542,410	4,542,410		0.530%	0.530%	0.000%	0.000%	0.100%	0.100%	0.000%	0.000%	0.114%
2011	WECC	Bonneville Power Administration	U.S.	1,671,451	1,671,451		0.195%	0.195%	0.000%	0.000%	0.037%	0.037%	0.000%	0.000%	0.042%
2011	WECC	Bonneville Power Administration	U.S.	766,543	766,543		0.089%	0.089%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	WECC	Bonneville Power Administration	U.S.	6,303	6,303		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Bonneville Power Administration	U.S.	16,779	16,779		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	BPA - USBR Load	U.S.	133,479	133,479		0.016%	0.016%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC	Bureau of Reclamation (Desalter) - c/o DSW EMMO	U.S.	1,376	1,376		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Bureau of Reclamation (Wellfield) - c/o DSW EMMC	U.S.	5,137	5,137		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	California Independent System Operator	U.S.	229,559,674	229,559,674		26.797%	26.797%	0.000%	0.000%	5.071%	5.071%	0.000%	0.000%	5.744%
2011	WECC	Canby Public Utility Board	U.S.	178,411	178,411		0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC	Central Arizona Water Conservation District	U.S.	1,844,273	1,844,273		0.215%	0.215%	0.000%	0.000%	0.041%	0.041%	0.000%	0.000%	0.046%
2011	WECC	Central Arizona Water Conservation District	U.S.	1,457,739	1,457,739		0.170%	0.170%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	WECC	Central Electric Cooperative	U.S.	517,142	517,142		0.060%	0.060%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.013%
2011	WECC	Central Lincoln PUD	U.S.	1,356,113	1,356,113		0.158%	0.158%	0.000%	0.000%	0.030%	0.030%	0.000%	0.000%	0.034%
2011	WECC	Central Montana Electric Power Cooperative	U.S.	30,692	30,692		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Central Montana Electric Power Cooperative	U.S.	91,421	91,421		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC	City of Aztec Electric Dept	U.S.	34,682	34,682		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of Bandon	U.S.	67,417	67,417		0.008%	0.008%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	WECC	City of Blaine	U.S.	79,509	79,509		0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC	City of Bonners Ferry	U.S.	67,686	67,686		0.008%	0.008%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	WECC	City of Boulder City	U.S.	162,539	162,539		0.019%	0.019%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC	City of Cascade Locks	U.S.	19,883	19,883		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	City of Centralia	U.S.	277,850	277,850		0.032%	0.032%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	WECC	City of Cheney	U.S.	143,878	143,878		0.017%	0.017%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	WECC	City of Chewelah	U.S.	24,502	24,502		0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of Drain	U.S.	16,879	16,879		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	City of Ellensburg	U.S.	205,752	205,752		0.024%	0.024%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	WECC	City of Fallon	U.S.	116,364	116,364		0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC	City of Forest Grove	U.S.	244,705	244,705		0.029%	0.029%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC	City of Gallup	U.S.	220,126	220,126		0.026%	0.026%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC	City of Henderson	U.S.	14,207	14,207		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	City of Hermiston, DBA Hermiston Energy Services	U.S.	109,377	109,377		0.013%	0.013%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC	City of Las Vegas	U.S.	45,810	45,810		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of McCleary	U.S.	30,023	30,023		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of McMinnville	U.S.	744,405	744,405		0.087%	0.087%	0.000%	0.000%	0.016%	0.016%	0.000%	0.000%	0.019%
2011	WECC	City of Mesa	U.S.	257,789	257,789		0.030%	0.030%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.006%
2011	WECC	City of Milton	U.S.	63,719	63,719		0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	WECC	City of Milton-Freewater	U.S.	110,129	110,129		0.013%	0.013%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC	City of Monmouth	U.S.	73,209	73,209		0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC	City of Needles	U.S.	31,761	31,761		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of Plummer	U.S.	35,274	35,274		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	City of Port Angeles	U.S.	755,462	755,462		0.088%	0.088%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%

			1													
Data Year	Regional Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
		-							00 1010				00 101111	1010.	1000	
2011	WECC		City of Redding	U.S.	1,223,197	1,223,197		0.143%	0.143%	0.000%	0.000%	0.027%	0.027%	0.000%	0.000%	0.031%
2011	WECC		City of Richland	U.S.	882,177	882,177		0.103%	0.103%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.022%
2011	WECC		City of Roseville	U.S.	798,162	798,162		0.093%	0.093%	0.000%	0.000%	0.018%	0.018%	0.000%	0.000%	0.020%
2011	WECC		City of Shasta Lake	U.S.	184,342	184,342		0.022%	0.022%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		City of Sumas	U.S.	30,510	30,510		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		City of Tacoma DBA Tacoma Power	U.S.	356	356		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		City of Tacoma DBA Tacoma Power	U.S.	5,074,707	5,074,707		0.592%	0.592%	0.000%	0.000%	0.112%	0.112%	0.000%	0.000%	0.127%
2011	WECC		City of Troy	U.S.	18,306	18,306		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		City of Williams	U.S.	40,053	40,053		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Clark County Water Resources	U.S.	6,075	6,075		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Clark Public Utilities	U.S.	4,510,772	4,510,772		0.527%	0.527%	0.000%	0.000%	0.100%	0.100%	0.000%	0.000%	0.113%
2011	WECC		Clatskanie PUD	U.S.	794,783	794,783		0.093%	0.093%	0.000%	0.000%	0.018%	0.018%	0.000%	0.000%	0.020%
2011	WECC		Clearwater Cooperative, Inc	U.S.	166,107	166,107		0.019%	0.019%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC		Clearwater Cooperative, Inc	U.S.	40,060	40,060		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Colorado River Agency-Bureau of Indian Affairs	U.S.	14,673	14,673		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Colorado River Commission of Nevada	U.S.	801,002	801,002		0.094%	0.094%	0.000%	0.000%	0.018%	0.018%	0.000%	0.000%	0.020%
2011	WECC		Colorado Springs Utilities	U.S.	81,611	81,611		0.010%	0.010%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Colorado Springs Utilities	U.S.	19,936	19,936		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Columbia Basin Electric Cooperative, Inc.	U.S.	106,648	106,648		0.012%	0.012%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC		Columbia Falls Aluminum Company	U.S.	4,261	4,261		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Columbia Power Cooperative Association	U.S.	21,326	21,326		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	WECC		Columbia River PUD	U.S.	170,280	170,280		0.020%	0.020%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC		Columbia River PUD	U.S.	321,069	321,069		0.037%	0.037%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Columbia Rural Electric Association (REA)	U.S.	306,470	306,470		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Consolidated Irrigation District No. 19	U.S.	5,621	5,621		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Constellation New Energy, Inc.	U.S.	73,225	73,225		0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Consumers Power, Inc.	U.S.	425,329	425,329		0.050%	0.050%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%
2011	WECC		Coos-Curry Electric Cooperative, Inc	U.S.	358,171	358,171		0.042%	0.042%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC		Deseret Generation & Transmission Cooperative	U.S.	4,582,559	4,582,559		0.535%	0.535%	0.000%	0.000%	0.101%	0.101%	0.000%	0.000%	0.115%
2011	WECC		Deseret Generation & Transmission Cooperative	U.S.	86,987	86,987		0.010%	0.010%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Douglas Electric Cooperative, Inc.	U.S.	96,236	96,236		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Douglas Palisades	U.S.	17,936	17,936		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		El Paso Electric Company	U.S.	8,342,238	8,342,238		0.974%	0.974%	0.000%	0.000%	0.184%	0.184%	0.000%	0.000%	0.209%
2011	WECC		Electrical District #2	U.S.	182,634	182,634		0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Electrical District #2 - Coolidge Generating Station	U.S.	9,066	9,066		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Electrical Districts 1 & 3	U.S.	668,791	668,791		0.078%	0.078%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		Elmhurst Mutual Power & Light Company	U.S.	281,937	281,937		0.033%	0.033%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	WECC		Emerald PUD	U.S.	693,945	693,945		0.081%	0.081%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		Energy Northwest	U.S.	26,743	26,743		0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Eugene Water & Electric Board	U.S.	2,494,514	2,494,514		0.291%	0.291%	0.000%	0.000%	0.055%	0.055%	0.000%	0.000%	0.062%
2011	WECC		Farmington Electric Utility System	U.S.	1,043,492	1,043,492		0.122%	0.122%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	WECC		Flathead Electric Cooperative, Inc	U.S.	1,448,399	1,448,399		0.169%	0.169%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	WECC		Frederickson Power LP	U.S.	5,209	5,209		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Grand Valley Power	U.S.	228,043	228,043		0.027%	0.027%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC		Harney Electric Cooperative, Inc.	U.S.	111,061	111,061		0.013%	0.013%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC		Harney Electric Cooperative, Inc.	U.S.	66,827	66,827		0.008%	0.008%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	WECC		Hermiston Power LLC	U.S.	5,921	5,921		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Holy Cross Energy	U.S.	731,002	731,002		0.085%	0.085%	0.000%	0.000%	0.016%	0.016%	0.000%	0.000%	0.018%
2011	WECC		Hood River Electric Cooperative	U.S.	41,501	41,501		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%

	Regional									Canada	Mexico	% of ERO		Canada	Mexico	% of ERO - US
Data Year	Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	WECC		Idaho County Light and Power Cooperative Associat	U.S.	57,727	57,727		0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Idaho Power Company	U.S.	14,979,668	14,979,668		1.749%	1.749%	0.000%	0.000%	0.331%	0.331%	0.000%	0.000%	0.375%
2011	WECC		Imperial Irrigation District	U.S.	3,598,464	3,598,464		0.420%	0.420%	0.000%	0.000%	0.079%	0.079%	0.000%	0.000%	0.090%
2011	WECC		Inland Power and Light Company	U.S.	467,156	467,156		0.055%	0.055%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	WECC		Inland Power and Light Company	U.S.	485,239	485,239		0.057%	0.057%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.012%
2011	WECC		Intermountain Rural Electric Association	U.S.	1,115,860	1,115,860		0.130%	0.130%	0.000%	0.000%	0.025%	0.025%	0.000%	0.000%	0.028%
2011	WECC		Kaiser Aluminum Fabricated Products LLC	U.S.	313,878	313,878		0.037%	0.037%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Kootenai Electric Cooperative, Inc.	U.S.	473,760	473,760		0.055%	0.055%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.012%
2011	WECC		Lakeview Light & Power	U.S.	281,756	281,756		0.033%	0.033%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	WECC		Lane Electric Cooperative, Inc.	U.S.	229,262	229,262		0.027%	0.027%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC		Las Vegas Valley Water District	U.S.	90,574	90,574		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Lincoln County Power District No. 1	U.S.	90,235	90,235		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Lincoln Electric Cooperative, Inc.	U.S.	120,259	120,259		0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC		Los Angeles Department of Water and Power Majority Districts	U.S.	28,863,039	28,863,039		3.369%	3.369%	0.000%	0.000%	0.638%	0.638%	0.000%	0.000%	0.722%
2011 2011	WECC			U.S. U.S.	669,890 454,316	669,890 454,316		0.078% 0.053%	0.078% 0.053%	0.000%	0.000%	0.015% 0.010%	0.015% 0.010%	0.000% 0.000%	0.000%	0.017% 0.011%
2011	WECC		Merced Irrigation District Midstate Electric Cooperative, Inc.	U.S.	403,143	403,143		0.047%	0.053%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	WECC		Mission Valley Power	U.S.	394,767	394,767		0.046%	0.047%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	WECC		Modern Electric Water Company	U.S.	235,291	235,291		0.027%	0.040%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.016%
2011	WECC		Modesto Irrigation District	U.S.	2,524,529	2,524,529		0.295%	0.295%	0.000%	0.000%	0.056%	0.056%	0.000%	0.000%	0.063%
2011	WECC		Montana-Dakota Utilities Co.	U.S.	16,940	16,940		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Mt. Wheeler Power	U.S.	531,438	531,438		0.062%	0.062%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.013%
2011	WECC		Municipal Energy Agency of Nebraska	U.S.	182,998	182,998		0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Municipal Energy Agency of Nebraska	U.S.	28,470	28,470		0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Navajo Tribal Utility Authority	U.S.	44,785	44,785		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Navajo Tribal Utility Authority	U.S.	313,385	313,385		0.037%	0.037%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Navopache Electric Cooperative, Inc.	U.S.	436,712	436,712		0.051%	0.051%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	WECC		Nebraska Public Power Marketing	U.S.	555,674	555,674		0.065%	0.065%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.014%
2011	WECC		Nespelem Valley Electric Cooperative, Inc.	U.S.	50,524	50,524		0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Nevada Power Company dba NV Energy	U.S.	21,639,158	21,639,158		2.526%	2.526%	0.000%	0.000%	0.478%	0.478%	0.000%	0.000%	0.541%
2011	WECC		Noble Americas Energy Solutions, LLC	U.S.	952,212	952,212		0.111%	0.111%	0.000%	0.000%	0.021%	0.021%	0.000%	0.000%	0.024%
2011	WECC		Northern Lights, Inc.	U.S.	36,281	36,281		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Northern Lights, Inc.	U.S.	304,368	304,368		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Northern Wasco County PUD	U.S.	572,298	572,298		0.067%	0.067%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.014%
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC		9,000,254	9,000,254		1.051%	1.051%	0.000%	0.000%	0.199%	0.199%	0.000%	0.000%	0.225%
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC		305,408	305,408		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Ohop Mutual Light Company	U.S.	88,819	88,819		0.010%	0.010%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		Orcas Power and Light Cooperative	U.S.	219,124	219,124		0.026%	0.026%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	WECC		Operations Office	U.S.	194,777	194,777		0.023%	0.023%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Oregon Trail Electric Consumers Cooperative, Inc.	U.S.	333,948	333,948		0.039%	0.039%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011 2011	WECC		Overton Power District No. 5	U.S.	378,808	378,808		0.044%	0.044% 0.007%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009% 0.001%
2011	WECC		Pacificorp	U.S. U.S.	58,032	58,032 2,095		0.007% 0.000%	0.007%	0.000%	0.000%	0.001%	0.001% 0.000%	0.000%	0.000%	0.001%
2011	WECC		PacifiCorp PacifiCorp	U.S.	2,095 47,858,167	47,858,167		5.587%	5.587%	0.000%	0.000%	0.000% 1.057%	1.057%	0.000%	0.000%	1.198%
2011	WECC		PacifiCorp	U.S.	1,793	1,793		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PacifiCorp	U.S.	3,797	3,797		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PacifiCorp West (PACW)	U.S.	20,883,821	20,883,821		2.438%	2.438%	0.000%	0.000%	0.461%	0.461%	0.000%	0.000%	0.523%
2011	WECC		Page Electric Utility	U.S.	14,926	14,926		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Parkland Light and Water Company	U.S.	123,577	123,577		0.014%	0.014%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC		Pend Oreille County PUD No. 1	U.S.	998,876	998,876		0.117%	0.117%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	WECC		Peninsula Light Company, Inc.	U.S.	620,196	620,196		0.072%	0.072%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	WECC		Platte River Power Authority	U.S.	3,250,442	3,250,442		0.379%	0.379%	0.000%	0.000%	0.072%	0.072%	0.000%	0.000%	0.081%
2011	WECC		Port of Seattle - Seattle-Tacoma International Airpo	U.S.	144,959	144,959		0.017%	0.017%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%

	Regional									Canada	Mexico	% of ERO		Canada	Mexico	% of ERO - US
Data Year	Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL % of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	WECC		Port Townsend Paper Corporation	U.S.	202,411	202,411		0.024%	0.024%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Portland General Electric Company	U.S.	47,576	47,576		0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Portland General Electric Company	U.S.	19,064,923	19,064,923		2.226%	2.226%	0.000%	0.000%	0.421%	0.421%	0.000%	0.000%	0.477%
2011	WECC		Public Service Company of Colorado (Xcel)	U.S.	31,503,951	31,503,951		3.678%	3.678%	0.000%	0.000%	0.696%	0.696%	0.000%	0.000%	0.788%
2011	WECC		Public Service Company of Colorado (Xcel)	U.S.	172,066	172,066		0.020%	0.020%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	WECC		Public Service Company of New Mexico	U.S.	10,891,068	10,891,068		1.271%	1.271%	0.000%	0.000%	0.241%	0.241%	0.000%	0.000%	0.273%
2011	WECC		Public Utility District No. 1 of Chelan County	U.S.	3,782,502	3,782,502		0.442%	0.442%	0.000%	0.000%	0.084%	0.084%	0.000%	0.000%	0.095%
2011	WECC		PUD No. 1 of Asotin County	U.S.	4,480	4,480		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Asotin County	U.S.	314	314		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Benton County	U.S.	1,702,301	1,702,301		0.199%	0.199%	0.000%	0.000%	0.038%	0.038%	0.000%	0.000%	0.043%
2011	WECC		PUD No. 1 of Clallam County	U.S.	695,379	695,379		0.081%	0.081%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		PUD No. 1 of Cowlitz County	U.S.	5,114,848	5,114,848		0.597%	0.597%	0.000%	0.000%	0.113%	0.113%	0.000%	0.000%	0.128%
2011	WECC		PUD No. 1 of Cowlitz County	U.S.	4,788	4,788		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Douglas County	U.S.	9,031	9,031		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Douglas County	U.S.	1,435,488	1,435,488		0.168%	0.168%	0.000%	0.000%	0.032%	0.032%	0.000%	0.000%	0.036%
2011	WECC		PUD No. 1 of Ferry County	U.S.	107,730	107,730		0.013%	0.013%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	WECC		PUD No. 1 of Franklin County	U.S.	1,025,213	1,025,213		0.120%	0.120%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	WECC		PUD No. 1 of Grays Harbor	U.S.	1,184,510	1,184,510		0.138%	0.138%	0.000%	0.000%	0.026%	0.026%	0.000%	0.000%	0.030%
2011	WECC		PUD No. 1 of Kittitas County	U.S.	70,436	70,436		0.008%	0.008%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		PUD No. 1 of Kittitas County	U.S.	7,881	7,881		0.001%	0.000%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Kittitas County	U.S.	16,993	16,993		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 1 of Klickitat County	U.S.	264,286	264,286		0.031%	0.000%	0.000%	0.031%	0.006%	0.006%	0.000%	0.000%	0.007%
2011	WECC		PUD No. 1 of Lewis County	U.S.	980,372	980,372		0.114%	0.114%	0.000%	0.000%	0.022%	0.022%	0.000%	0.000%	0.025%
2011	WECC		PUD No. 1 of Mason County	U.S.	80,885	80,885		0.009%	0.009%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		PUD No. 1 of Skamania County	U.S.	136,771	136,771		0.016%	0.016%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	WECC		PUD No. 1 of Snohomish County	U.S.	7,195,316	7,195,316		0.840%	0.840%	0.000%	0.000%	0.159%	0.159%	0.000%	0.000%	0.180%
2011	WECC		PUD No. 1 of Wahkiakum County	U.S.	45,538	45,538		0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		PUD No. 1 of Whatcom County	U.S.	219,958	219,958		0.026%	0.000%	0.026%	0.000%	0.005%	0.000%	0.005%	0.000%	0.006%
2011	WECC		PUD No. 1 of Whatcom County	U.S.	10,934	10,934		0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PUD No. 2 of Grant County	U.S.	85,713	85,713		0.010%	0.000%	0.000%	0.010%	0.002%	0.000%	0.000%	0.002%	0.002%
2011	WECC		PUD No. 2 of Grant County	U.S.	48,941	48,941		0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		PUD No. 2 of Grant County	U.S.	3,954,105	3,954,105		0.462%	0.462%	0.000%	0.000%	0.087%	0.087%	0.000%	0.000%	0.099%
2011	WECC		PUD No. 2 of Pacific County	U.S.	311,816	311,816		0.036%	0.036%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		PUD No. 3 of Mason County	U.S.	701,214	701,214		0.082%	0.082%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.018%
2011	WECC		Puget Sound Energy, Inc.	U.S.	24,784,274	24,784,274		2.893%	2.893%	0.000%	0.000%	0.548%	0.548%	0.000%	0.000%	0.620%
2011	WECC		Rocky Mountain Generation Cooperative, Inc.	U.S.	33,055	33,055		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Sacramento Municipal Utility District	U.S.	11,194,192	11,194,192		1.307%	1.307%	0.000%	0.000%	0.247%	0.247%	0.000%	0.000%	0.280%
2011	WECC		Salem Electric	U.S.	330,465	330,465		0.039%	0.039%	0.000%	0.000%	0.007%	0.007%	0.000%	0.000%	0.008%
2011	WECC		Salt River Project	U.S.	28,515,865	28,515,865		3.329%	3.329%	0.000%	0.000%	0.630%	0.630%	0.000%	0.000%	0.714%
2011	WECC		San Carlos Indian Irrigation Project	U.S.	112	112		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		Seattle City Light	U.S.	10,188,883	10,188,883		1.189%	1.189%	0.000%	0.000%	0.225%	0.225%	0.000%	0.000%	0.255%
2011	WECC		Sierra Pacific Power Company dba NV Energy	U.S.	8,734,530	8,734,530		1.020%	1.020%	0.000%	0.000%	0.193%	0.193%	0.000%	0.000%	0.219%
2011	WECC		Southern Montana Electric Generation & Transmiss	U.S.	188,819	188,819		0.022%	0.022%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC		Southern Montana Electric Generation & Transmiss	U.S.	697,891	697,891		0.081%	0.081%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		Southern Nevada Water Authority	U.S.	790,997	790,997		0.092%	0.092%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.020%
2011	WECC		Southwest Transmission Cooperative, Inc.	U.S.	2,691,777	2,691,777		0.314%	0.314%	0.000%	0.000%	0.059%	0.059%	0.000%	0.000%	0.067%
2011	WECC		Springfield Utility Board	U.S.	847,249	847,249		0.099%	0.099%	0.000%	0.000%	0.019%	0.019%	0.000%	0.000%	0.021%
2011	WECC		Surprise Valley Electrification Corporation	U.S.	30,871	30,871		0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		Tanner Electric Cooperative	U.S.	96,583	96,583		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC		The Incorporated County of Los Alamos	U.S.	368,884	368,884		0.043%	0.043%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC		Tillamook People's Utility District	U.S.	377,963	377,963		0.044%	0.044%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%

	Regional									Canada	Mexico	% of ERO		Canada		
Data Year	Entity ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL	% of RE total	US Total	Total	Total	Total	US Total	Total	Total	Only
2011	WECC	Tohono O'Odham Utility Authority	U.S.	69,071	69,071			0.008%	0.008%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC	Town of Center	U.S.	10,472	10,472			0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Town of Coulee	U.S.	17,608	17,608			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Town of Eatonville	U.S.	30,780	30,780			0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Town of Fredonia	U.S.	1,557	1,557			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Town of Steilacoom	U.S.	42,406	42,406			0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Town of Wickenburg	U.S.	28,469	28,469			0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	2,071,082	2,071,082			0.242%	0.242%	0.000%	0.000%	0.046%	0.046%	0.000%	0.000%	0.052%
2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	44,085	44,085			0.005%	0.005%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	33,358	33,358			0.004%	0.004%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	Tri-State Generation & Transmission Association, In	U.S.	2,568,574	2,568,574			0.300%	0.300%	0.000%	0.000%	0.057%	0.057%	0.000%	0.000%	0.064%
2011	WECC	Truckee Donner Public Utility District	U.S.	151,988	151,988			0.018%	0.018%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.004%
2011	WECC	Tucson Electric Power Company	U.S.	13,594,185	13,594,185			1.587%	1.587%	0.000%	0.000%	0.300%	0.300%	0.000%	0.000%	0.340%
2011	WECC	Turlock Irrigation District	U.S.	2,044,912	2,044,912			0.239%	0.239%	0.000%	0.000%	0.045%	0.045%	0.000%	0.000%	0.051%
2011	WECC	U.S. Army Yuma Proving Ground	U.S.	4,490	4,490			0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	U.S. BOR Columbia Basin	U.S.	28,687	28,687			0.003%	0.003%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	U.S. BOR East Greenacres (Rathdrum)	U.S.	3,566	3,566			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	U.S. Bor Spokane Indian Development`	U.S.	3,299	3,299			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	U.S. BOR The Dalles Project	U.S.	16,327	16,327			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	U.S. DOE National Energy Technology Laboratory	U.S.	4,721	4,721			0.001%	0.001%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Umatilla Electric Cooperative Association	U.S.	969,290	969,290			0.113%	0.113%	0.000%	0.000%	0.021%	0.021%	0.000%	0.000%	0.024%
2011	WECC	Unit B Irrigation District	U.S.	23	23			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	US Air Force Base, Fairchild	U.S.	49,952	49,952			0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	US Dept of Energy - Kirtland AFB	U.S.	423,846	423,846			0.049%	0.049%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.011%
2011	WECC	USN Naval Station, Bremerton	U.S.	257,040	257,040			0.030%	0.030%	0.000%	0.000%	0.006%	0.006%	0.000%	0.000%	0.006%
2011	WECC	USN Naval Station, Everett	U.S.	13,257	13,257			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	USN Submarine Base, Bangor	U.S.	180,858	180,858			0.021%	0.021%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC	Valley Electric Association, Inc.	U.S.	413,528	413,528			0.048%	0.048%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	WECC	Vera Water and Power	U.S.	231,952	231,952			0.027%	0.027%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC	Vigilante Electric Cooperative, Inc.	U.S.	16,140	16,140			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Wasco Electric Cooperative	U.S.	95,917	95,917			0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	WECC	Wells Rural Electric Cooperative	U.S.	645,809	645,809			0.075%	0.075%	0.000%	0.000%	0.014%	0.014%	0.000%	0.000%	0.016%
2011	WECC	Wellton-Mohawk Irrigation & Drainage District	U.S.	19,234	19,234			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	West Oregon Electric Cooperative, Inc.	U.S.	54,937	54,937			0.006%	0.006%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC	West Oregon Electric Cooperative, Inc.	U.S.	13,348	13,348			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Western Area Power - Loveland, CO	U.S.	342,166	342,166			0.040%	0.040%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC	Western Area Power - Loveland, CO	U.S.	246,234	246,234			0.029%	0.029%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
2011	WECC	Western Area Power Administration - CRSP	U.S.	1,760,142	1,760,142			0.205%	0.205%	0.000%	0.000%	0.039%	0.039%	0.000%	0.000%	0.044%
2011	WECC	Western Area Power Administration - Sierra Nevada	U.S.	1,528,329	1,528,329			0.178%	0.178%	0.000%	0.000%	0.034%	0.034%	0.000%	0.000%	0.038%
2011	WECC	Western Area Power Administration-Desert Southw	U.S.	2,694,858	2,694,858			0.315%	0.315%	0.000%	0.000%	0.060%	0.060%	0.000%	0.000%	0.067%
2011	WECC	Western Area Power Administration-Upper Great Pl	U.S.	191,552	191,552			0.022%	0.022%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.005%
2011	WECC	Western Area Power Administration-Upper Great Pl	U.S.	1,474,154	1,474,154			0.172%	0.172%	0.000%	0.000%	0.033%	0.033%	0.000%	0.000%	0.037%
2011	WECC	Western Area Power Administration-Upper Great Pl	U.S.	214,398	214,398			0.025%	0.025%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.005%
2011	WECC	Wyoming Municipal Power Agency	U.S.	7,389,913	7,389,913			0.863%	0.863%	0.000%	0.000%	0.163%	0.163%	0.000%	0.000%	0.185%
2011	WECC	Yakama Power	U.S.	19,439	19,439			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Yampa Valley Electric Association	U.S.	585,674	585,674			0.068%	0.068%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.015%
2011	WECC	Yuma Irrigation District	U.S.	3,091	3,091			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC	Yuma-Mesa Irrigation District	U.S.	152	152			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
		TOTAL WECC		856,656,372	726,309,024	119,305,906	11,041,442	100.000%	84.717%	13.954%	1.330%	18.925%	16.039%	2.641%	0.246%	18.175%
	TOTAL ERO			4,526,616,128	3,996,240,765	519.333.921	11,041,442	800.000%	714.621%	84.049%	1.330%	100.000%	88.276%	11.478%	0.246%	100.000%
	I O I AL LINU			4,320,010,128	3,330,240,703	J1J,J33,741	11,041,442	000.000/0	/ ±4.UZ ± /0	04.047/0	1.550/0	100.000/0	00.270/0	11.4/0/0	0.240/0	100.000/0

Data Y	Regional ear Entity	ID	Entity	Country	Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL	% of RE total	US Total	Canada Total	Mexico Total	% of ERO Total	US Total	Canada Total	Mexico Total	% of ERO - US Only
Summa	ry by Regional E	ntity			Total NEL (MWh)	U.S. NEL	Canada NEL	Mexico NEL									
2013	FRCC				223,901,932	223,901,932	-	-	100.000%	100.000%	0.000%	0.000%	4.946%	4.946%	0.000%	0.000%	5.603%
2013	MRO				282,953,703	238,655,688	44,298,015	-	100.000%	84.344%	15.656%	0.000%	6.251%	5.272%	0.979%	0.000%	5.972%
2013	NPCC				653,432,000	297,702,000	355,730,000	-	100.000%	45.560%	54.440%	0.000%	14.435%	6.577%	7.859%	0.000%	7.450%
2013	RFC				913,288,560	913,288,560	-	-	100.000%	100.000%	0.000%	0.000%	20.176%	20.176%	0.000%	0.000%	22.854%
2013	SERC				1,043,110,079	1,043,110,079	-	-	100.000%	100.000%	0.000%	0.000%	23.044%	23.044%	0.000%	0.000%	26.102%
2013	SPP				218,273,305	218,273,305	-	-	100.000%	100.000%	0.000%	0.000%	4.822%	4.822%	0.000%	0.000%	5.462%
2013	TRE				335,000,176	335,000,176	-	-	100.000%	100.000%	0.000%	0.000%	7.401%	7.401%	0.000%	0.000%	8.383%
2013	WECC				856,656,372	726,309,024	119,305,906	11,041,442	100.000%	84.717%	13.954%	1.330%	18.925%	16.039%	2.641%	0.246%	18.175%
Tota			·		4,526,616,128	3,996,240,765	519,333,921	11,041,442	800.000%	714.621%	84.049%	1.330%	100.000%	88.276%	11.478%	0.246%	100.000%

					Total ERO	Assessments (NE	RC. RE & WIRAR	Costs)		Total NERC Ass	essments		Total Regional Ent	ity Assessments (Inc	luding WIRAR A	ssessments)
					70tal ENO /		, ne sa venicab			TOTAL METER ASS			Total Regional Life	, Absessments (IIIC	- Sing Winds A	
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	FRCC	1074	Alachua, City of	U.S.	4,786	4,786	-	-	1,382	1,382	-	-	3,404	3,404	-	-
2011	FRCC	1075	Bartow, City of	U.S.	10,368	10,368	-	-	2,994	2,994	-	-	7,374	7,374	-	-
2011 2011	FRCC FRCC	1076 1077	Chattahoochee, City of	U.S. U.S.	1,535 26,153	1,535 26,153	-	-	443 7,553	443 7,553	-	-	1,092 18,600	1,092 18,600	-	-
2011	FRCC	1077	Florida Keys Electric Cooperative Assn Florida Power & Light Co.	U.S.	4,126,065	4,126,065	-	-	1,191,557	1,191,557	-	-	2,934,508	2,934,508	-	-
2011	FRCC	1078	Florida Public Utilities Company	U.S.	15,153	15,153	-	-	4,376	4,376	-	-	10,777	10,777	-	-
2011	FRCC	1080	Gainesville Regional Utilities	U.S.	68,176	68,176	_	-	19,688	19,688	-	-	48,488	48,488	_	-
2011	FRCC	1081	Homestead, City of	U.S.	18,520	18,520	-	-	5,348	5,348	-	-	13,172	13,172	-	-
2011	FRCC	1082	JEA	U.S.	470,489	470,489	-	-	135,871	135,871	-	-	334,617	334,617	-	=
2011	FRCC	1083	Lakeland Electric	U.S.	108,240	108,240	-	-	31,259	31,259	-	-	76,982	76,982	-	-
2011	FRCC	1626	Lee County Electric Cooperative, Inc	U.S.	44,071	44,071	-	-	12,727	12,727	-	-	31,344	31,344	-	-
2011	FRCC	1084	Mount Dora, City of	U.S.	3,394	3,394	-	-	980	980	-	-	2,414	2,414	-	-
2011	FRCC	1085	New Smyrna Beach, Utilities Commission of	U.S.	14,479	14,479	-	-	4,181	4,181	-	-	10,298	10,298	-	-
2011	FRCC	1086	Orlando Utilities Commission	U.S.	211,576	211,576	=	=	61,101	61,101	=	=	150,475	150,475	=	=
2011	FRCC	1087	Progress Energy Florida	U.S.	1,498,070	1,498,070	-	-	432,624	432,624	-	-	1,065,446	1,065,446	-	-
2011	FRCC	1088	Quincy, City of	U.S.	5,347	5,347	-	-	1,544	1,544	-	-	3,803	3,803	-	-
2011	FRCC	1089	Reedy Creek Improvement District	U.S.	45,197	45,197	-	-	13,052	13,052	-	-	32,145	32,145	-	-
2011	FRCC	1090	St. Cloud, City of (OUC)	U.S.	22,075	22,075	-	-	6,375	6,375	-	-	15,700	15,700	-	-
2011	FRCC	1091	Tallahassee, City of	U.S.	104,724	104,724	-	-	30,243	30,243	-	-	74,481	74,481	-	-
2011 2011	FRCC FRCC	1092 1603	Tampa Electric Company City of Vero Beach	U.S. U.S.	718,570 27,724	718,570	-	-	207,514	207,514 8,006	-	-	511,056 19,718	511,056	-	-
2011	FRCC	1093	Wauchula, City of	U.S.	2,7357	27,724 2,357	-	-	8,006 681	681	-	-	19,718	19,718 1,676	-	-
2011	FRCC	1093	Williston, City of	U.S.	1,241	1,241			358	358	_		883	883		
2011	FRCC	1095	Winter Park, City of	U.S.	16,548	16,548	_	_	4,779	4,779	_	_	11,769	11,769	_	_
2011	FRCC	1072	Florida Municipal Power Agency	U.S.	225,312	225,312	_	-	65,067	65,067	-	-	160,245	160,245	_	-
2011	FRCC	1073	Seminole Electric Cooperative	U.S.	587,035	587,035	-	-	169,528	169,528	-	-	417,506	417,506	-	=
			TOTAL FRCC		8,377,204	8,377,204	=	-	2,419,233	2,419,233	-	-	5,957,971	5,957,971	-	-
									-							
2011	MRO	1199	Basin Electric Power Cooperative	U.S.	554,837	554,837	-	-	140,893	140,893	-	-	413,944	413,944	-	-
2011	MRO	1201	Central Iowa Power Cooperative (CIPCO)	U.S.	120,347	120,347	=	=	30,560	30,560	=	=	89,787	89,787	=	=
2011	MRO	1204	Corn Belt Power Cooperative	U.S.	76,342	76,342	-	=	19,386	19,386	-	-	56,956	56,956	-	=
2011	MRO	1207	Dairyland Power Cooperative	U.S.	226,678	226,678	-	-	57,562	57,562	-	-	169,117	169,117	-	-
2011	MRO	1210	Great River Energy	U.S.	581,097	581,097	-	-	147,561	147,561	-	-	433,536	433,536	-	-
2011	MRO	1222	Minnkota Power Cooperative, Inc.	U.S.	174,151	174,151	-	-	44,223	44,223	-	-	129,928	129,928	-	-
2011 2011	MRO MRO	1230 1232	Nebraska Public Power District	U.S. U.S.	551,218 486,677	551,218 486,677	-	-	139,974 123,585	139,974 123,585	-	-	411,244 363,093	411,244 363,093	-	-
2011	MRO	1232	Omaha Public Power District Southern Montana Generation and Transmission	U.S.	486,677	486,677	-	-	123,585	123,585	-	-	363,093	132	-	-
2011	MRO	1240	Western Area Power Administration (UM)	U.S.	386,913	386,913			98,251	98,251	_		288,662	288,662	-	
2011	MRO	1239	Western Area Power Administration (UM)	U.S.	5,467	5,467			1,388	1,388	_		4,079	4,079		
2011	MRO	1217	Manitoba Hydro	CAN	993,173	-	993,173	-	262,505	-	262,505	-	730,668	-,075	730,668	-
2011	MRO	1235	SaskPower	CAN	946,068	-	946,068	-	250,055	-	250,055	-	696,013	-	696,013	-
2011	MRO	1195	Alliant Energy (Alliant East - WPL & Alliant West IPL)	U.S.	1,234,916	1,234,916	-	-	313,589	313,589	-	=	921,327	921,327	-	-
2011	MRO	1216	Madison, Gas and Electric	U.S.	150,087	150,087	-	-	38,112	38,112	-	-	111,974	111,974	-	-
2011	MRO	1220	MidAmerican Energy Company	U.S.	1,195,035	1,195,035	-	-	303,462	303,462	-	-	891,573	891,573	-	-
2011	MRO	1221	Minnesota Power	U.S.	568,164	568,164	-	-	144,277	144,277	=	=	423,887	423,887	=	=
2011	MRO	1226	Montana-Dakota Utilities Co.	U.S.	119,621	119,621	-	-	30,376	30,376	-	-	89,245	89,245	-	-
2011	MRO	1231	NorthWestern Energy	U.S.	64,791	64,791	-	-	16,453	16,453	-	-	48,339	48,339	-	-
2011	MRO	1233	Otter Tail Power Company	U.S.	187,036	187,036	-	-	47,495	47,495	-	-	139,541	139,541	-	-
2011	MRO	1243	Integrys Energy Group (WPS and UPPCO)	U.S.	581,538	581,538	-	-	147,673	147,673	-	-	433,865	433,865	-	-
2011	MRO	1244	Xcel Energy Company (NSP)	U.S.	1,988,578	1,988,578	-	-	504,970	504,970	-	-	1,483,607	1,483,607	-	-
2011	MRO	1196	Ames Municipal Electric System	U.S.	33,439	33,439	-	-	8,491	8,491	-	-	24,947	24,947	-	-
2011	MRO	1604	Atlantic Municipal Utilities	U.S.	3,053	3,053	-	=	775	775	-	-	2,278	2,278	=	=
2011	MRO	1476	Badger Power Marketing Authority of Wisconsin, Inc		17,782	17,782	-	-	4,516	4,516	-	-	13,267	13,267	-	-
2011	MRO	1200	Cedar Falls Municipal Utilities	U.S.	22,335	22,335	-	-	5,672 5,177	5,672 5,177	-	-	16,664	16,664	=	=
2011 2011	MRO MRO	1477 1605	Central Minnesota Municipal Power Agency (CMMP	U.S. U.S.	20,387 8,556	20,387	-	-	5,177 2,173	5,177 2,173	-	-	15,210 6,384	15,210 6,384	=	-
2011	MRO	1203	City of Pella Escanaba Municipal Electric Utility	U.S.	8,556 6,582	8,556 6,582	-	-	2,173 1,671	2,173 1,671	-	-	6,384 4,911	6,384 4,911	-	-
2011	MRO	1205	Falls City Water & Light Department	U.S.	2,434	2,434	-	-	618	618	=	-	1,816	1,816	-	-
2011	MRO	1205	Fremont Department of Utilities	U.S.	18,937	18,937	_	_	4,809	4,809	-	-	14,129	14,129	_	_
2011	MRO	1208	Geneseo Municipal Utilities	U.S.	2,898	2,898	-	-	736	736	-	-	2,162	2,162	-	-
2011	MRO	1209	Grand Island Utilities Department	U.S.	32,292	32,292	-	-	8,200	8,200	-	-	24,092	24,092	-	-

					Total ERO	Assessments (NE	RC, RE & WIRAB	Costs)		Total NERC A	ssessments		Total Regional En	tity Assessments (Inc	luding WIRAB Ass	essments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total N	Mexico Total
2011	MRO	1000	Handan Barrainina I Halifaina	U.S.	1,040	1.040			264	264			776	776		
2011 2011	MRO	1606 1211	Harlan Municipal Utilities Hastings Utilities	U.S.	18,530	1,040 18,530	-	-	4,705	4,705	-	-	13,824	13,824	-	-
2011	MRO	1211	Heartland Consumers Power District	U.S.	36,670	36,670	_	-	9,312	9,312	-	-	27,358	27,358	-	-
2011	MRO	1213	Hutchinson Utilities Commission	U.S.	13,028	13,028	_	-	3,308	3,308	-	-	9,719	9,719	-	-
2011	MRO	1215	Lincoln Electric System	U.S.	138,781	138,781	-	-	35,241	35,241	-	-	103,540	103,540	-	-
2011	MRO	1218	Manitowoc Public Utilities	U.S.	23,150	23,150	-	-	5,879	5,879	-	-	17,271	17,271	-	-
2011	MRO	1223	Missouri River Energy Services	U.S.	96,378	96,378	-	-	24,474	24,474	-	-	71,904	71,904	-	-
2011	MRO	1224	MN Municipal Power Agency (MMPA)	U.S.	62,680	62,680	-	-	15,917	15,917	-	-	46,764	46,764	-	-
2011	MRO	1607	Montezuma Municipal Light & Power	U.S.	1,511	1,511	-	-	384	384	=	-	1,127	1,127	-	-
2011	MRO	1227	Municipal Energy Agency of Nebraska	U.S.	50,055	50,055	-	-	12,711	12,711	-	-	37,344	37,344	-	-
2011	MRO	1228	Muscatine Power and Water	U.S.	37,898	37,898	-	-	9,624	9,624	-	-	28,274	28,274	-	-
2011	MRO	1229	Nebraska City Utilities	U.S.	7,568	7,568	-	-	1,922	1,922	Ē	=	5,646	5,646	=	-
2011	MRO	1234	Rochester Public Utilities	U.S.	384	384	-	-	97	97	-	-	286	286	-	-
2011	MRO	1236	Southern Minnesota Municipal Power Agency	U.S.	127,602	127,602	-	-	32,403	32,403	=	=	95,199	95,199	-	-
2011	MRO	1241	Willmar Municipal Utilities	U.S.	11,464	11,464	-	-	2,911	2,911	-	-	8,553	8,553	-	-
2011	MRO	1242	Wisconsin Public Power, Inc. (East and West regions	s U.S.	234,518	234,518	1 020 241		59,552	59,552			174,966	174,966	1 420 001	
			TOTAL MRO		12,222,863	10,283,622	1,939,241	-	3,123,936	2,611,375	512,561		9,098,927	7,672,246	1,426,681	
2011	NPCC	1336	New England	U.S.	4,820,460	4,820,460	_	_	1,447,974	1,447,974	_	_	3,372,486	3,372,486	_	
2011	NPCC	1339	New York	U.S.	5,816,315	5,816,315	_	_	1,747,110	1,747,110	_	_	4,069,205	4,069,205	_	_
2011	NPCC	1337	Ontario	Canada	2,786,712	-	2,786,712	_	1,035,450	-	1,035,450	_	1,751,262	-,005,205	1,751,262	_
2011	NPCC	1341	Quebec	Canada	4,270,497	_	4,270,497	-	1,509,375	-	1,509,375	-	2,761,122	-	2,761,122	-
2011	NPCC	1338	New Brunswick	Canada	269,567	-	269,567	-	100,162	_	100,162	-	169,405	-	169,405	-
2011	NPCC	1340	Nova Scotia	Canada	364,074	-	364,074	-	135,289	-	135,289	-	228,784	-	228,784	-
			TOTAL NPCC		18,327,625	10,636,775	7,690,849	-	5,975,361	3,195,085	2,780,276	-	12,352,264	7,441,691	4,910,573	-
									-							
2011	RFC	1104	Bay City	U.S.	8,756	8,756	-	-	3,594	3,594	-	-	5,162	5,162	-	-
2011	RFC	1102	Cannelton Utilities	U.S.	432	432	-	-	177	177	-	-	254	254	-	-
2011	RFC	1105	City of Chelsea	U.S.	2,572	2,572	-	-	1,055	1,055	Ē	=	1,516	1,516	=	-
2011	RFC	1106	City of Croswell	U.S.	1,025	1,025	-	-	421	421	Ē	=	605	605	=	-
2011	RFC	1108	City of Eaton Rapids	U.S.	2,564	2,564	-	-	1,052	1,052	-	-	1,512	1,512	-	-
2011	RFC	1111	City of Hart	U.S.	1,221	1,221	-	-	501	501	-	-	720	720	-	-
2011	RFC	1490	City of Lansing	U.S.	58,620	58,620	-	-	24,059	24,059	-	-	34,561	34,561	-	-
2011	RFC RFC	1112	City of Marquette Board of Light & Power City of Portland	U.S. U.S.	8,696 944	8,696 944	-	-	3,569 388	3,569 388	-	-	5,127 557	5,127	-	-
2011 2011	RFC	1114 1116	City of St. Louis	U.S.	1,023	1,023	-	-	420	420	-	-	603	557 603	-	-
2011	RFC	1118	City of St. Louis City of Wyandotte	U.S.	4,801	4,801	_		1,970	1,970		_	2,830	2,830	_	_
2011	RFC	1120	Cloverland Electric Cooperative	U.S.	23,166	23,166	_	_	9,508	9,508	_	_	13,658	13,658	_	_
2011	RFC	1122	CMS ERM Michigan LLC	U.S.	5,085	5,085	_	_	2,087	2,087	-	_	2,998	2,998	_	_
2011	RFC	1124	Constellation New Energy (MECS-CONS)	U.S.	33,969	33,969	-	-	13,942	13,942	-	-	20,027	20,027	-	-
2011	RFC	1123	Constellation New Energy (MECS-DET)	U.S.	31,676	31,676	_	-	13,001	13,001	-	-	18,676	18,676	-	-
2011	RFC	1126	Consumers Energy Company	U.S.	884,043	884,043	-	-	362,833	362,833	-	-	521,210	521,210	-	-
2011	RFC	1128	Detroit Edison Company	U.S.	1,192,777	1,192,777	-	-	489,545	489,545	-	-	703,232	703,232	-	-
2011	RFC	1166	Duke Energy Indiana	U.S.	799,317	799,317	-	-	328,059	328,059	-	-	471,257	471,257	-	-
2011	RFC	1135	Ferdinand Municipal Light & Water	U.S.	1,090	1,090	-	-	447	447	-	-	643	643	-	-
2011	RFC		FirstEnergy Solutions (MECS-DET)	U.S.	580	580	-	-	238	238	-	-	342	342	-	-
2011	RFC	1549	FirstEnergy Solutions (MECS-DET)	U.S.	52,918	52,918	-	-	21,719	21,719	Ē	=	31,199	31,199	=	-
2011	RFC	1612	Glacial Energy (MECS-DET)	U.S.	12,235	12,235	-	-	5,021	5,021	-	-	7,213	7,213	-	-
2011	RFC	1144	Holland Board of Public Works	U.S.	20,836	20,836	-	-	8,552	8,552	-	-	12,285	12,285	-	-
2011	RFC	1145	Hoosier Energy	U.S.	191,035	191,035	-	-	78,406	78,406	-	-	112,630	112,630	-	-
2011	RFC	1148	Indiana Municipal Power Agency (DUKE CIN)	U.S.	77,761	77,761	-	-	31,915	31,915	=	=	45,846	45,846	-	-
2011	RFC	1485	Indiana Municipal Power Agency (NIPSCO)	U.S.	11,032	11,032	-	-	4,528	4,528	-	=	6,504	6,504	-	-
2011	RFC	1486	Indiana Municipal Power Agency (SIGE)	U.S.	15,729	15,729	-	-	6,455	6,455	-	-	9,273	9,273	-	-
2011	RFC	1149	Indianapolis Power & Light Co.	U.S.	396,762	396,762	-	-	162,841	162,841	-	-	233,921	233,921	-	-
2011 2011	RFC RFC	1553 1554	Integrys Energy Services (MECS-CONS) Integrys Energy Services (MECS-DET)	U.S. U.S.	12,619 9,510	12,619	-	-	5,179 3,903	5,179 3,903	-	-	7,440 5,607	7,440 5,607	-	-
2011	RFC	1614	Just Energy (MECS-DET)	U.S.	9,510 528	9,510 528	-	-	3,903	3,903	-	=	312	312	-	-
2011	RFC	1154	Michigan Public Power Agency	U.S.	32,035	32,035	_	_	13,148	13,148	_	-	18,887	18,887	-	_
2011	RFC	1155	Michigan South Central Power Agency	U.S.	14,971	14,971	-	_	6,145	6,145	_	-	8,827	8,827	_	-
2011	RFC	1158	MidAmerican Energy Company Retail	U.S.	2,484	2,484	-	-	1,019	1,019	-	-	1,464	1,464	-	-
2011	RFC	1163	Northern Indiana Public Service Co.	U.S.	464,342	464,342	-	-	190,577	190,577	=	=	273,765	273,765	=	-

					Total ERO	Assessments (NE	RC. RE & WIRAR	Costs)		Total NERC Asse	essments		Total Regional Ent	ity Assessments (Inc	luding WIRAR A	ssessments)
					. C.C. ENO	The second secon	,			7510.72.16 7330			- Star negronal Elit	-, - Socosmento (inc		
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	RFC	1164	Ontonagon County Rural Electrification Assoc.	U.S.	765	765	-	-	314	314	-	-	451	451	-	-
2011 2011	RFC RFC	1265 1172	PJM Interconnnection, LLC Sempra Energy Solutions (MECS-CONS)	U.S. U.S.	18,432,718 29,943	18,432,718 29,943	-	-	7,565,244 12,289	7,565,244 12,289	-	-	10,867,474 17,654	10,867,474 17,654	-	-
2011	RFC	1172	Sempra Energy Solutions (MECS-CONS)	U.S.	26,408	26,408	-	-	10,838	10,838	-	-	15,569	15,569	-	-
2011	RFC	1176	Direct Energy (fka:Strategic Energy,LLC) (MECS-CON		237	237	-	-	97	97	-	-	140	140	_	-
2011	RFC	1174	Direct Energy (fka:Strategic Energy,LLC) (MECS-DET)		9,298	9,298	-	-	3,816	3,816	-	-	5,482	5,482	-	-
2011	RFC	1581	Spartan Renewable Energy	U.S.	1,656	1,656	-	-	680	680	-	-	977	977	-	=
2011	RFC	1180	Thumb Electric Cooperative	U.S.	4,472	4,472	-	-	1,835	1,835	-	-	2,636	2,636	-	-
2011	RFC	1627	US Department of Energy	U.S.	6,661	6,661	-	-	2,734	2,734	-	-	3,927	3,927	-	-
2011	RFC	1181	Vectren Energy Delivery of IN	U.S.	155,265	155,265	-	-	63,725	63,725	-	-	91,541	91,541	-	-
2011	RFC	1183	Village of Sebewaing	U.S.	993	993	-	-	407	407	-	-	585	585	-	-
2011	RFC	1184	Wabash Valley Power Association Inc. (DUKE CIN)	U.S.	71,597	71,597	=	=	29,385	29,385	=	Ē	42,212	42,212	=	=
2011	RFC	1487	Wabash Valley Power Association Inc. (MECS CONS		3,941	3,941	-	-	1,617	1,617	-	-	2,323	2,323	-	-
2011	RFC	1488	Wabash Valley Power Association Inc.(NIPSCO)	U.S.	43,304	43,304	-	-	17,773	17,773	-	-	25,531	25,531	-	-
2011	RFC	1185	Wisconsin Electric Power Co.	U.S.	765,927	765,927	=	=	314,355	314,355	-	=	451,572	451,572	-	=
2011	RFC	1189	Wolverine Power Marketing Cooperative	U.S.	27,575	27,575	-	-	11,317	11,317	-	-	16,258	16,258	-	-
2011 2011	RFC RFC	1191 1190	Wolverine Power Supply Cooperative Wolverine Power Marketing Cooperative	U.S. U.S.	65,915 3,381	65,915 3,381	-	-	27,053 1,388	27,053 1,388	-	-	38,862 1,993	38,862 1,993	-	-
2011	MC	1150	TOTAL RELIABILITYFIRST	0.3.	24,027,209	24,027,209			9,861,361	9,861,361			14,165,848	14,165,848		
			TO THE RELATION THE		21,027,203	21,027,203			- 3,001,301	3,001,301			11,103,010	11,103,010		
2011	SERC	1267	Alabama Municipal Electric Authority	U.S.	86,135	86,135	-	_	38,617	38,617	-	-	47,518	47,518	_	-
2011	SERC	1268	Alabama Power Company	U.S.	1,460,325	1,460,325	-	-	654,711	654,711	_	-	805,614	805,614	-	-
2011	SERC	1269	Ameren - Illinois	U.S.	1,037,560	1,037,560	-	-	465,172	465,172	-	-	572,388	572,388	-	-
2011	SERC	1271	Ameren - Missouri	U.S.	1,017,204	1,017,204	-	-	456,046	456,046	-	-	561,158	561,158	-	-
2011	SERC	1272	APGI - Yadkin Division	U.S.	569	569	-	-	255	255	-	-	314	314	-	-
2011	SERC	1273	Associated Electric Cooperative Inc.	U.S.	471,170	471,170	-	=	211,241	211,241	-	=	259,929	259,929	-	=
2011	SERC	1582	Beauregard Electric Cooperative, Inc.	U.S.	26,404	26,404	-	-	11,838	11,838	-	-	14,566	14,566	-	-
2011	SERC	1462	Benton Utility District	U.S.	6,995	6,995	-	-	3,136	3,136	-	-	3,859	3,859	-	-
2011	SERC	1274	Big Rivers Electric Corporation	U.S.	257,139	257,139	-	-	115,284	115,284	-	-	141,855	141,855	-	-
2011	SERC	1275	Black Warrior EMC	U.S.	10,643	10,643	=	=	4,772	4,772	=	Ē	5,871	5,871	=	Ē
2011	SERC	1276	Blue Ridge EMC	U.S.	33,479	33,479	-	-	15,010	15,010	-	-	18,469	18,469	-	-
2011	SERC	1628	Brazos Electric Power Cooperative, Inc.	U.S.	10,244	10,244	-	-	4,593	4,593	-	-	5,651	5,651	-	-
2011	SERC	1463	Canton, MS	U.S.	3,119	3,119	-	-	1,398	1,398	-	-	1,720	1,720	-	-
2011 2011	SERC SERC	1277 1278	Central Electric Power Cooperative Inc. City of Blountstown FL	U.S. U.S.	384,968	384,968	-	-	172,594	172,594	-	-	212,374 540	212,374	-	-
2011	SERC	1278	City of Camden SC	U.S.	979 4,927	979 4,927	-	-	439 2,209	439 2,209	-	-	2,718	540 2,718	-	-
2011	SERC	1280	City of Collins MS	U.S.	1,146	1,146	_	_	514	514	_	_	632	632	-	_
2011	SERC	1281	City of Columbia MO	U.S.	28,519	28,519	_	-	12,786	12,786	_	-	15,733	15,733	-	-
2011	SERC	1282	City of Conway AR (Conway Corporation)	U.S.	25,336	25,336	-	_	11,359	11,359	-	-	13,977	13,977	_	-
2011	SERC	1284	City of Evergreen AL	U.S.	1,483	1,483	-	-	665	665	-	-	818	818	-	=
2011	SERC	1285	City of Hampton GA	U.S.	644	644	-	-	289	289	-	-	355	355	-	-
2011	SERC	1286	City of Hartford AL	U.S.	824	824	-	-	369	369	-	-	455	455	-	-
2011	SERC	1287	City of Henderson (KY) Municipal Power & Light	U.S.	14,969	14,969	-	-	6,711	6,711	-	-	8,258	8,258	-	-
2011	SERC	1288	City of North Little Rock AR (DENL)	U.S.	23,796	23,796	-	-	10,669	10,669	-	-	13,128	13,128	-	-
2011	SERC	1289	City of Orangeburg SC Department of Public Utilities		18,201	18,201	=	=	8,160	8,160	=	Ē	10,041	10,041	=	=
2011	SERC	1290	City of Robertsdale AL	U.S.	2,111	2,111	-	-	946	946	-	-	1,164	1,164	-	-
2011	SERC	1291	City of Ruston LA (DERS)	U.S.	6,997	6,997	-	-	3,137	3,137	-	-	3,860	3,860	-	-
2011	SERC	1292	City of Seneca SC	U.S.	3,923	3,923	-	-	1,759	1,759	-	-	2,164	2,164	-	-
2011	SERC	1115	City of Springfield (CWLP)	U.S.	45,035	45,035	-	-	20,190	20,190	-	-	24,844	24,844	-	-
2011	SERC	1465	City of Thayer, MO	U.S.	488	488	-	-	219	219	-	-	269	269	-	-
2011	SERC	1293	City of West Mamphis AR (West Mamphis Utilities)	U.S.	10,074	10,074	-	-	4,517	4,517	-	-	5,557	5,557	-	-
2011 2011	SERC SERC	1294 1583	City of West Memphis AR (West Memphis Utilities) Claiborne Electric Cooperative, Inc.	U.S. U.S.	9,476 16,349	9,476 16,349	-	-	4,248 7,330	4,248 7,330	-	-	5,228 9,019	5,228 9,019	-	-
2011	SERC	1584	Concordia Electric Cooperative, Inc.	U.S.	6,341	6,341	_		2,843	2,843			3,498	3,498	_	
2011	SERC	1283	Dalton Utilities	U.S.	36,547	36,547	-	-	16,385	16,385	-	-	20,162	20,162	-	-
2011	SERC	1585	Dixie Electric Membership Corporation	U.S.	56,098	56,098	_	-	25,151	25,151	-	-	30,948	30,948	_	_
2011	SERC	1295	Dominion Virginia Power	U.S.	2,021,608	2,021,608	-	-	906,353	906,353	-	-	1,115,255	1,115,255	-	-
2011	SERC	1296	Duke Energy Carolinas, LLC	U.S.	2,002,972	2,002,972	-	-	897,998	897,998	-	-	1,104,975	1,104,975	-	-
2011	SERC	1466	Durant, MS	U.S.	675	675	-	-	303	303	-	-	372	372	-	-
2011	SERC	1478	E.ON U.S. Services Inc.	U.S.	835,268	835,268	-	-	374,478	374,478	-	-	460,790	460,790	-	-
2011	SERC	1297	East Kentucky Power Cooperative	U.S.	300,528	300,528	-	-	134,737	134,737	-	-	165,792	165,792	-	-

					Total ERO /	Assessments (NEF	RC, RE & WIRAB	Costs)		Total NERC Asse	essments		Total Regional Entit	y Assessments (Inc	luding WIRAB A	ssessments)
	Danisası															
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011 2011	SERC SERC	1298 1629	East Mississippi Electric Power Association East Texas Electric Cooperative Inc	U.S. U.S.	11,438 50,469	11,438 50,469	-	-	5,128 22,627	5,128 22,627	-	-	6,310 27,842	6,310 27,842	-	-
2011	SERC	1299	Electric Energy Inc.	U.S.	31,918	31,918	-	-	14,310	14,310	=	-	17,608	17,608	-	-
2011	SERC	1300	EnergyUnited EMC	U.S.	60,792	60,792	-	-	27,255	27,255	-	_	33,537	33,537	_	-
2011	SERC	1301	Entergy	U.S.	2,833,821	2,833,821	-	-	1,270,494	1,270,494	-	-	1,563,327	1,563,327	-	-
2011	SERC	1302	Fayetteville (NC) Public Works Commission	U.S.	53,864	53,864	-	-	24,149	24,149	-	-	29,715	29,715	-	-
2011	SERC	1303	Florida Public Utilities (FL Panhandle Load)	U.S.	8,260	8,260	-	-	3,703	3,703	-	-	4,556	4,556	-	-
2011	SERC	1304	French Broad EMC	U.S.	13,388	13,388	=	=	6,002	6,002	=	-	7,386	7,386	=	-
2011	SERC	1305	Georgia Power Company	U.S.	2,199,771	2,199,771	-	-	986,229	986,229	-	-	1,213,542	1,213,542	-	-
2011	SERC SERC	1306	Georgia System Optns Corporation	U.S.	940,788	940,788	-	-	421,786	421,786	-	-	519,002	519,002	-	-
2011 2011	SERC	1479 1307	Greenwood (MS) Utilities Commission Greenwood (SC) Commissioners of Public Works	U.S. U.S.	6,825 6,396	6,825 6,396	-	-	3,060 2,867	3,060 2,867	-	-	3,765 3,528	3,765 3,528	-	-
2011	SERC	1308	Gulf Power Company	U.S.	294,488	294,488	-	-	132,028	132,028	-	-	162,459	162,459	-	-
2011	SERC	1586	Haywood EMC	U.S.	7,252	7,252	-	-	3,251	3,251	-	-	4,001	4,001	-	-
2011	SERC	1309	Illinois Municipal Electric Agency	U.S.	46,600	46,600	-	-	20,892	20,892	-	-	25,708	25,708	-	-
2011	SERC	1480	Itta Bena, MS	U.S.	396	396	-	-	177	177	-	-	218	218	-	-
2011	SERC	1587	Jefferson Davis Electric Cooperative, Inc.	U.S.	6,647	6,647	-	-	2,980	2,980	-	-	3,667	3,667	-	-
2011	SERC	1617	Kentucky Municipal Power	U.S.	17,779	17,779	-	-	7,971	7,971	-	-	9,808	9,808	-	-
2011	SERC	1481	Kosciusko, MS	U.S.	1,852	1,852	-	-	830	830	-	-	1,021	1,021	-	-
2011	SERC	1482	Leland, MS	U.S.	828	828	-	-	371	371	-	-	457	457	-	-
2011 2011	SERC SERC	1313	McCormick Commission of Public Works	U.S. U.S.	425	425	-	-	191	191	-	-	234 142,731	234	-	-
2011	SERC	1314 1630	Mississippi Power Company Mt. Carmel Public Utility	U.S.	258,726 2,659	258,726 2,659	-	-	115,995 1,192	115,995 1,192	-	-	1,467	142,731 1,467	-	-
2011	SERC	1315	Municipal Electric Authority of Georgia	U.S.	265,393	265,393	-	-	118,984	118,984	-	-	146,409	146,409	-	-
2011	SERC	1316	N.C. Electric Membership Corp.	U.S.	298,315	298,315	-	-	133,744	133,744	-	-	164,571	164,571	_	-
2011	SERC	1317	North Carolina Eastern Municipal Power Agency	U.S.	183,478	183,478	-	-	82,259	82,259	-	-	101,219	101,219	-	-
2011	SERC	1318	North Carolina Municipal Power Agency #1	U.S.	114,990	114,990	-	-	51,554	51,554	-	-	63,436	63,436	-	-
2011	SERC	1588	Northeast Louisiana Power Cooperative, Inc.	U.S.	7,220	7,220	-	-	3,237	3,237	-	-	3,983	3,983	-	-
2011	SERC	1574	Northern Virginia Electric Cooperative	U.S.	90,499	90,499	-	-	40,574	40,574	-	-	49,925	49,925	-	-
2011	SERC	1319	Old Dominion Electric Cooperative	U.S.	142,642	142,642	-	-	63,951	63,951	-	-	78,691	78,691	-	-
2011	SERC	1618	Osceola (Arkansas) Municipal Light and Power	U.S.	4,382	4,382	-	-	1,965	1,965	-	-	2,417	2,417	-	-
2011 2011	SERC SERC	1320	Owensboro (KY) Municipal Utilities	U.S. U.S.	21,826 12,232	21,826 12,232	-	-	9,785 5,484	9,785	-	-	12,041 6,748	12,041	-	-
2011	SERC	1322 1323	Piedmont EMC in Duke and Progress Areas Piedmont Municipal Power Agency (PMPA)	U.S.	56,670	56,670	-	_	25,407	5,484 25,407	-	-	31,263	6,748 31,263	-	-
2011	SERC	1589	Pointe Coupee Electric Memb. Corp.	U.S.	6,381	6,381	_	_	2,861	2,861	-	_	3,520	3,520	_	-
2011	SERC	1266	PowerSouth Energy	U.S.	205,387	205,387	-	-	92,082	92,082	-	-	113,305	113,305	-	-
2011	SERC	1330	Prairie Power, Inc.	U.S.	37,316	37,316	-	-	16,730	16,730	-	-	20,586	20,586	-	-
2011	SERC	1324	Progress Energy Carolinas	U.S.	1,111,269	1,111,269	-	-	498,218	498,218	-	-	613,051	613,051	-	-
2011	SERC	1325	Rutherford EMC	U.S.	31,235	31,235	-	-	14,004	14,004	-	-	17,232	17,232	-	-
2011	SERC	1631	Sam Rayburn G&T Electric Cooperative Inc.	U.S.	45,354	45,354	=	=	20,334	20,334	=	-	25,020	25,020	=	-
2011	SERC	1326	South Carolina Electric & Gas Company	U.S.	559,814	559,814	-	-	250,983	250,983	-	-	308,831	308,831	-	-
2011	SERC	1327	South Carolina Public Service Authority	U.S.	272,069	272,069	-	-	121,977	121,977	-	-	150,091	150,091	-	-
2011 2011	SERC SERC	1590 1328	South Louisiana Electric Cooperative Association South Mississippi Electric Power Association	U.S. U.S.	15,638 248,646	15,638 248,646	-	-	7,011 111,476	7,011 111,476	-	-	8,627 137,170	8,627 137,170	-	-
2011	SERC	1329	Southern Illinois Power Cooperative	U.S.	35,329	35,329	-	_	15,839	15,839	-	-	19,490	19,490	-	-
2011	SERC	1591	Southwest Louisiana Electric Membership Corporati		62,563	62,563	_	_	28,049	28,049	-	_	34,514	34,514	_	_
2011	SERC	1619	Southwestern Electric Cooperative, Inc.	U.S.	11,117	11,117	-	_	4,984	4,984	-	_	6,133	6,133	-	-
2011	SERC	1331	Tennessee Valley Authority	U.S.	4,049,514	4,049,514	-	-	1,815,529	1,815,529	-	-	2,233,985	2,233,985	-	-
2011	SERC	1632	Tex-La Electric Cooperative of Texas, Inc	U.S.	5,114	5,114	-	-	2,293	2,293	-	-	2,821	2,821	-	-
2011	SERC	1332	Tombigbee Electric Cooperative Inc.	U.S.	3,634	3,634	-	-	1,629	1,629	-	-	2,005	2,005	-	-
2011	SERC	1592	Town of Black Creek, N.C.	U.S.	306	306	-	-	137	137	-	-	169	169	-	-
2011	SERC	1593	Town of Lucama, N.C.	U.S.	505	505	-	-	226	226	=	-	279	279	-	=
2011	SERC	1594	Town of Sharpsburg, N.C.	U.S.	491	491	-	-	220	220	-	-	271	271	-	-
2011	SERC	1595	Town of Stantonsburg, N.C.	U.S.	552	552	-	-	248	248	=	-	305	305	-	-
2011 2011	SERC SERC	1333	Town of Waynesville NC Town of Winnsboro SC	U.S. U.S.	2,191 1,315	2,191 1,315	-	-	982 589	982 589	-	-	1,208 725	1,208 725	-	-
2011	SERC	1334 1335	Town of Winnsboro SC Town of Winterville NC	U.S.	1,315	1,315	-	-	589 574	589 574	=	-	706	725	-	-
2011	SERC	1597	Washington-St.Tammany Electric Cooperative, Inc.	U.S.	27,918	27,918	-	-	12,517	12,517	-	-	15,401	15,401	-	-
			TOTAL SERC		25,069,232	25,069,232	-	-	11,239,354	11,239,354	-	-	13,829,878	13,829,878	-	-

Appendix 2-B, Total Assessments

					Total ERO	Assessments (NE	RC, RE & WIRAB	Costs)		Total NERC Ass	essments		Total Regional En	tity Assessments (Inc	luding WIRAB A	ssessments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	SPP	1246	American Electric Power	U.S.	1,901,534	1,901,534	_	-	416,469	416,469	-	-	1,485,064	1,485,064	_	-
2011	SPP	1435	Arkansas Electric Cooperative Corporation (AEP)	U.S.	238,319	238,319	-	-	52,196	52,196	-	-	186,123	186,123	-	-
2011	SPP	1247	Board of Public Utilities (Kansas City KS)	U.S.	124,082	124,082	-	-	27,176	27,176	-	=	96,906	96,906	-	-
2011	SPP	1620	Board of Public Utilities, City of McPherson, Kansas		46,194	46,194	-	-	10,117	10,117	-	-	36,077	36,077	-	-
2011	SPP		Carthage City Water & Light	U.S.	14,392	14,392	-	-	3,152	3,152	-	-	11,240	11,240	-	-
2011	SPP	1469	Central Valley Electric Cooperative	U.S.	38,977	38,977	-	-	8,537	8,537	-	=	30,440	30,440	-	-
2011 2011	SPP SPP	1556 1557	City of Bentonville City of Clarksdale, Mississippi	U.S. U.S.	31,728 8,743	31,728 8,743	-	-	6,949 1,915	6,949 1,915	-	-	24,779 6,828	24,779 6,828	-	-
2011	SPP	1633	City of Lindsborg	U.S.	1,584	1,584	-	_	347	347	_	_	1,237	1,237	-	_
2011	SPP	1558	Hope Water & Light (HWL)	U.S.	14,983	14,983	_	_	3,282	3,282	-	-	11,701	11,701	-	-
2011	SPP	1559	City of Minden	U.S.	8,875	8,875	-	-	1,944	1,944	-	-	6,931	6,931	-	-
2011	SPP	1634	City of Mulvane	U.S.	2,283	2,283	-	-	500	500	-	-	1,783	1,783	-	-
2011	SPP	1635	The City of Osage City	U.S.	1,806	1,806	-	-	396	396	-	-	1,411	1,411	-	-
2011	SPP	1636	City of Prescott	U.S.	4,498	4,498	-	-	985	985	-	=	3,513	3,513	-	-
2011	SPP	1248	Independence Power & Light (Independence, MO)	U.S.	56,677	56,677	-	-	12,413	12,413	-	-	44,264	44,264	-	-
2011	SPP SPP	1436	City Utilities of Springfield, MO	U.S.	163,892	163,892	-	-	35,895	35,895	-	-	127,996	127,996	-	-
2011 2011	SPP	1249 1437	Cleco Power LLC East Texas Electric Coop, Inc.	U.S. U.S.	598,191 22,627	598,191 22,627	-	-	131,014 4,956	131,014 4,956	-	-	467,177 17,671	467,177 17,671	-	-
2011	SPP	1250	The Empire District Electric Company	U.S.	272,819	272,819	-	_	59,752	59,752	_	_	213,067	213,067	-	_
2011	SPP	1470	Farmers' Electric Coop	U.S.	23,936	23,936	_	_	5,242	5,242	_	-	18,693	18,693	_	_
2011	SPP	1438	Golden Spread Electric Coop	U.S.	291,462	291,462	-	-	63,835	63,835	-	-	227,627	227,627	-	-
2011	SPP	1251	Grand River Dam Authority	U.S.	241,338	241,338	-	-	52,857	52,857	-	-	188,481	188,481	-	
2011	SPP		Jonesboro City Water & Light	U.S.	67,956	67,956	-	-	14,884	14,884	-	-	53,073	53,073	-	-
2011	SPP	1252	Kansas City Power & Light (KCPL)	U.S.	812,880	812,880	-	-	178,035	178,035	-	-	634,845	634,845	-	-
2011	SPP	1439	Kansas Electric Power Coop., Inc	U.S.	111,108	111,108	-	-	24,335	24,335	-	-	86,773	86,773	-	-
2011	SPP	1440	Kansas Municipal Energy Agency (KCPL)	U.S.	40,125	40,125	-	-	8,788	8,788	-	-	31,337	31,337	-	-
2011	SPP	1637	Kansas Power Pool	U.S.	71,603	71,603	-	-	15,682	15,682	-	-	55,921	55,921	-	-
2011	SPP	1560	Kaw Valley Electric Cooperative, Inc.	U.S.	8,475	8,475	-	-	1,856	1,856	-	-	6,619	6,619	-	-
2011 2011	SPP SPP	1598	Kennett Board of Public Works KCP&L GMOC (Greater Missouri Operations Compa	U.S. U.S.	7,824 447,052	7,824 447,052	-	-	1,714 97,912	1,714 97,912	-	-	6,111 349,140	6,111 349,140	-	-
2011	SPP	1471	Lafayette Utilities System	U.S.	108,920	108,920	-	_	23,855	23,855	_	_	85,064	85,064	-	_
2011	SPP	1472	Lea County Electric Coop	U.S.	65,832	65,832	_	_	14,418	14,418	_	-	51,413	51,413	_	-
2011	SPP	1253	Louisiana Energy & Power Authority (LEPA)	U.S.	50,084	50,084	-	-	10,969	10,969	-	-	39,115	39,115	-	-
2011	SPP		Malden Board of Public Works	U.S.	2,646	2,646	-	-	580	580	-	-	2,066	2,066	-	-
2011	SPP	1441	Midwest Energy Inc.	U.S.	91,133	91,133	-	-	19,960	19,960	-	-	71,173	71,173	=	-
2011	SPP	1443	Missouri Joint Municipal Electric Utility Commissior	U.S.	131,090	131,090	-	-	28,711	28,711	-	-	102,379	102,379	-	-
2011	SPP	1638	Nemaha Marshall Electric Cooperative (NMEC)	U.S.	3,071	3,071	-	-	673	673	-	-	2,399	2,399	-	-
2011	SPP	1442	Northeast Texas Electric Cooperative, Inc.	U.S.	170,591	170,591	-	-	37,363	37,363	-	-	133,229	133,229	-	-
2011 2011	SPP SPP	1255	Oklahoma Gas and Electric Co.	U.S. U.S.	1,468,243 149,745	1,468,243 149,745	-	-	321,571	321,571 32,797	-	-	1,146,672	1,146,672	-	-
2011	SPP	1444 1639	Oklahoma Municipal Power Auth OzMo Ozark Missouri, West Plains MO	U.S.	10,474	10,474		-	32,797 2,294	2,294	_	-	116,948 8,180	116,948 8,180	-	-
2011	SPP	1033	Paragould Light, Water & Cable	U.S.	30,189	30,189	-	_	6,612	6,612	_	_	23,577	23,577	-	_
2011	SPP		Piggott Municipal Light, Water & Sewer	U.S.	2,235	2,235	_	_	489	489	-	-	1,745	1,745	-	-
2011	SPP		Poplar Bluff Municipal Utilities	U.S.	19,681	19,681	-	-	4,310	4,310	-	-	15,370	15,370	-	-
2011	SPP	1561	Public Service Commission of Yazoo City of Mississi	U.S.	6,418	6,418	-	-	1,406	1,406	-	-	5,012	5,012	-	-
2011	SPP	1473	Roosevelt County Electric Coop	U.S.	11,668	11,668	-	-	2,556	2,556	-	-	9,113	9,113	-	-
2011	SPP	1468	Sharyland Utilities, LP	U.S.	54,792	54,792	-	-	12,000	12,000	-	-	42,792	42,792	-	-
2011	SPP		Sikeston Board of Municipal Utilities	U.S.	18,593	18,593	-	-	4,072	4,072	-	=	14,521	14,521	-	-
2011	SPP	1258	Southwestern Power Administration (SPA)	U.S.	12,769	12,769	-	-	2,797	2,797	-	-	9,973	9,973	-	-
2011	SPP	1257	Southwestern Public Service Co. (SPS-XCEL)	U.S.	849,914	849,914	-	-	186,146	186,146	-	-	663,768	663,768	-	-
2011 2011	SPP SPP	1256 1445	Sunflower Electric Power Cooperative Tex - La Electric Cooperative of Texas	U.S. U.S.	291,303 26,797	291,303 26,797	-	-	63,800 5,869	63,800 5,869	-	-	227,502 20,928	227,502 20,928	-	-
2011	SPP	1475	Tri County Electric Coop	U.S.	21,175	21,175	-	-	4,638	4,638	_	-	16,537	16,537	-	-
2011	SPP	1260	Westar Energy, Inc.	U.S.	1,102,356	1,102,356	-	-	241,435	241,435	=	=	860,921	860,921	-	-
2011	SPP	1259	Western Farmers Electric Cooperative	U.S.	397,005	397,005	-	-	86,951	86,951	-	-	310,054	310,054	-	-
2011	SPP	1501	West Texas Municipal Power Agency	U.S.	149,523	149,523	-	-	32,748	32,748	-	<u> </u>	116,775	116,775	-	
			TOTAL SPP		10,922,211	10,922,211	-		2,392,157	2,392,157	-		8,530,054	8,530,054	-	
									÷							
2011	TRE	1019	ERCOT	U.S.	11,724,917	11,724,917	-	-	3,572,397	3,572,397	-	<u> </u>	8,152,520	8,152,520	-	
					11,724,917	11,724,917	-		3,572,397	3,572,397	-		8,152,520	8,152,520	-	

					_				_							
			1		Total ERO	Assessments (NE	RC, RE & WIRAB	Costs)		Total NERC As	sessments		Total Regional En	tity Assessments (In	luding WIRAB A	ssessments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	WECC		Alberta Electric System Operator	Canada	2,704,750	-	2,704,750	_	466,437	_	466,437	_	2,238,313	-	2,238,313	_
2011	WECC		British Columbia Hydro & Power Authority	Canada	3,889,239	-	3,889,239	-	683,972	=	683,972	=	3,205,267	-	3,205,267	-
2011	WECC		Comision Federal de Electricidad	Mexico	708,998	-	-	708,998	124,686	-	-	124,686	584,312	-	-	584,312
2011	WECC		Aha Macav Power Service	U.S.	1,551	1,551	-	-	278	278	-	-	1,273	1,273	-	-
2011	WECC		Ajo Improvement District	U.S.	836	836	=	=	150	150	=	=	686	686	=	-
2011	WECC		Ak-Chin	U.S.	2,000	2,000	-	=	358	358	=	=	1,642	1,642	-	-
2011 2011	WECC		Alcoa Inc Arizona Public Service Company	U.S. U.S.	190,816 1,819,240	190,816 1,819,240	-	-	34,200 326,058	34,200 326,058	-	-	156,616 1,493,182	156,616 1,493,182	-	-
2011	WECC		Arkansas River Power Authority (ARPA)	U.S.	18,071	18,071	-	-	3,239	3,239	-	=	1,493,182	1,493,182	-	-
2011	WECC		Avista Corporation	U.S.	557,779	557,779	-	=	99,970	99,970	=	Ē	457,810	457,810	-	-
2011	WECC		Avista Corporation	U.S.	10,606	10,606	-	-	1,901	1,901	-	-	8,705	8,705	-	-
2011	WECC		Barrick Goldstrike Mines Inc.	U.S.	70,113	70,113	-	-	12,566	12,566	-	-	57,547	57,547	-	-
2011	WECC		Basin Electric Power Cooperative	U.S.	198,707	198,707	=	=	35,614	35,614	=	=	163,093	163,093	-	-
2011	WECC		Basin Electric Power Cooperative	U.S.	3,348	3,348	-	=	600	600	=	=	2,748	2,748	-	-
2011 2011	WECC		Benton REA Big Bend Electric Cooperative, Inc.	U.S. U.S.	32,311 7,987	32,311 7,987	-	-	5,791 1,431	5,791 1,431	-	-	26,520 6,555	26,520 6,555	-	-
2011	WECC		Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc.	U.S.	20,378	20,378	-	-	3,652	3,652	-	-	16,726	16,726	-	-
2011	WECC		Big Bend Electric Cooperative, Inc.	U.S.	2,220	2,220	-	-	398	398	-	-	1,822	1,822	-	-
2011	WECC		Blachly-Lane Electric Cooperative	U.S.	9,538	9,538	-	-	1,710	1,710	-	-	7,829	7,829	-	-
2011	WECC		Black Hills Power	U.S.	112,102	112,102	-	-	20,092	20,092	=	=	92,010	92,010	-	-
2011	WECC		Black Hills Power/Cheyenne Light Fuel & Power	U.S.	213,646	213,646	=	=	38,291	38,291	=	=	175,355	175,355	=	-
2011	WECC		Bonneville Power Administration	U.S.	270,269	270,269	=	-	48,440	48,440	-	-	221,829	221,829	-	-
2011 2011	WECC		Bonneville Power Administration	U.S. U.S.	99,450 45,608	99,450	-	-	17,824 8,174	17,824	-	-	81,625	81,625	-	-
2011	WECC		Bonneville Power Administration Bonneville Power Administration	U.S.	45,608	45,608 375	-	-	67	8,174 67	-	-	37,434 308	37,434 308	-	-
2011	WECC		Bonneville Power Administration	U.S.	998	998	_	-	179	179	-	-	819	819	_	-
2011	WECC		BPA - USBR Load	U.S.	7,942	7,942	-	-	1,423	1,423	-	-	6,518	6,518	=	-
2011	WECC		Bureau of Reclamation (Desalter) - c/o DSW EMMO	U.S.	82	82	-	=	15	15	=	E	67	67	-	-
2011	WECC		Bureau of Reclamation (Wellfield) - c/o DSW EMMO		306	306	-	-	55	55	-	-	251	251	-	-
2011	WECC		California Independent System Operator	U.S.	13,658,555	13,658,555	-	-	2,447,993	2,447,993	-	-	11,210,561	11,210,561	-	-
2011	WECC		Canby Public Utility Board	U.S.	10,615	10,615	-	=	1,903	1,903	=	=	8,713	8,713	-	-
2011 2011	WECC		Central Arizona Water Conservation District Central Arizona Water Conservation District	U.S. U.S.	109,732 86,734	109,732 86,734	-	-	19,667 15,545	19,667 15,545	-	-	90,065 71,189	90,065 71,189	-	-
2011	WECC		Central Electric Cooperative	U.S.	30,769	30,769	-	-	5,515	5,515	-	-	25,255	25,255	-	-
2011	WECC		Central Lincoln PUD	U.S.	80,687	80,687	-	-	14,461	14,461	-	-	66,226	66,226	-	-
2011	WECC		Central Montana Electric Power Cooperative	U.S.	1,826	1,826	-	-	327	327	-	-	1,499	1,499	-	-
2011	WECC		Central Montana Electric Power Cooperative	U.S.	5,439	5,439	-	-	975	975	-	-	4,465	4,465	-	-
2011	WECC		City of Aztec Electric Dept	U.S.	2,064	2,064	=	=	370	370	=	=	1,694	1,694	=	-
2011	WECC		City of Bandon	U.S.	4,011	4,011	-	-	719	719	-	-	3,292	3,292	=	-
2011 2011	WECC		City of Blaine City of Bonners Ferry	U.S. U.S.	4,731 4,027	4,731 4,027	-	-	848 722	848 722	-	-	3,883 3,305	3,883 3,305	-	-
2011	WECC		City of Boilder City	U.S.	9,671	9,671	_	_	1,733	1,733	_	_	7,938	7,938	-	_
2011	WECC		City of Cascade Locks	U.S.	1,183	1,183	_	-	212	212	-	-	971	971	_	-
2011	WECC		City of Centralia	U.S.	16,532	16,532	-	-	2,963	2,963	-	-	13,569	13,569	-	-
2011	WECC		City of Cheney	U.S.	8,561	8,561	-	-	1,534	1,534	-	-	7,026	7,026	-	-
2011	WECC		City of Chewelah	U.S.	1,458	1,458	-	-	261	261	-	-	1,197	1,197	-	-
2011	WECC		City of Drain	U.S.	1,004	1,004	-	-	180	180	-	-	824	824	-	-
2011 2011	WECC		City of Ellensburg	U.S.	12,242	12,242	-	=	2,194	2,194	=	=	10,048	10,048	-	-
2011	WECC		City of Fallon City of Forest Grove	U.S. U.S.	6,924 14,560	6,924 14,560	-	-	2,610	1,241 2,610	-	-	5,683 11,950	11,950	-	-
2011	WECC		City of Gallup	U.S.	13,097	13,097	_	_	2,347	2,347	_	-	10,750	10,750	_	_
2011	WECC		City of Henderson	U.S.	845	845	-	=	152	152	=	Ē	694	694	-	-
2011	WECC		City of Hermiston, DBA Hermiston Energy Services	U.S.	6,508	6,508	-	-	1,166	1,166	=	=	5,341	5,341	-	-
2011	WECC		City of Las Vegas	U.S.	2,726	2,726	-	-	489	489	-	-	2,237	2,237	-	-
2011	WECC		City of McCleary	U.S.	1,786	1,786	-	-	320	320	=	=	1,466	1,466	-	-
2011	WECC		City of McMinnville	U.S.	44,291	44,291	-	-	7,938	7,938	-	-	36,353	36,353	-	-
2011 2011	WECC		City of Mesa City of Milton	U.S. U.S.	15,338 3,791	15,338 3,791	-	-	2,749 679	2,749 679	-	-	12,589 3,112	12,589 3,112	-	-
2011	WECC		City of Milton-Freewater	U.S.	6,553	6,553	-	-	1,174	1,174	-	-	5,378	5,378	-	-
2011	WECC		City of Monmouth	U.S.	4,356	4,356	-	-	781	781	-	=	3,575	3,575	-	-
2011	WECC		City of Needles	U.S.	1,890	1,890	-	-	339	339	-	-	1,551	1,551	-	-

Appendix 2-B, Total Assessments

				ſ												
					Total ERO A	ssessments (NE	RC, RE & WIRAB C	Costs)		Total NERC A	ssessments		Total Regional Er	tity Assessments (In	cluding WIRAB	Assessments)
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Tota	I Mexico Total
Data Icai	Littley	10	Littly	Country	rotarj	OS TOTAL	Canada rotar	Wickico Fotal	Total	03 10141	Cunada rotar	Wickles Total	Total	03 10141	Canada 10ta	IVICAICO TOTAL
2011	WECC		City of Plummer	U.S.	2,099	2,099	-	-	376	376	-	-	1,723	1,723	-	-
2011	WECC		City of Port Angeles	U.S.	44,949	44,949	-	-	8,056	8,056	-	-	36,893	36,893	-	-
2011	WECC		City of Redding	U.S.	72,779	72,779	-	-	13,044	13,044	-	-	59,735	59,735	-	-
2011 2011	WECC		City of Richland City of Roseville	U.S. U.S.	52,489 47,490	52,489 47,490	-	-	9,407 8,511	9,407 8,511	-	-	43,081 38,978	43,081 38,978	-	-
2011	WECC		City of Shasta Lake	U.S.	10,968	10,968	-	-	1,966	1,966	-	-	9,002	9,002	-	-
2011	WECC		City of Sumas	U.S.	1,815	1,815	_	_	325	325	_	-	1,490	1,490	_	-
2011	WECC		City of Tacoma DBA Tacoma Power	U.S.	21	21	-	-	4	4	-	-	17	17	-	-
2011	WECC		City of Tacoma DBA Tacoma Power	U.S.	301,940	301,940	=	-	54,116	54,116	-	=	247,824	247,824	-	=
2011	WECC		City of Troy	U.S.	1,089	1,089	-	-	195	195	-	-	894	894	-	-
2011	WECC		City of Williams	U.S.	2,383	2,383	-	-	427	427	-	-	1,956	1,956	-	-
2011	WECC		Clark County Water Resources	U.S.	361	361	-	-	65	65	-	-	297	297	-	=
2011 2011	WECC		Clark Public Utilities Clatskanie PUD	U.S. U.S.	268,386 47,289	268,386 47,289	-	-	48,102 8,475	48,102 8,475	-	-	220,284 38,813	220,284 38,813	-	-
2011	WECC		Clearwater Cooperative, Inc	U.S.	9,883	9,883	-	-	1,771	1,771	_	-	8,112	8,112	-	-
2011	WECC		Clearwater Cooperative, Inc	U.S.	2,384	2,384	-	-	427	427	-	-	1,956	1,956	-	-
2011	WECC		Colorado River Agency-Bureau of Indian Affairs	U.S.	873	873	-	-	156	156	-	-	717	717	-	-
2011	WECC		Colorado River Commission of Nevada	U.S.	47,659	47,659	-	-	8,542	8,542	-	-	39,117	39,117	-	-
2011	WECC		Colorado Springs Utilities	U.S.	4,856	4,856	-	-	870	870	-	-	3,985	3,985	-	-
2011	WECC		Colorado Springs Utilities	U.S.	1,186	1,186	=	-	213	213	-	-	974	974	-	-
2011	WECC		Columbia Basin Electric Cooperative, Inc.	U.S.	6,345	6,345	-	-	1,137	1,137	-	-	5,208	5,208	-	-
2011	WECC		Columbia Falls Aluminum Company	U.S.	254	254	-	-	45	45	-	-	208	208	-	-
2011 2011	WECC		Columbia Power Cooperative Association Columbia River PUD	U.S. U.S.	1,269 10,131	1,269 10,131	-	-	227 1,816	227 1,816	-	-	1,041 8,316	1,041 8,316	-	-
2011	WECC		Columbia River PUD	U.S.	19,103	19,103	-	-	3,424	3,424	-	-	15,679	15,679	-	-
2011	WECC		Columbia Rural Electric Association (REA)	U.S.	18,235	18,235	-	_	3,268	3,268	_	-	14,966	14,966	_	-
2011	WECC		Consolidated Irrigation District No. 19	U.S.	334	334	-	-	60	60	-	-	275	275	-	-
2011	WECC		Constellation New Energy, Inc.	U.S.	4,357	4,357	-	-	781	781	-	-	3,576	3,576	-	-
2011	WECC		Consumers Power, Inc.	U.S.	25,307	25,307	-	-	4,536	4,536	-	-	20,771	20,771	-	-
2011	WECC		Coos-Curry Electric Cooperative, Inc	U.S.	21,311	21,311	-	-	3,819	3,819	-	-	17,491	17,491	-	-
2011	WECC		Deseret Generation & Transmission Cooperative	U.S.	272,657	272,657	-	-	48,868	48,868	-	-	223,790	223,790	-	-
2011	WECC		Deseret Generation & Transmission Cooperative	U.S.	5,176	5,176	-	-	928	928	-	-	4,248	4,248	-	-
2011	WECC		Douglas Electric Cooperative, Inc.	U.S.	5,726	5,726	-	-	1,026	1,026	-	-	4,700	4,700	-	-
2011 2011	WECC		Douglas Palisades	U.S.	1,067	1,067	-	-	191 88,961	191	-	-	876	876	-	-
2011	WECC		El Paso Electric Company Electrical District #2	U.S. U.S.	496,354 10,867	496,354 10,867	-	-	1,948	88,961 1,948	-	-	407,394 8,919	407,394 8,919	-	-
2011	WECC		Electrical District #2 - Coolidge Generating Station	U.S.	539	539	_	_	97	97	_	-	443	443	_	_
2011	WECC		Electrical Districts 1 & 3	U.S.	39,792	39,792	_	-	7,132	7,132	-	-	32,660	32,660	-	-
2011	WECC		Elmhurst Mutual Power & Light Company	U.S.	16,775	16,775	-	-	3,007	3,007	-	-	13,768	13,768	-	-
2011	WECC		Emerald PUD	U.S.	41,289	41,289	-	-	7,400	7,400	-	-	33,889	33,889	-	-
2011	WECC		Energy Northwest	U.S.	1,591	1,591	-	-	285	285	-	-	1,306	1,306	-	-
2011	WECC		Eugene Water & Electric Board	U.S.	148,421	148,421	=	=	26,601	26,601	-	=	121,820	121,820	-	=
2011	WECC		Farmington Electric Utility System	U.S.	62,087	62,087	-	-	11,128	11,128	-	-	50,959	50,959	-	-
2011	WECC		Flathead Electric Cooperative, Inc	U.S.	86,178	86,178	-	-	15,446	15,446	-	-	70,733	70,733	-	=
2011	WECC		Frederickson Power LP	U.S. U.S.	310 13,568	310 13,568	-	-	56	56 2,432	-	-	254	254	-	-
2011 2011	WECC		Grand Valley Power Harney Electric Cooperative, Inc.	U.S.	6,608	6,608	-	-	2,432 1,184	1,184	-	-	11,136 5,424	11,136 5,424	-	-
2011	WECC		Harney Electric Cooperative, Inc.	U.S.	3,976	3,976	_	_	713	713	_	-	3,264	3,264	_	_
2011	WECC		Hermiston Power LLC	U.S.	352	352	-	-	63	63	-	-	289	289	-	-
2011	WECC		Holy Cross Energy	U.S.	43,494	43,494	-	-	7,795	7,795	-	-	35,699	35,699	-	-
2011	WECC		Hood River Electric Cooperative	U.S.	2,469	2,469	-	-	443	443	-	=	2,027	2,027	-	-
2011	WECC		Idaho County Light and Power Cooperative Associat		3,435	3,435	-	-	616	616	-	-	2,819	2,819	-	-
2011	WECC		Idaho Power Company	U.S.	891,274	891,274	-	-	159,741	159,741	-	-	731,533	731,533	-	-
2011	WECC		Imperial Irrigation District	U.S.	214,105	214,105	-	-	38,374	38,374	-	-	175,731	175,731	-	-
2011	WECC		Inland Power and Light Company	U.S.	27,795	27,795	-	-	4,982	4,982	-	=	22,814	22,814	-	-
2011 2011	WECC		Inland Power and Light Company Intermountain Rural Electric Association	U.S. U.S.	28,871 66,392	28,871 66,392	-	-	5,175 11,899	5,175 11,899	-	-	23,697 54,493	23,697 54,493	-	-
2011	WECC		Kaiser Aluminum Fabricated Products LLC	U.S.	18,675	18,675	-	-	3,347	3,347	-	-	15,328	15,328	-	-
2011	WECC		Kootenai Electric Cooperative, Inc.	U.S.	28,188	28,188	-	-	5,052	5,052	-	-	23,136	23,136	-	-
2011	WECC		Lakeview Light & Power	U.S.	16,764	16,764	-	-	3,005	3,005	-	-	13,760	13,760	-	-
2011	WECC		Lane Electric Cooperative, Inc.	U.S.	13,641	13,641	-	-	2,445	2,445	-	-	11,196	11,196	-	-

			1		Total ERO	Assessments (NE	RC, RE & WIRAE	3 Costs)		Total NERC As	ssessments		Total Regional En	tity Assessments (In	cluding WIRAB	Assessments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Tota	Mexico Total
2011 2011	WECC		Las Vegas Valley Water District Lincoln County Power District No. 1	U.S. U.S.	5,389 5,369	5,389 5,369	-	-	966 962	966 962	-	-	4,423 4,407	4,423 4,407	-	-
2011	WECC		Lincoln Electric Cooperative, Inc.	U.S.	7,155	7,155	-	-	1,282	1,282	=	=	5,873	5,873	-	-
2011	WECC		Los Angeles Department of Water and Power	U.S.	1,717,320	1,717,320	_	-	307,792	307,792	-	-	1,409,528	1,409,528	-	-
2011	WECC		Majority Districts	U.S.	39,858	39,858	-	-	7,144	7,144	-	-	32,714	32,714	-	=
2011	WECC		Merced Irrigation District	U.S.	27,031	27,031	-	=	4,845	4,845	=	Ē	22,187	22,187	-	=
2011	WECC		Midstate Electric Cooperative, Inc.	U.S.	23,987	23,987	-	-	4,299	4,299	-	-	19,688	19,688	-	-
2011	WECC		Mission Valley Power	U.S.	23,488	23,488	-	=	4,210	4,210	≡	=	19,278	19,278	=	=
2011	WECC		Modern Electric Water Company	U.S.	14,000	14,000	-	-	2,509	2,509	-	-	11,490	11,490	-	-
2011	WECC		Modesto Irrigation District	U.S.	150,207	150,207	-	-	26,921	26,921	-	-	123,286	123,286	-	-
2011	WECC		Montana-Dakota Utilities Co.	U.S. U.S.	1,008 31,620	1,008	-	-	181 5,667	181 5,667	-	-	827 25,953	827 25,953	-	-
2011 2011	WECC		Mt. Wheeler Power Municipal Energy Agency of Nebraska	U.S.	10,888	31,620 10,888	-	-	1,951	1,951	_	-	8,937	25,935 8,937	-	-
2011	WECC		Municipal Energy Agency of Nebraska	U.S.	1,694	1,694	-	-	304	304	-	-	1,390	1,390	-	-
2011	WECC		Navajo Tribal Utility Authority	U.S.	2,665	2,665	-	-	478	478	-	-	2,187	2,187	-	-
2011	WECC		Navajo Tribal Utility Authority	U.S.	18,646	18,646	-	-	3,342	3,342	-	-	15,304	15,304	-	=
2011	WECC		Navopache Electric Cooperative, Inc.	U.S.	25,984	25,984	-	-	4,657	4,657	-	-	21,327	21,327	-	-
2011	WECC		Nebraska Public Power Marketing	U.S.	33,062	33,062	-	-	5,926	5,926	-	-	27,136	27,136	-	-
2011	WECC		Nespelem Valley Electric Cooperative, Inc.	U.S.	3,006	3,006	-	-	539	539	-	-	2,467	2,467	-	-
2011	WECC		Nevada Power Company dba NV Energy	U.S.	1,287,507	1,287,507	-	-	230,757	230,757	-	-	1,056,750	1,056,750	-	=
2011	WECC		Noble Americas Energy Solutions, LLC	U.S.	56,656	56,656	-	-	10,154	10,154	-	-	46,501	46,501	-	-
2011	WECC		Northern Lights, Inc.	U.S.	2,159	2,159	-	-	387	387	-	-	1,772	1,772	-	-
2011 2011	WECC		Northern Lights, Inc. Northern Wasco County PUD	U.S. U.S.	18,110 34,051	18,110 34,051	-	-	3,246 6,103	3,246 6,103	-	-	14,864 27,948	14,864 27,948	-	-
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC		535,505	535,505	-	-	95,977	95,977	-	-	439,528	439,528	-	-
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC		18,171	18,171	_	-	3,257	3,257	-	-	14,915	14,915	-	-
2011	WECC		Ohop Mutual Light Company	U.S.	5,285	5,285	-	-	947	947	_	-	4,337	4,337	-	-
2011	WECC		Orcas Power and Light Cooperative	U.S.	13,038	13,038	-	-	2,337	2,337	-	-	10,701	10,701	-	-
2011	WECC		Operations Office	U.S.	11,589	11,589	-	-	2,077	2,077	-	-	9,512	9,512	-	-
2011	WECC		Oregon Trail Electric Consumers Cooperative, Inc.	U.S.	19,870	19,870	-	-	3,561	3,561	-	-	16,308	16,308	-	-
2011	WECC		Overton Power District No. 5	U.S.	22,539	22,539	-	-	4,040	4,040	-	-	18,499	18,499	-	-
2011	WECC		PacifiCorp	U.S.	3,453	3,453	-	-	619	619	-	-	2,834	2,834	-	-
2011	WECC		PacifiCorp	U.S.	125	125	-	-	22	22	-	-	102	102	-	=
2011 2011	WECC		PacifiCorp PacifiCorp	U.S. U.S.	2,847,510 107	2,847,510 107	-	-	510,353 19	510,353 19	-	-	2,337,157 88	2,337,157 88	-	-
2011	WECC		PacifiCorp	U.S.	226	226	-	-	40	40	_	-	185	185	-	-
2011	WECC		PacifiCorp West (PACW)	U.S.	1,242,565	1,242,565	_	-	222,702	222,702	-	-	1,019,863	1,019,863	-	-
2011	WECC		Page Electric Utility	U.S.	888	888	-	-	159	159	-	-	729	729	-	-
2011	WECC		Parkland Light and Water Company	U.S.	7,353	7,353	-	-	1,318	1,318	-	-	6,035	6,035	-	-
2011	WECC		Pend Oreille County PUD No. 1	U.S.	59,432	59,432	-	-	10,652	10,652	-	-	48,780	48,780	-	-
2011	WECC		Peninsula Light Company, Inc.	U.S.	36,901	36,901	-	-	6,614	6,614	-	-	30,287	30,287	-	-
2011	WECC		Platte River Power Authority	U.S.	193,398	193,398	-	-	34,662	34,662	-	-	158,736	158,736	-	-
2011	WECC		Port of Seattle - Seattle-Tacoma International Airpo	U.S.	8,625	8,625	-	-	1,546	1,546	-	-	7,079	7,079	-	-
2011 2011	WECC		Port Townsend Paper Corporation	U.S. U.S.	12,043	12,043 2,831	-	-	2,158 507	2,158 507	-	-	9,885 2,323	9,885 2,323	-	-
2011	WECC		Portland General Electric Company Portland General Electric Company	U.S.	2,831 1,134,343	1,134,343	-	-	203,306	203,306	_	-	931,037	931,037	-	-
2011	WECC		Public Service Company of Colorado (Xcel)	U.S.	1,874,451	1,874,451	_	-	335,954	335,954	_	_	1,538,497	1,538,497	_	_
2011	WECC		Public Service Company of Colorado (Xcel)	U.S.	10,238	10,238	_	-	1,835	1,835	-	-	8,403	8,403	-	-
2011	WECC		Public Service Company of New Mexico	U.S.	648,007	648,007	-	-	116,141	116,141	-	-	531,866	531,866	-	=
2011	WECC		Public Utility District No. 1 of Chelan County	U.S.	225,055	225,055	-	-	40,336	40,336	-	-	184,719	184,719	-	-
2011	WECC		PUD No. 1 of Asotin County	U.S.	267	267	-	-	48	48	-	-	219	219	-	=
2011	WECC		PUD No. 1 of Asotin County	U.S.	19	19	-	-	3	3	-	-	15	15	-	-
2011	WECC		PUD No. 1 of Benton County	U.S.	101,285	101,285	-	-	18,153	18,153	-	-	83,132	83,132	-	-
2011	WECC		PUD No. 1 of Clallam County	U.S.	41,374	41,374	-	-	7,415	7,415	-	-	33,959	33,959	-	-
2011	WECC		PUD No. 1 of Cowlitz County	U.S.	304,328	304,328	-	-	54,544	54,544	=	=	249,784	249,784	-	-
2011 2011	WECC		PUD No. 1 of Cowlitz County PUD No. 1 of Douglas County	U.S. U.S.	285 537	285 537	-	-	51 96	51 96	-	-	234 441	234 441	-	-
2011	WECC		PUD No. 1 of Douglas County PUD No. 1 of Douglas County	U.S.	85,410	85,410	-	-	15,308	15,308	-	-	70,102	70,102	-	-
2011	WECC		PUD No. 1 of Ferry County	U.S.	6,410	6,410	-	-	1,149	1,149	-	-	5,261	5,261	-	-
2011	WECC		PUD No. 1 of Franklin County	U.S.	60,999	60,999	-	-	10,933	10,933	-	-	50,066	50,066	-	-
2011	WECC		PUD No. 1 of Grays Harbor	U.S.	70,477	70,477	-	-	12,631	12,631	-	-	57,846	57,846	-	-

			1		Total ERO	Assessments (NE	RC, RE & WIRAE	B Costs)		Total NERC As	ssessments		Total Regional En	tity Assessments (In	cluding WIRAB	Assessments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Tota	Mexico Total
2011 2011	WECC		PUD No. 1 of Kittitas County PUD No. 1 of Kittitas County	U.S. U.S.	4,191 469	4,191 469	-	-	751 84	751 84	-	-	3,440 385	3,440 385	-	-
2011	WECC		PUD No. 1 of Kittitas County	U.S.	1,011	1,011	-	-	181	181	=	-	830	830	-	-
2011	WECC		PUD No. 1 of Klickitat County	U.S.	15,725	15,725	_	-	2,818	2,818	_	-	12,906	12,906	-	_
2011	WECC		PUD No. 1 of Lewis County	U.S.	58,331	58,331	-	=	10,455	10,455	=	=	47,877	47,877	-	=
2011	WECC		PUD No. 1 of Mason County	U.S.	4,813	4,813	-	=	863	863	=	=	3,950	3,950	-	=
2011	WECC		PUD No. 1 of Skamania County	U.S.	8,138	8,138	-	-	1,459	1,459	-	-	6,679	6,679	-	-
2011	WECC		PUD No. 1 of Snohomish County	U.S.	428,114	428,114	-	=	76,730	76,730	=	=	351,384	351,384	=	=
2011	WECC		PUD No. 1 of Wahkiakum County	U.S.	2,709	2,709	-	-	486	486	-	-	2,224	2,224	=	-
2011	WECC		PUD No. 1 of Whatsom County	U.S. U.S.	13,087	13,087	-	-	2,346	2,346	-	-	10,742	10,742 534	-	-
2011 2011	WECC		PUD No. 1 of Whatcom County PUD No. 2 of Grant County	U.S.	651 5,100	651 5,100	-	-	117 914	117 914	-	-	534 4,186	4,186	-	-
2011	WECC		PUD No. 2 of Grant County	U.S.	2,912	2,912	_	_	522	522	_	-	2,390	2,390	-	_
2011	WECC		PUD No. 2 of Grant County	U.S.	235,265	235,265	-	-	42,166	42,166	-	-	193,099	193,099	-	-
2011	WECC		PUD No. 2 of Pacific County	U.S.	18,553	18,553	-	-	3,325	3,325	-	-	15,228	15,228	-	=
2011	WECC		PUD No. 3 of Mason County	U.S.	41,721	41,721	-	-	7,478	7,478	-	-	34,244	34,244	-	-
2011	WECC		Puget Sound Energy, Inc.	U.S.	1,474,638	1,474,638	-	-	264,296	264,296	-	-	1,210,342	1,210,342	-	-
2011	WECC		Rocky Mountain Generation Cooperative, Inc.	U.S.	1,967	1,967	-	-	352	352	-	-	1,614	1,614	-	-
2011	WECC		Sacramento Municipal Utility District	U.S.	666,042	666,042	-	-	119,373	119,373	-	-	546,669	546,669	-	-
2011	WECC		Salem Electric	U.S.	19,662	19,662	-	-	3,524	3,524	-	-	16,138	16,138	=	-
2011	WECC		Salt River Project	U.S.	1,696,663	1,696,663	-	-	304,089	304,089	=	-	1,392,574	1,392,574 5	-	=
2011 2011	WECC		San Carlos Indian Irrigation Project Seattle City Light	U.S. U.S.	7 606,228	7 606,228	-	-	1 108,653	1 108,653	-	-	5 497,575	497,575	-	-
2011	WECC		Sierra Pacific Power Company dba NV Energy	U.S.	519,695	519,695	-	-	93,144	93,144	-	-	426,551	426,551	-	-
2011	WECC		Southern Montana Electric Generation & Transmiss	U.S.	11,235	11,235	_	-	2,014	2,014	_	-	9,221	9,221	-	-
2011	WECC		Southern Montana Electric Generation & Transmiss	U.S.	41,524	41,524	-	-	7,442	7,442	-	-	34,082	34,082	-	=
2011	WECC		Southern Nevada Water Authority	U.S.	47,063	47,063	-	-	8,435	8,435	-	-	38,628	38,628	-	-
2011	WECC		Southwest Transmission Cooperative, Inc.	U.S.	160,158	160,158	-	-	28,705	28,705	-	-	131,453	131,453	-	-
2011	WECC		Springfield Utility Board	U.S.	50,410	50,410	-	-	9,035	9,035	-	-	41,375	41,375	-	-
2011	WECC		Surprise Valley Electrification Corporation	U.S.	1,837	1,837	-	-	329	329	=	-	1,508	1,508	-	=
2011	WECC		Tanner Electric Cooperative	U.S.	5,747	5,747	-	-	1,030	1,030	-	-	4,717	4,717	-	-
2011	WECC		The Incorporated County of Los Alamos	U.S.	21,948	21,948	-	-	3,934	3,934	-	-	18,014	18,014	-	-
2011 2011	WECC		Tillamook People's Utility District Tohono O'Odham Utility Authority	U.S. U.S.	22,488 4,110	22,488 4,110	-	-	4,031 737	4,031 737	-	-	18,458 3,373	18,458 3,373	-	-
2011	WECC		Town of Center	U.S.	623	623	_	_	112	112	_	_	511	511	-	_
2011	WECC		Town of Coulee	U.S.	1,048	1,048	-	-	188	188	-	-	860	860	-	-
2011	WECC		Town of Eatonville	U.S.	1,831	1,831	-	-	328	328	-	-	1,503	1,503	-	=
2011	WECC		Town of Fredonia	U.S.	93	93	-	-	17	17	-	-	76	76	-	-
2011	WECC		Town of Steilacoom	U.S.	2,523	2,523	-	-	452	452	=	-	2,071	2,071	-	=
2011	WECC		Town of Wickenburg	U.S.	1,694	1,694	-	-	304	304	-	-	1,390	1,390	-	-
2011	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	123,227	123,227	-	-	22,086	22,086	-	-	101,141	101,141	-	-
2011	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	2,623	2,623	-	-	470	470	-	-	2,153	2,153	=	-
2011 2011	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel Tri-State Generation & Transmission Association, In	U.S. U.S.	1,985 152,827	1,985 152,827	-	-	356 27,391	356 27,391	-	-	1,629 125,436	1,629 125,436	-	-
2011	WECC		Truckee Donner Public Utility District	U.S.	9,043	9,043	-	-	1,621	1,621	-	-	7,422	7,422	-	-
2011	WECC		Tucson Electric Power Company	U.S.	808,839	808,839	_	-	144,967	144,967	_	_	663,873	663,873	_	_
2011	WECC		Turlock Irrigation District	U.S.	121,670	121,670	-	-	21,807	21,807	-	-	99,863	99,863	-	-
2011	WECC		U.S. Army Yuma Proving Ground	U.S.	267	267	-	-	48	48	-	-	219	219	-	=
2011	WECC		U.S. BOR Columbia Basin	U.S.	1,707	1,707	-	-	306	306	-	-	1,401	1,401	-	-
2011	WECC		U.S. BOR East Greenacres (Rathdrum)	U.S.	212	212	-	-	38	38	-	-	174	174	-	-
2011	WECC		U.S. Bor Spokane Indian Development`	U.S.	196	196	-	-	35	35	-	-	161	161	-	-
2011	WECC		U.S. BOR The Dalles Project	U.S.	971	971	-	-	174	174	-	-	797	797	-	-
2011	WECC		U.S. DOE National Energy Technology Laboratory	U.S.	281	281	-	-	50	50	-	-	231	231	-	-
2011	WECC		Umatilla Electric Cooperative Association	U.S. U.S.	57,672	57,672	-	-	10,336	10,336	-	-	47,335	47,335	-	-
2011 2011	WECC		Unit B Irrigation District US Air Force Base, Fairchild	U.S.	1 2,972	1 2,972	-	-	0 533	0 533	-	-	1 2,439	2,439	-	-
2011	WECC		US Dept of Energy - Kirtland AFB	U.S.	2,972 25,218	25,218	-	-	4,520	4,520	=	-	20,699	2,439	-	-
2011	WECC		USN Naval Station, Bremerton	U.S.	15,294	15,294	-	-	2,741	2,741	-	-	12,553	12,553	-	-
2011	WECC		USN Naval Station, Everett	U.S.	789	789	-	-	141	141	-	-	647	647	-	-
2011	WECC		USN Submarine Base, Bangor	U.S.	10,761	10,761	-	-	1,929	1,929	-	-	8,832	8,832	-	-
2011	WECC		Valley Electric Association, Inc.	U.S.	24,604	24,604	-	-	4,410	4,410	-	-	20,195	20,195	-	-

				,	` `		<u> </u>									
					Total ERO	Assessments (NE	RC, RE & WIRAB	Costs)		Total NERC As	ssessments		Total Regional Ent	ity Assessments (Inc	luding WIRAB A	ssessments)
	Regional															
Data Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	WECC		Vera Water and Power	U.S.	13,801	13,801	-	-	2,474	2,474	-	-	11,327	11,327	-	-
2011	WECC		Vigilante Electric Cooperative, Inc.	U.S.	960	960	-	-	172	172	-	-	788	788	-	-
2011	WECC		Wasco Electric Cooperative	U.S.	5,707	5,707	-	-	1,023	1,023	=	=	4,684	4,684	=	=
2011	WECC		Wells Rural Electric Cooperative	U.S.	38,425	38,425	-	-	6,887	6,887	-	-	31,538	31,538	-	-
2011	WECC		Wellton-Mohawk Irrigation & Drainage District	U.S.	1,144	1,144	-	-	205	205	-	-	939	939	-	-
2011	WECC		West Oregon Electric Cooperative, Inc.	U.S.	3,269	3,269	-	-	586	586	=	=	2,683	2,683	=	=
2011	WECC		West Oregon Electric Cooperative, Inc.	U.S.	794	794	-	-	142	142	=	=	652	652	=	=
2011	WECC		Western Area Power - Loveland, CO	U.S.	20,359	20,359	-	-	3,649	3,649	-	-	16,710	16,710	-	-
2011	WECC		Western Area Power - Loveland, CO	U.S.	14,651	14,651	-	-	2,626	2,626	-	-	12,025	12,025	-	-
2011	WECC		Western Area Power Administration - CRSP	U.S.	104,727	104,727	-	-	18,770	18,770	-	-	85,957	85,957	-	-
2011	WECC		Western Area Power Administration - Sierra Nevada	U.S.	90,934	90,934	-	-	16,298	16,298	-	-	74,636	74,636	-	-
2011	WECC		Western Area Power Administration-Desert Southw	U.S.	160,341	160,341	-	-	28,738	28,738	-	-	131,604	131,604	-	-
2011	WECC		Western Area Power Administration-Upper Great Pl		11,397	11,397	-	-	2,043	2,043	-	-	9,354	9,354	-	-
2011	WECC		Western Area Power Administration-Upper Great Pl	U.S.	87,711	87,711	-	-	15,720	15,720	-	-	71,990	71,990	-	-
2011	WECC		Western Area Power Administration-Upper Great Pl		12,756	12,756	-	-	2,286	2,286	-	-	10,470	10,470	-	-
2011	WECC		Wyoming Municipal Power Agency	U.S.	439,692	439,692	-	-	78,805	78,805	-	-	360,887	360,887	-	-
2011	WECC		Yakama Power	U.S.	1,157	1,157	-	-	207	207	-	-	949	949	-	-
2011	WECC		Yampa Valley Electric Association	U.S.	34,847	34,847	-	-	6,246	6,246	-	-	28,601	28,601	-	-
2011	WECC		Yuma Irrigation District	U.S.	184	184	-	-	33	33	-	-	151	151	-	-
2011	WECC		Yuma-Mesa Irrigation District	U.S.	9	9	-		2	2	-	-	7	7	-	
			TOTAL WECC		50,517,596	43,214,609	6,593,988	708,998	9,020,357	7,745,261	1,150,409	124,686	41,497,239	35,469,348	5,443,579	584,312
	TOTAL ERO				161,188,857	144,255,780	16,224,079	708,998	47,604,156	43,036,224	4,443,246	124,686	113,584,701	101,219,556	11,780,833	584,312
									-							
Summary l	by Regional En	tity														
2011	FRCC				8,377,204	8,377,204	=	-	2,419,233	2,419,233	-	=	5,957,971	5,957,971	-	=
2011	MRO				12,222,863	10,283,622	1,939,241	-	3,123,936	2,611,375	512,561	-	9,098,927	7,672,246	1,426,681	-
2011	NPCC				18,327,625	10,636,775	7,690,849	-	5,975,361	3,195,085	2,780,276	-	12,352,264	7,441,691	4,910,573	-
2011	RFC				24,027,209	24,027,209	-	-	9,861,361	9,861,361	-	=	14,165,848	14,165,848	=	=
2011	SERC				25,069,232	25,069,232	-	-	11,239,354	11,239,354	-	=	13,829,878	13,829,878	=	=
2011	SPP				10,922,211	10,922,211	-	-	2,392,157	2,392,157	-	-	8,530,054	8,530,054	-	-
2011	TRE				11,724,917	11,724,917	-	-	3,572,397	3,572,397	-	-	8,152,520	8,152,520	-	-
2011	WECC				50,517,596	43,214,609	6,593,988	708,998	9,020,357	7,745,261	1,150,409	124,686	41,497,239	35,469,348	5,443,579	584,312
Total					161,188,857	144,255,780	16,224,079	708,998	47,604,156	43,036,224	4,443,246	124,686	113,584,701	101,219,556	11,780,833	584,312

Appendix 2-B, Total Assessments

						Total NERC Ass	essments			NERC NEL Ass	essments		Penalty Sanct	tions		NERC Complian	ice Credits	NERC	IDC Assessments	
Data	Regional																			
Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total M	1exico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total	Canada Total
2011	FRCC		Alachua, City of	U.S.	1,382	1,382	-	-	1,403	1,403	-		(80)	(80)	41	41		18	18	-
2011 2011	FRCC	1075 1076		U.S. U.S.	2,994 443	2,994 443			3,040 450	3,040 450			(174) (26)	(174) (26)	89 13	89 13		39	39 6	-
2011	FRCC	1077		U.S.	7,553	7,553	-		7,668	7,668	-	-	(439)	(439)	225	225		99	99	-
2011	FRCC	1078		U.S.	1,191,557	1,191,557	-	-	1,209,817	1,209,817	-	-	(69,334)	(69,334)	35,523	35,523		15,551	15,551	-
2011 2011	FRCC	1079 1080	Florida Public Utilities Company Gainesville Regional Utilities	U.S. U.S.	4,376 19,688	4,376 19,688	-	-	4,443 19,990	4,443 19,990	-	-	(255) (1,146)	(255) (1,146)	130 587	130 587		57 257	57 257	
2011	FRCC	1081		U.S.	5,348	5,348			5,430	5,430	-		(311)	(311)	159	159		70	70	
2011	FRCC	1082	JEA	U.S.	135,871	135,871	-	-	137,954	137,954	-	-	(7,906)	(7,906)	4,051	4,051		1,773	1,773	-
2011	FRCC	1083		U.S.	31,259	31,259	-	-	31,738	31,738	-	-	(1,819)	(1,819)	932	932		408	408	
2011 2011	FRCC	1626 1084	Lee County Electric Cooperative, Inc Mount Dora, City of	U.S. U.S.	12,727 980	12,727 980	-		12,922 995	12,922 995	-	-	(741) (57)	(741) (57)	379 29	379 29		166 13	166 13	
2011	FRCC	1085	New Smyrna Beach, Utilities Commission of	U.S.	4,181	4,181	-		4,246	4,246	-	-	(243)	(243)	125	125		55	55	-
2011	FRCC	1086	Orlando Utilities Commission	U.S.	61,101	61,101	-	-	62,037	62,037	-	-	(3,555)	(3,555)	1,822	1,822		797	797	-
2011	FRCC	1087	Progress Energy Florida	U.S.	432,624	432,624	-	-	439,254	439,254	-	-	(25,174)	(25,174)	12,898	12,898		5,646	5,646	
2011 2011	FRCC	1088 1089	Quincy, City of Reedy Creek Improvement District	U.S. U.S.	1,544 13,052	1,544 13.052			1,568 13,252	1,568 13,252	-		(90) (759)	(90) (759)	46 389	46 389		20 170	20 170	
2011	FRCC	1090	St. Cloud, City of (OUC)	U.S.	6,375	6,375	-		6,473	6,473	-	-	(371)	(371)	190	190		83	83	
2011	FRCC	1091	Tallahassee, City of	U.S.	30,243	30,243	-	-	30,706	30,706	-	-	(1,760)	(1,760)	902	902		395	395	-
2011	FRCC	1092 1603	Tampa Electric Company City of Vero Beach	U.S.	207,514	207,514	•	-	210,694	210,694	•	-	(12,075)	(12,075)	6,186 239	6,186 239		2,708 104	2,708	-
2011 2011	FRCC	1093	Wauchula, City of	U.S. U.S.	8,006 681	8,006 681	-		8,129 691	8,129 691		-	(466) (40)	(466) (40)	239	239		104	104	-
2011	FRCC	1094		U.S.	358	358	-		364	364	-	-	(21)	(21)	11	11		5	5	
2011	FRCC	1095	Winter Park, City of	U.S.	4,779	4,779	-	-	4,852	4,852	-	-	(278)	(278)	142	142		62	62	
2011 2011	FRCC		Florida Municipal Power Agency Seminole Electric Cooperative	U.S. U.S.	65,067 169,528	65,067 169,528	-		66,065 172,126	66,065 172,126	-	-	(3,786) (9,865)	(3,786) (9,865)	1,940 5,054	1,940 5,054		849 2,213	849 2,213	-
2011	TRCC	1073	TOTAL FRCC	0.3.	2,419,233	2,419,233	-	-	2,456,308	2,456,308	-		(140,771)	(140,771)	72,123	72,123		31,573	31,573	
					-															
2011	MRO	1199		U.S.	140,893	140,893	-	-	141,259	141,259	-	-	(8,096)	(8,096)	4,148	4,148		3,582	3,582	
2011 2011	MRO MRO	1201 1204	Central Iowa Power Cooperative (CIPCO) Corn Belt Power Cooperative	U.S. U.S.	30,560 19,386	30,560 19,386			30,640 19,436	30,640 19,436	-		(1,756) (1,114)	(1,756) (1,114)	900 571	900 571		777 493	777 493	
2011	MRO	1207		U.S.	57,562	57,562		-	57,711	57,711	-		(3,307)	(3,307)	1,695	1,695		1,463	1,463	
2011	MRO	1210		U.S.	147,561	147,561	-	-	147,945	147,945	-	-	(8,479)	(8,479)	4,344	4,344		3,751	3,751	
2011	MRO	1222	· ·	U.S.	44,223	44,223	-	-	44,338	44,338	-	-	(2,541)	(2,541)	1,302	1,302		1,124	1,124	
2011 2011	MRO MRO	1230 1232		U.S. U.S.	139,974 123,585	139,974 123,585	-		140,338 123,906	140,338 123.906	-	-	(8,043) (7,101)	(8,043) (7,101)	4,121 3,638	4,121 3.638		3,558 3.142	3,558 3,142	
2011	MRO	1237	Southern Montana Generation and Transmission	U.S.	45	45	-		45	45	-	-	(3)	(3)	1	1		1	1	
2011	MRO	1240		U.S.	98,251	98,251	-	-	98,506	98,506	-	-	(5,645)	(5,645)	2,892	2,892		2,498	2,498	
2011 2011	MRO MRO	1239 1217		U.S. CAN	1,388 262,505	1,388	262.505		1,392 248.887	1,392	248.887		(80)	(80)	41 7,308	41	7,308 -	35 6,310	35	6,310
2011	MRO	1235	· · · · · · · · · · · · · · · · · · ·	CAN	250,055		250,055		237,083		237,083		-	-	6,961		6,961 -	6,011		6,011
2011	MRO		Alliant Energy (Alliant East - WPL & Alliant West IPI		313,589	313,589		-	314,404	314,404		-	(18,018)	(18,018)	9,232	9,232		7,972	7,972	
2011	MRO	1216		U.S.	38,112	38,112	-	-	38,211	38,211	-	-	(2,190)	(2,190)	1,122	1,122		969	969	
2011 2011	MRO MRO	1220 1221		U.S. U.S.	303,462 144,277	303,462 144,277			304,250 144,652	304,250 144,652	-		(17,437) (8,290)	(17,437) (8,290)	8,934 4,247	8,934 4,247		7,714 3,668	7,714 3,668	
2011	MRO	1226		U.S.	30,376	30,376	-		30,455	30,455	-		(1,745)	(1,745)	894	894		772	772	
2011	MRO	1231	NorthWestern Energy	U.S.	16,453	16,453	-	-	16,496	16,496	-	-	(945)	(945)	484	484		418	418	
2011	MRO		Otter Tail Power Company	U.S.	47,495	47,495	-	-	47,619	47,619	-	-	(2,729)	(2,729)	1,398	1,398		1,207	1,207	
2011 2011	MRO MRO	1243 1244	Integrys Energy Group (WPS and UPPCO) Xcel Energy Company (NSP)	U.S. U.S.	147,673 504,970	147,673 504,970	-	-	148,057 506,283	148,057 506,283		-	(8,485) (29,015)	(8,485) (29,015)	4,347 14,866	4,347 14,866		3,754 12,837	3,754 12,837	
2011	MRO	1196		U.S.	8,491	8,491			8,513	8,513			(488)	(488)	250	250		216	216	
2011	MRO	1604		U.S.	775	775	-	-	777	777		-	(45)	(45)	23	23		20	20	
2011 2011	MRO MRO	1476 1200		U.S.	4,516 5,672	4,516 5,672	-		4,527 5,687	4,527 5,687	-	-	(259) (326)	(259) (326)	133 167	133 167		115 144	115 144	
2011	MRO	1477	**		5,177	5,177	-	-	5,190	5,190	-	-	(297)	(297)	152	152		132	132	
2011	MRO	1605	City of Pella	U.S.	2,173	2,173		-	2,178	2,178			(125)	(125)	64	64		55	55	
2011	MRO	1203	Escanaba Municipal Electric Utility	U.S.	1,671	1,671		-	1,676	1,676		-	(96)	(96)	49	49		42	42	
2011 2011	MRO MRO	1205 1206	Falls City Water & Light Department Fremont Department of Utilities	U.S. U.S.	618 4.809	618 4.809		-	620 4,821	620 4,821		-	(36) (276)	(36) (276)	18 142	18 142		16 122	16 122	
2011	MRO	1208	Geneseo Municipal Utilities	U.S.	736	736			738	738			(42)	(42)	22	22		19	19	
2011	MRO		Grand Island Utilities Department	U.S.	8,200	8,200	-	-	8,221	8,221	-	-	(471)	(471)	241	241		208	208	
2011 2011	MRO MRO	1606 1211	Harlan Municipal Utilities	U.S. U.S.	264 4,705	264 4,705		-	265 4,718	265 4,718		-	(15) (270)	(15) (270)	8 139	8 139		7 120	7 120	
2011	MRO		Hastings Utilities Heartland Consumers Power District	U.S.	4,705 9,312	4,705 9,312			4,718 9,336	4,718 9,336		-	(535)	(535)	274	274		237	237	
2011	MRO		Hutchinson Utilities Commission	U.S.	3,308	3,308	-	-	3,317	3,317	-	-	(190)	(190)	97	97		84	84	
2011	MRO	1215	**	U.S.	35,241	35,241		-	35,333	35,333		-	(2,025)	(2,025)	1,037	1,037		896	896	
2011	MRO MRO		Manitowoc Public Utilities	U.S.	5,879	5,879	•	-	5,894	5,894	•	-	(338)	(338)	173	173		149	149	
2011 2011	MRO	1223 1224		U.S. U.S.	24,474 15,917	24,474 15,917	-		24,537 15,958	24,537 15,958		-	(1,406) (915)	(1,406) (915)	720 469	720 469		622 405	622 405	
2011	MRO	1607		U.S.	384	384	-		385	385	-	-	(22)	(22)	11	11		10	10	
2011	MRO		Municipal Energy Agency of Nebraska	U.S.	12,711	12,711	•	-	12,744	12,744	•	-	(730)	(730)	374	374		323	323	
2011 2011	MRO MRO	1228 1229		U.S. U.S.	9,624 1,922	9,624 1,922	-	-	9,649 1,927	9,649 1,927	-	-	(553) (110)	(553) (110)	283 57	283 57		245 49	245 49	
2011	MRO	1234		U.S.	1,922	97	-	-	98	98	-	-	(6)	(6)	3	3		2	2	
2011	MRO	1236	Southern Minnesota Municipal Power Agency	U.S.	32,403	32,403		-	32,487	32,487			(1,862)	(1,862)	954	954		824	824	
2011 2011	MRO MRO	1241	Willmar Municipal Utilities Wisconsin Public Power, Inc. (East and West region	U.S.	2,911 59,552	2,911 59,552		-	2,919 59.707	2,919 59.707		-	(167)	(167) (3.422)	86 1.753	86 1.753		74 1.514	74 1.514	
2011	IVINU	1242	TOTAL MRO	U.S.	3,123,936	2,611,375	512,561		3,104,133	2,618,163	485,970		(150,047)	(150,047)	91,145	76,876	14,269 -	78,705	66,383	12,322
										, , , , , ,			1							

				Γ																
						Total NERC Ass	essments			NERC NEL Ass	essments		Penalty Sano	tions		NERC Complia	ince Credits	NEF	C IDC Assessments	
	Regional																			
Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico T	otal Total	US Total	Canada Total
2011	NPCC	1336	New England	U.S.	- 1,447,974	1,447,974	-	-	1,480,080	1,480,080	-		(84,823)	(84,823)	43,459	43,459	-	9,259	9,259	
2011	NPCC	1339	New York	U.S.	1,747,110	1,747,110	-	-	1,785,849	1,785,849	-	-	(102,347)	(102,347)	52,437	52,437		11,172	11,172	
2011 2011	NPCC NPCC		Ontario Quebec	Canada Canada	1,035,450 1,509,375	-	1,035,450 1,509,375		1,572,539 2,047,231		1,572,539 2,047,231	-	-		(546,926) (550,663)	-	(546,926) (550,663)	9,837		9,837 12,807
2011	NPCC		New Brunswick	Canada	100,162	-	100,162	-	152,116		152,116	-	-	-	(52,906)	-	(52,906)	952		952
2011	NPCC	1340	Nova Scotia TOTAL NPCC	Canada	135,289 5,975,361	3,195,085	135,289 2,780,276	<u> </u>	130,636 7,168,451	3,265,928	130,636 3,902,522		(187,170)	(187,170)	3,836 (1,050,764)	95,895	3,836	817 44,843	20,431	817 24,413
					-		2,700,270	 :			3,302,322						(1,140,033)			24,423
2011 2011	RFC RFC		Bay City Cannelton Utilities	U.S. U.S.	3,594 177	3,594 177	-	-	3,651 180	3,651 180	-	-	(209)	(209) (10)	107 5	107 5	-	45	45 2	
2011	RFC		City of Chelsea	U.S.	1,055	1,055	-	-	1,072	1,072	-	-	(61)	(61)	31	31		13	13	
2011	RFC		City of Croswell	U.S.	421	421	-	-	428	428	-	-	(25)	(25)	13	13	-	. 5	5	
2011 2011	RFC RFC		City of Eaton Rapids City of Hart	U.S. U.S.	1,052 501	1,052 501	-		1,069 509	1,069 509		-	(61) (29)	(61) (29)	31 15	31 15		13	13 6	
2011	RFC		City of Lansing	U.S.	24,059	24,059	-	-	24,444	24,444	-	-	(1,401)	(1,401)	718	718		298	298	
2011	RFC		City of Marquette Board of Light & Power	U.S.	3,569	3,569	-		3,626	3,626		-	(208)	(208)	106	106	-	44	44	
2011 2011	RFC RFC		City of Portland City of St. Louis	U.S. U.S.	388 420	388 420	-		394 427	394 427		-	(23) (24)	(23) (24)	12 13	12 13		. 5	5	
2011	RFC		City of Wyandotte	U.S.	1,970	1,970	-		2,002	2,002			(115)	(115)	59	59	-	. 24	24	
2011	RFC		Cloverland Electric Cooperative	U.S.	9,508	9,508	-	•	9,660	9,660		-	(554)	(554)	284	284	-	118	118	
2011 2011	RFC RFC		CMS ERM Michigan LLC Constellation New Energy (MECS-CONS)	U.S. U.S.	2,087 13,942	2,087 13,942	-		2,120 14,165	2,120 14,165		-	(122) (812)	(122) (812)	62 416	62 416	-	26	26 173	
2011	RFC		Constellation New Energy (MECS-CONS)	U.S.	13,001	13,001	-		13,209	13,209	-		(757)	(757)	388	388	-	161	161	
2011	RFC	1126	Consumers Energy Company	U.S.	362,833	362,833	-	-	368,640	368,640	-	-	(21,127)	(21,127)	10,824	10,824		4,495	4,495	
2011 2011	RFC RFC	1128 1166	Detroit Edison Company Duke Energy Indiana	U.S. U.S.	489,545 328,059	489,545 328,059	-		497,381 333,310	497,381 333,310		-	(28,505) (19,102)	(28,505) (19,102)	14,604 9,787	14,604 9,787	-	6,065 4,064	6,065 4,064	
2011	RFC		Ferdinand Municipal Light & Water	U.S.	328,039 447	328,039 447	-		455	455			(26)	(26)	13	13		4,064	4,064	
2011	RFC		FirstEnergy Solutions (MECS-DET)	U.S.	238	238	-	-	242	242	-	-	(14)	(14)	7	7		. 3	3	
2011	RFC	1549	FirstEnergy Solutions (MECS-DET)	U.S.	21,719	21,719	-	-	22,066	22,066	-	-	(1,265)	(1,265)	648	648	-	269	269	
2011 2011	RFC RFC		Glacial Energy (MECS-DET) Holland Board of Public Works	U.S. U.S.	5,021 8,552	5,021 8,552	-		5,102 8,689	5,102 8,689	-		(292) (498)	(292) (498)	150 255	150 255		62	62 106	
2011	RFC	1145	Hoosier Energy	U.S.	78,406	78,406	-		79,661	79,661	-	-	(4,565)	(4,565)	2,339	2,339	-	971	971	
2011	RFC		Indiana Municipal Power Agency (DUKE CIN)	U.S.	31,915	31,915	-		32,426	32,426		-	(1,858)	(1,858)	952	952	-	395	395	
2011 2011	RFC RFC		Indiana Municipal Power Agency (NIPSCO) Indiana Municipal Power Agency (SIGE)	U.S. U.S.	4,528 6,455	4,528 6,455			4,600 6,559	4,600 6,559			(264) (376)	(264) (376)	135 193	135 193		56	56 80	
2011	RFC	1149	Indianapolis Power & Light Co.	U.S.	162,841	162,841	-		165,448	165,448			(9,482)	(9,482)	4,858	4,858	-	2,017	2,017	
2011	RFC		Integrys Energy Services (MECS-CONS)	U.S.	5,179	5,179	-	-	5,262	5,262	-	-	(302)	(302)	155	155	-	64	64	
2011 2011	RFC RFC		Integrys Energy Services (MECS-DET) Just Energy (MECS-DET)	U.S. U.S.	3,903 217	3,903 217	-		3,965 220	3,965 220			(227)	(227) (13)	116	116 6	-	48	48	
2011	RFC		Michigan Public Power Agency	U.S.	13,148	13,148	-		13,359	13,359			(766)	(766)	392	392	-	163	163	
2011	RFC		Michigan South Central Power Agency	U.S.	6,145	6,145	-	-	6,243	6,243	-	-	(358)	(358)	183	183		76	76	
2011	RFC RFC		MidAmerican Energy Company Retail	U.S.	1,019	1,019	-	-	1,036	1,036	-	-	(59)	(59)	30	30	-	13	13	
2011 2011	RFC		Northern Indiana Public Service Co. Ontonagon County Rural Electrification Assoc.	U.S. U.S.	190,577 314	190,577 314	-		193,628 319	193,628 319			(11,097) (18)	(11,097) (18)	5,685 9	5,685 9		2,361	2,361 4	
2011	RFC	1265	PJM Interconnnection, LLC	U.S.	7,565,244	7,565,244		-	7,686,329	7,686,329	-		(440,503)	(440,503)	225,689	225,689	-	93,728	93,728	
2011	RFC		Sempra Energy Solutions (MECS-CONS)	U.S.	12,289	12,289	-	•	12,486	12,486	•	-	(716)	(716)	367	367	-	152	152	
2011 2011	RFC RFC		Sempra Energy Solutions (MECS-DET) Direct Energy (fka:Strategic Energy,LLC) (MECS-COI	U.S. U.S.	10,838 97	10,838 97	-		11,012 99	11,012 99		-	(631) (6)	(631) (6)	323 3	323 3		134	134 1	
2011	RFC		Direct Energy (fka:Strategic Energy,LLC) (MECS-DET		3,816	3,816	-		3,877	3,877	-	-	(222)	(222)	114	114	-	47	47	
2011	RFC		Spartan Renewable Energy	U.S.	680	680	-	-	691	691	-	-	(40)	(40)	20	20	-	. 8	8	
2011 2011	RFC RFC		Thumb Electric Cooperative US Department of Energy	U.S. U.S.	1,835 2,734	1,835 2.734	-		1,865 2,778	1,865 2.778		-	(107) (159)	(107) (159)	55 82	55 82		23	23 34	
2011	RFC		Vectren Energy Delivery of IN	U.S.	63,725	63,725	-		64,745	64,745	-	-	(3,711)	(3,711)	1,901	1,901	-	790	790	
2011	RFC		Village of Sebewaing	U.S.	407	407	-	•	414	414	•	-	(24)	(24)	12	12	-	. 5	5	
2011 2011	RFC RFC		Wabash Valley Power Association Inc. (DUKE CIN) Wabash Valley Power Association Inc. (MECS CON	U.S. U.S.	29,385 1,617	29,385 1,617	-		29,856 1,643	29,856 1,643	-		(1,711)	(1,711) (94)	877 48	877 48		364	364 20	
2011	RFC		Wabash Valley Power Association Inc.(NIPSCO)	U.S.	17,773	17,773	-		18,057	18,057			(1,035)	(1,035)	530	530	-	220	220	
2011	RFC		Wisconsin Electric Power Co.	U.S.	314,355	314,355	-		319,387	319,387		-	(18,304)	(18,304)	9,378	9,378	-	3,895	3,895	
2011 2011	RFC RFC		Wolverine Power Marketing Cooperative Wolverine Power Supply Cooperative	U.S. U.S.	11,317 27,053	11,317 27,053	-		11,499 27,486	11,499 27,486	-		(659) (1,575)	(659) (1,575)	338 807	338 807	-	140	140 335	
2011	RFC		Wolverine Power Marketing Cooperative	U.S.	1,388	1,388	-		1,410	1,410		-	(81)	(81)	41	41			17	
			TOTAL RELIABILITYFIRST		9,861,361	9,861,361		-	10,019,197	10,019,197	-	-	(574,199)	(574,199)	294,188	294,188	-	122,175	122,175	-
2011	SERC	1267	Alabama Municipal Electric Authority	U.S.	38,617	38,617			39,318	39,318			(2,253)	(2,253)	1,154	1,154		398	398	
2011	SERC	1268	Alabama Power Company	U.S.	654,711	654,711		•	666,597	666,597		-	(38,203)	(38,203)	19,573	19,573	-	6,744	6,744	
2011 2011	SERC SERC		Ameren - Illinois Ameren - Missouri	U.S. U.S.	465,172 456,046	465,172 456,046		-	473,617	473,617 464,325	-	-	(27,143) (26,610)	(27,143) (26.610)	13,907 13,634	13,907 13.634	-	4,791 4,697	4,791 4,697	
2011	SERC		Ameren - Missouri APGI - Yadkin Division	U.S.	456,046 255	456,046 255		-	464,325 260	464,325 260	-	-	(26,610)	(26,610)	13,634	13,634		4,697	4,697	
2011	SERC		Associated Electric Cooperative Inc.	U.S.	211,241	211,241		-	215,076	215,076	-		(12,326)	(12,326)	6,315	6,315		2,176	2,176	
2011	SERC		Beauregard Electric Cooperative, Inc.	U.S.	11,838	11,838	-	-	12,053	12,053	-	-	(691)	(691)	354	354		122	122	
2011 2011	SERC SERC	1462 1274	Benton Utility District Big Rivers Electric Corporation	U.S. U.S.	3,136 115,284	3,136 115,284			3,193 117,377	3,193 117,377	-	-	(183) (6,727)	(183) (6,727)	94 3,446	94 3,446		32 1,187	32 1,187	
2011	SERC		Black Warrior EMC	U.S.	4,772	4,772			4,858	4,858		-	(278)	(278)	143	143		49	49	
2011	SERC		Blue Ridge EMC	U.S.	15,010	15,010		-	15,282	15,282	-	-	(876)	(876)	449	449		155	155	
2011 2011	SERC SERC		Brazos Electric Power Cooperative, Inc. Canton, MS	U.S. U.S.	4,593 1,398	4,593 1,398		-	4,676 1,424	4,676 1,424	-	-	(268) (82)	(268) (82)	137 42	137 42		47 14	47 14	
2011	SERC		Central Electric Power Cooperative Inc.	U.S.	172,594	172,594		-	175,727	175,727	-		(10,071)	(10,071)	5,160	5,160		1,778	1,778	

								Total NERC Ass	essments			NERC NEL Asse	essments		Penalty Sanct	tions		NERC Complian	nce Credits	NERC	IDC Assessments
19	Da	ta Reg	gional																		
15	Ye	ar Ei	ntity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total Me	exico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Tot
1									-	-			-	-							5
1.														-							23 5
15. 15.				1281	City of Columbia MO				-		13,018		-	-		(746)					
1. 1. 1. 1. 1. 1. 1. 1.									-	-			-	-							117
1. 1. 1. 1. 1. 1. 1. 1.									-				-	-	1					•	3
1.					·				-				-	-							4
The Content of the									-				-	-							
18									-	-			-	-							
150 150									-				-	-							
150 150					· ·				-	-			-	-							
200 100									-				-								
Part March				1293	City of Troy AL	U.S.			-	-			-	-	(264)	(264)					
188 189										-			-	-							
201 102 103 103 104								,	-	-	,	,	-	-	,	,					
Mary									-	-			-	-							
180 181									-		-,	-,	-	-		. , ,					
250 260									-	-			-	-							9,250
1906 1919									-				-				-	-		-	3 3,857
1906 180				1297	East Kentucky Power Cooperative	U.S.			-		137,183		-	-	(7,862)	(7,862)	4,028	4,028		1,388	
201 202 202 Section Se									-				-								
Proc. Proc									-				-	-							
Mart								,	-	-	,	,	-	-							
Sect May Sect May Sect May Sect Sec									-				-	-							
Sect									-				-	-							
Sect									-	-			-	-							
Mart	20	11 S	ERC	1306	Georgia System Optns Corporation	U.S.	421,786	421,786	-		429,443	429,443	-	-	(24,611)	(24,611)	12,609	12,609		4,345	4,345
Section Sect							.,	.,	-	-		-,	-	-							
201 586 139 1000 100									-				-	-							
SMC 148 189 1					·		-, -	-, -	-		-,-	-,-	-	-							
Sect									-				-	-							2
Secondary Seco								,	-		-,	-,	-	-		. ,					
Section Sect									-	-			-	-							82 9
2011 SIRC 134 Mississipi Power Company U.S. 13,995 13,995 13,895 13,895 13,995 13,895 13,995 1									-				-	-				11			4
2011 SIRC 1430 M. Carmon Peakit Culliny U.S. 1,192									-	-			-	-			-	6 3.468		-	2 1.195
		11 S	ERC						-	-			-	-							
Series 1317 North Carolina Statem Menicingal Prower Agency #1 U.S. \$1,526 \$2,299 \$2,299 \$3,733 \$3,733 \$2,240 \$3,000 \$3,000 \$3,000 \$2,690 \$2,690 \$2,690 \$3,000 \$3,100 \$3									-				-	-							
Self. 158 158 Northwart Londinan Power Cooperative U.S. 3.237 3.237 3.237 4.33.06 3.296 1.89 1.89 79 7 3.3 3.3									-	-			-	-							
Seff. 1578 1578 1578 1579									-				-	-							
2011 SERC 1618 Osceola (Arkansas) Municipal Light and Power U.S. 1,965 1,965 2,000 2,000 (115) (115) (57) 293 293 (101 101 101 101 101 101 101 101 101 10									-				-	-							
2011 SERC 1320 Newnshorn (NY Municipal Utilities U.S. 9,785 9,785 9,785 9,963 9,96					· ·				-	-			-	-							
2011 SERC 1322 Pedmont Municipal Power Agency (PMPA) U.S. 25,407 25,407 25,407 25,868 25,868 25,868 26,868 27,913 2,913									-	-			-	-							
SERC 1589 Pointe Coupsee Electric Memb. Corp. U.S. 2,861 2	20	11 S	SERC	1322	Piedmont EMC in Duke and Progress Areas	U.S.	5,484	5,484	-	-	5,584	5,584	-	-	(320)	(320)	164	164		56	56
2011 SERC 1266 Power-South Energy U.S. 92,082 92,082 92,082 93,754 94,954									-	-			-	-							
2011 SERC 1324 Progress Energy Carolinas U.S. 498,218 498,218 498,218 - 507,263 507,263 - (29,071) (29,071) 14,894 14,894 5,132 5,132 (2011) SERC 1325 Rutherford EMC U.S. 14,004 14,004 - 14,258 14,258 - (817) (817) 419 419 144 144 144 144 144 144 144 144									-				-							948	
2011 SERC 1325 Rutherford EMC U.S. 14,04 14,004 14,004 14,258 12,258 12,258 12,258 12,258 12,258 12,258 12,258 12,258 12,258 12,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 14,258 12,258 12									-	-			-	-							
2011 SERC 1326 South Carolina Electric & Gas Company U.S. 250,983 250,983 2 50,983 2 50,539 2 55,539 2 61,4645) (14,645) 7,503 7,503 2,585 2,585 2 6 7,503 2 7,503 2,585 2,585 2 7,503									-				-	-							
2011 SERC 1327 South Carolina Public Service Authority U.S. 121,977 121,977 - 121,977 - 124,192 124,192 - (7,117) (7,117) 3,647 3,647 3,647 1,256 1,25						U.S.			-	-			-	-		(1,186)					
2011 SERC 1590 South Louisiana Electric Cooperative Association U.S. 7,011 7,011 7,011 - 7,138 7,138 - (409) (409) 210 210 72 72 2011 SERC 1328 South Mississippi Electric Power Association U.S. 111,476 111,476 - 113,500 113,500 1 6,127 - (6,055) (5,055) 3,333 3,333 3,333 1,148 1,148 2011 SERC 1591 Souther Illinois Power Cooperative U.S. 15,839 15,839 - 16,127 16,127 - (924) (924) 474 474 163 163 2011 SERC 1591 Southwest Louisiana Electric Membership Corporal U.S. 28,049 28,049 - 28,558 28,558 - (1,637) (1,637) 839 839 289 2011 SERC 1591 Southwest Louisiana Electric Cooperative, Inc. U.S. 4,984 4,984 - (5,074) 5,074 - (291) (291) 149 149 151 51 2011 SERC 1331 Tennessee Valley Authority U.S. 1,815,259 1,815,259 - 1,848,489 1,848,489 - (15,937) (105,937) 54,76 54,76 18,701 18,701 2011 SERC 1332 Teval Electric Cooperative Inc. U.S. 2,293 2,293 - (2,335) 2,335 2,335 - (15,44) (134) 69 69 0 24 24 2011 SERC 1332 Tombighee Electric Cooperative Inc. U.S. 1,629 1,629 - (1,659) 1,659 - (95) (95) 49 49 49 49										-			-								
2011 SERC 1329 Southern Illinois Power Cooperative U.S. 15,839 15,839 - 16,127 16,127 - (924) (924) 474 474 163 163 163 163 163 163 163 163 163 163	20	11 S	ERC	1590	South Louisiana Electric Cooperative Association	U.S.	7,011	7,011		-	7,138	7,138	-		(409)	(409)	210	210		72	72
2011 SERC 1591 Suthwest Louisiana Electric Cooperative Inc. U.S. 28,049 28,049 - 2,8,558 28,558 - (1,637) (1,637) 839 839 289 289 289 2011 SERC 1619 Suthwestern Electric Cooperative Inc. U.S. 4,984 4,984 - 5,5074 5,074 - (291) (291) 149 149 51 51 51 51 51 51 51 51 51 51 51 51 51										-				-							
2011 SERC 1619 Southwestern Electric Cooperative, Inc. U.S. 4,984 4,984 5,074 5,074 (291) (291) 149 149 51 51 2011 SERC 1331 Tennessee Valley Authority U.S. 1,815,529 1,815,529 1,848,889 1,848,489 (105,937) (105,937) 54,276 54,276 18,701 18,701 2011 SERC 1332 Tennessee Valley Authority U.S. 2,293 2,293 2,335 2,335 (134) (14) 69 69 24 24 2011 SERC 1332 Tennessee Valley Electric Cooperative Inc. U.S. 1,629 1,629 1,659 1,659 (95) (95) 49 49 17 17										-				-							
2011 SERC 1632 Tex-La Electric Cooperative of Texas, Inc U.S. 2,293 2,293 - 2,335 - (134) (134) 69 69 24 24 2011 SERC 1332 Tombigbee Electric Cooperative Inc. U.S. 1,629 1,629 - 1,659 1,659 - (95) (95) 49 49 17 17	20	11 S			Southwestern Electric Cooperative, Inc.	U.S.	4,984	4,984	-	-	5,074	5,074	-	-	(291)	(291)					
2011 SERC 1332 Tombigbee Electric Cooperative Inc. U.S. 1,629 1,629 1,659 1,659 (95) (95) 49 49 17 17							,,.			-	,,	,,	-				. , .			-, -	
2011 SERC 1592 Town of Black Creek, N.C. U.S. 137 137 140 140 (8) (8) 4 4 1 1	20	11 S	ERC	1332	Tombigbee Electric Cooperative Inc.	U.S.	1,629	1,629	-	-	1,659	1,659	-	-	(95)	(95)	49	49		17	
	20	11 S	SERC	1592	Town of Black Creek, N.C.	U.S.	137	137		-	140	140	-	•	(8)	(8)	4	4		1	1

			_			Total NERC Ass	essments			NERC NEL Ass	essments		Penalty San	ctions		NERC Complia	nce Credits	NERC I	IDC Assessments
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Total
2011	SERC	1593	Town of Lucama, N.C.	U.S.	226	226			231	231			(13)	(13)	7	7		2	2
2011	SERC	1594	Town of Sharpsburg, N.C.	U.S.	220	220	-	-	224	224	-	-	(13)	(13)	7	7		2	2
2011	SERC	1595	Town of Stantonsburg, N.C.	U.S.	248	248		-	252	252	-	-	(14)	(14)	7	7		3	3
2011	SERC	1333	Town of Waynesville NC	U.S.	982	982		-	1,000	1,000	-	-	(57)	(57)	29	29		10	10
2011	SERC	1334	Town of Winnsboro SC	U.S.	589	589		-	600	600	-	-	(34)	(34)	18	18		6	6
2011	SERC	1335	Town of Winterville NC	U.S.	574	574		-	585	585	-	-	(33)	(33)	17	17		6	6
2011	SERC	1597	Washington-St.Tammany Electric Cooperative, Inc.	U.S.	12,517	12,517			12,744	12,744	-		(730)	(730)	374	374		129	129
			TOTAL SERC		11,239,354	11,239,354	-	-	11,443,399	11,443,399		-	(655,820)	(655,820)	336,006	336,006		115,769	115,769 -

											_									
						Total NERC Asse	essments			NERC NEL Asse	essments		Penalty Sanc	ctions		NERC Complian	ce Credits		NERC II	OC Assessments
Data	Regional																			
Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexic	o Total	Total	US Total Canada Total
2011	SPP	1246	American Electric Power	U.S.	416,469	416,469		-	416,888	416,888	-		(23,892)	(23,892)	12,241	12,241	-	-	11,233	11,233
2011	SPP	1435	Arkansas Electric Cooperative Corporation (AEP)	U.S.	52,196	52,196	-	-	52,248	52,248		-	(2,994)	(2,994)	1,534	1,534	-	-	1,408	1,408
2011 2011	SPP SPP	1247 1620	Board of Public Utilities (Kansas City KS)	U.S. U.S.	27,176	27,176 10.117	-		27,203	27,203 10.128		-	(1,559) (580)	(1,559) (580)	799 297	799 297	-	-	733 273	733 273
2011	SPP	1620	Board of Public Utilities, City of McPherson, Kansa Carthage City Water & Light	U.S.	10,117 3,152	3,152	-		10,128 3,155	3,155			(181)	(181)	93	93	-	-	2/3 85	273 85
2011	SPP	1469	Central Valley Electric Cooperative	U.S.	8,537	8,537	-		8,545	8,545			(490)	(490)	251	251	-		230	230
2011	SPP	1556	City of Bentonville	U.S.	6,949	6,949	-		6,956	6,956			(399)	(399)	204	204	-	-	187	187
2011 2011	SPP SPP	1557 1633	City of Clarksdale, Mississippi City of Lindsborg	U.S. U.S.	1,915 347	1,915 347	-		1,917 347	1,917 347			(110)	(110) (20)	56 10	56 10	-	-	52 9	52
2011	SPP	1558	Hope Water & Light (HWL)	U.S.	3,282	3.282	-		3.285	3.285			(188)	(188)	96	96	-	-	89	89
2011	SPP	1559	City of Minden	U.S.	1,944	1,944	-		1,946	1,946			(112)	(112)	57	57	-		52	52
2011	SPP	1634	City of Mulvane	U.S.	500	500	-	-	501	501	-	-	(29)	(29)	15	15	-	-	13	13
2011 2011	SPP SPP	1635 1636	The City of Osage City	U.S. U.S.	396 985	396 985	-	-	396 986	396 986	-	-	(23)	(23)	12 29	12 29	-	-	11 27	11 27
2011	SPP	1248	City of Prescott Independence Power & Light (Independence, MO)	U.S.	12,413	12,413	-		12,426	12,426			(57) (712)	(57) (712)	365	365	-		335	335
2011	SPP	1436	City Utilities of Springfield, MO	U.S.	35,895	35,895	-	-	35,931	35,931	-	-	(2,059)	(2,059)	1,055	1,055	-	-	968	968
2011	SPP	1249	Cleco Power LLC	U.S.	131,014	131,014	-		131,146	131,146			(7,516)	(7,516)	3,851	3,851	-	-	3,534	3,534
2011 2011	SPP SPP	1437 1250	East Texas Electric Coop, Inc. The Empire District Electric Company	U.S. U.S.	4,956 59,752	4,956 59,752	-	•	4,961 59,812	4,961 59,812	•	-	(284) (3,428)	(284) (3,428)	146 1,756	146 1,756	-	-	134 1,612	134 1,612
2011	SPP	1470	Farmers' Electric Coop	U.S.	5.242	5.242	-	-	59,812	5.248	-		(301)	(301)	1,756	1,756	-		1,612	1,012
2011	SPP	1438	Golden Spread Electric Coop	U.S.	63,835	63,835	-	-	63,899	63,899	-		(3,662)	(3,662)	1,876	1,876	-	-	1,722	1,722
2011	SPP	1251	Grand River Dam Authority	U.S.	52,857	52,857	-		52,910	52,910			(3,032)	(3,032)	1,554	1,554	-	-	1,426	1,426
2011	SPP	4252	Jonesboro City Water & Light	U.S.	14,884	14,884	-	•	14,899	14,899	•	-	(854)	(854)	437	437	-	-	401	401
2011 2011	SPP SPP	1252 1439	Kansas City Power & Light (KCPL) Kansas Electric Power Coop., Inc	U.S. U.S.	178,035 24,335	178,035 24,335	-		178,214 24,359	178,214 24,359			(10,213) (1,396)	(10,213) (1,396)	5,233 715	5,233 715	-	-	4,802 656	4,802 656
2011	SPP	1440	Kansas Municipal Energy Agency (KCPL)	U.S.	8,788	8,788	-		8,797	8,797			(504)	(504)	258	258	-		237	237
2011	SPP	1637	Kansas Power Pool	U.S.	15,682	15,682	-		15,698	15,698			(900)	(900)	461	461	-	-	423	423
2011 2011	SPP SPP	1560	Kaw Valley Electric Cooperative, Inc. Kennett Board of Public Works	U.S. U.S.	1,856 1.714	1,856 1,714	-	-	1,858 1,715	1,858 1,715	-	-	(106) (98)	(106)	55 50	55 50	-	-	50 46	50 46
2011	SPP	1598	KCP&L GMOC (Greater Missouri Operations Comp		1,714 97,912	97,912		-	98,011	98,011	-		(5,617)	(5,617)	2,878	2,878	-	-	2,641	2,641
2011	SPP	1471	Lafayette Utilities System	U.S.	23,855	23,855	-		23,879	23,879			(1,369)	(1,369)	701	701	-	-	643	643
2011	SPP	1472	Lea County Electric Coop	U.S.	14,418	14,418	-	-	14,433	14,433	-	-	(827)	(827)	424	424	-	-	389	389
2011	SPP	1253	Louisiana Energy & Power Authority (LEPA)	U.S.	10,969	10,969	-		10,980	10,980		-	(629)	(629)	322	322	-	-	296	296
2011 2011	SPP SPP	1441	Malden Board of Public Works Midwest Energy Inc.	U.S. U.S.	580 19,960	580 19.960			580 19.980	580 19,980			(33) (1,145)	(33)	17 587	17 587			16 538	16 538
2011	SPP	1443	Missouri Joint Municipal Electric Utility Commissio	U.S.	28,711	28,711	-		28,740	28,740			(1,647)	(1,647)	844	844	-	-	774	774
2011	SPP	1638	Nemaha Marshall Electric Cooperative (NMEC)	U.S.	673	673	-	-	673	673		-	(39)	(39)	20	20	-	-	18	18
2011	SPP	1442	Northeast Texas Electric Cooperative, Inc.	U.S.	37,363	37,363	-		37,400	37,400		-	(2,143)	(2,143)	1,098	1,098	-	-	1,008	1,008
2011 2011	SPP SPP	1255 1444	Oklahoma Gas and Electric Co. Oklahoma Municipal Power Auth	U.S. U.S.	321,571 32,797	321,571 32,797			321,894 32,830	321,894 32,830			(18,448) (1,881)	(18,448) (1,881)	9,452 964	9,452 964			8,673 885	8,673 885
2011	SPP	1639	OzMo Ozark Missouri, West Plains MO	U.S.	2,294	2,294			2,296	2,296	-		(132)	(132)	67	67	-	-	62	62
2011	SPP		Paragould Light, Water & Cable	U.S.	6,612	6,612	-	-	6,619	6,619	-	-	(379)	(379)	194	194	-	-	178	178
2011	SPP		Piggott Municipal Light, Water & Sewer Poplar Bluff Municipal Utilities	U.S.	489	489	-	-	490	490	-	-	(28)	(28)	14	14	-	-	13	13
2011 2011	SPP SPP	1561	Public Service Commission of Yazoo City of Mississ	U.S. U.S.	4,310 1.406	4,310 1.406	-		4,315 1,407	4,315 1,407		-	(247) (81)	(247)	127 41	127 41	-	-	116 38	116 38
2011	SPP	1473	Roosevelt County Electric Coop	U.S.	2,556	2,556	-		2,558	2,558			(147)	(147)	75	75	-		69	69
2011	SPP	1468	Sharyland Utilities, LP	U.S.	12,000	12,000	-	-	12,013	12,013	-	-	(688)	(688)	353	353	-	-	324	324
2011	SPP SPP	4350	Sikeston Board of Municipal Utilities	U.S.	4,072	4,072	-	-	4,076	4,076	-	-	(234)	(234)	120 82	120 82	-	-	110	110 75
2011 2011	SPP	1258 1257	Southwestern Power Administration (SPA) Southwestern Public Service Co. (SPS-XCEL)	U.S. U.S.	2,797 186,146	2,797 186,146			2,800 186,333	2,800 186,333			(160) (10,679)	(160) (10,679)	5,471	5,471	-	-	75 5,021	5,021
2011	SPP		Sunflower Electric Power Cooperative	U.S.	63,800	63,800	-		63,865	63,865			(3,660)	(3,660)	1,875	1,875	-		1,721	1,721
2011	SPP	1445	Tex - La Electric Cooperative of Texas	U.S.	5,869	5,869	-		5,875	5,875			(337)	(337)	173	173	-	-	158	158
2011 2011	SPP SPP	1475 1260	Tri County Electric Coop Westar Energy, Inc.	U.S. U.S.	4,638 241.435	4,638 241.435	-	-	4,642 241.678	4,642 241,678	-	-	(266) (13,851)	(266) (13,851)	136 7.096	136 7.096	-	-	125 6.512	125 6.512
2011	SPP	1259	Western Farmers Electric Cooperative	U.S.	86,951	86,951	-	-	87,038	87,038	-		(4,988)	(4,988)	2,556	2,556	-		2,345	2,345
2011	SPP	1501	West Texas Municipal Power Agency	U.S.	32,748	32,748	-	-	32,781	32,781		-	(1,879)	(1,879)	963	963	-		883	883
			TOTAL SPP	-	2,392,157	2,392,157	-		2,394,559	2,394,559	-		(137,232)	(137,232)	70,310	70,310	-		64,520	64,520 -
2011	TRE	1019	ERCOT	U.S.	- 3,572,397	3,572,397	_	_	3,675,107	3,675,107	_		(210,620)	(210,620)	107,910	107,910	-	_		
				-	3,572,397	3,572,397		-	3,675,107	3,675,107			(210,620)	(210,620)	107,910	107,910			-	
2011 2011	WECC		Alberta Electric System Operator British Columbia Hydro & Power Authority	Canada Canada	466,437 683,972	-	466,437 683,972	-	644,379 664,462		644,379 664,462				(177,942) 19,510	-	(177,942) 19,510	-		
2011	WECC		Comision Federal de Electricidad	Mexico	124,686		-	124,686	121,130		-	121,130		-	3,557			3,557	-	
2011	WECC		Aha Macav Power Service	U.S.	278	278	-	-	286	286	-		(16)	(16)	8	8	-		-	
2011	WECC		Ajo Improvement District	U.S.	150	150	-	-	154	154	-	-	(9)	(9)	5	5	-	-	-	
2011 2011	WECC		Ak-Chin Alcoa Inc	U.S. U.S.	358 34,200	358 34,200	-		369 35,183	369 35,183	-		(21) (2,016)	(21) (2,016)	11 1,033	11 1,033	-	-	-	
2011	WECC		Arizona Public Service Company	U.S.	34,200	34,200	-		35,183	35,183			(19,224)	(19,224)	9,849	9,849	-	-		
2011	WECC		Arkansas River Power Authority (ARPA)	U.S.	3,239	3,239	-	-	3,332	3,332	-	-	(191)	(191)	98	98	-	-	-	
2011	WECC		Avista Corporation	U.S.	99,970	99,970	-	-	102,844	102,844	-	-	(5,894)	(5,894)	3,020	3,020	-	-	-	
2011 2011	WECC		Avista Corporation Barrick Goldstrike Mines Inc.	U.S. U.S.	1,901 12.566	1,901 12,566	-		1,956 12,927	1,956 12.927	-		(112) (741)	(112) (741)	57 380	57 380	-		-	
2011	WECC		Basin Electric Power Cooperative	U.S.	35,614	35,614	-		36,638	36,638			(2,100)	(2,100)	1,076	1,076	-	-		
2011	WECC		Basin Electric Power Cooperative	U.S.	600	600	-	-	617	617	-	-	(35)	(35)	18	18	-	-	-	
2011	WECC		Benton REA	U.S.	5,791	5,791	-	-	5,958	5,958	-	-	(341)	(341)	175	175	-	-	-	
2011 2011	WECC		Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc.	U.S. U.S.	1,431 3,652	1,431 3,652	-	-	1,473 3,757	1,473 3,757	-	-	(84) (215)	(84) (215)	43 110	43 110	-	-	-	
2022	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		and a second cooperative, me.	0.5.	3,032	3,032			3,.31	3,131			(223)	(220)		110				-

					Total NERC Asse	essments			NERC NEL As	sessments		Penalty Sanct	tions		NERC Complia	nce Credits	NERC	IDC Assessments
					TOTAL NEIKE ASSE	ssments			NERC NEE AS	sessificitis		renary Janes	tions		NEKE COMPILA	ice credits	MERC	DC Assessments
Data Year	Regional Entity ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Total
2011	WECC	Big Bend Electric Cooperative, Inc.	U.S.	398	398			409	409			(23)	(23)	12	12			
2011	WECC	Blachly-Lane Electric Cooperative	U.S.	1,710	1,710	-		1,759	1,759			(101)	(101)	52	52		-	
2011	WECC	Black Hills Power	U.S.	20,092	20,092	-	-	20,669	20,669	-	-	(1,185)	(1,185)	607	607		-	
2011 2011	WECC	Black Hills Power/Cheyenne Light Fuel & Power Bonneville Power Administration	U.S. U.S.	38,291 48,440	38,291 48,440	-	-	39,392 49,832	39,392 49,832			(2,258) (2,856)	(2,258) (2,856)	1,157 1,463	1,157 1,463		-	
2011	WECC	Bonneville Power Administration	U.S.	17,824	17,824	-		18,337	18,337			(1,051)	(1,051)	538	538		-	
2011	WECC	Bonneville Power Administration	U.S.	8,174	8,174	-	-	8,409	8,409			(482)	(482)	247	247		-	
2011	WECC	Bonneville Power Administration	U.S.	67	67	-	-	69	69	-	-	(4)	(4)	2	2		-	
2011 2011	WECC	Bonneville Power Administration BPA - USBR Load	U.S. U.S.	179 1,423	179 1,423	-	-	184 1.464	184 1.464		-	(11) (84)	(11) (84)	5 43	5 43		-	
2011	WECC	Bureau of Reclamation (Desalter) - c/o DSW EMMC	U.S.	15	15	-		15	15			(1)	(1)	0	0		-	
2011	WECC	Bureau of Reclamation (Wellfield) - c/o DSW EMM		55	55	-		56	56	-	-	(3)	(3)	2	2		-	
2011 2011	WECC	California Independent System Operator Canby Public Utility Board	U.S. U.S.	2,447,993 1,903	2,447,993 1,903	-		2,518,376 1,957	2,518,376 1,957			(144,328) (112)	(144,328) (112)	73,946 57	73,946 57		-	
2011	WECC	Central Arizona Water Conservation District	U.S.	19,667	19,667	-	-	20,233	20,233			(1,160)	(1,160)	594	594		-	
2011	WECC	Central Arizona Water Conservation District	U.S.	15,545	15,545	-	-	15,992	15,992	-	-	(917)	(917)	470	470		-	
2011	WECC	Central Electric Cooperative	U.S.	5,515	5,515	-	-	5,673	5,673	-	-	(325)	(325)	167	167		-	
2011 2011	WECC	Central Lincoln PUD Central Montana Electric Power Cooperative	U.S. U.S.	14,461 327	14,461 327	-	-	14,877 337	14,877 337			(853) (19)	(853) (19)	437 10	437 10		-	
2011	WECC	Central Montana Electric Power Cooperative	U.S.	975	975	-		1,003	1,003			(57)	(57)	29	29		-	
2011	WECC	City of Aztec Electric Dept	U.S.	370	370	-	-	380	380		-	(22)	(22)	11	11		-	
2011 2011	WECC	City of Bandon City of Blaine	U.S. U.S.	719 848	719 848	-	-	740 872	740 872			(42) (50)	(42) (50)	22 26	22 26		-	
2011	WECC	City of Bonners Ferry	U.S.	722	722	-		743	743			(43)	(43)	22	22		-	
2011	WECC	City of Boulder City	U.S.	1,733	1,733	-		1,783	1,783		-	(102)	(102)	52	52		-	
2011	WECC	City of Cascade Locks	U.S.	212	212	-	-	218	218	-	-	(13)	(13)	6	6		-	
2011 2011	WECC	City of Centralia City of Cheney	U.S. U.S.	2,963 1,534	2,963 1,534	-		3,048 1,578	3,048 1,578			(175) (90)	(175) (90)	90 46	90 46		-	
2011	WECC	City of Chewelah	U.S.	261	261	-		269	269			(15)	(15)	8	8		-	
2011	WECC	City of Drain	U.S.	180	180	-	-	185	185	-	-	(11)	(11)	5	5		-	
2011 2011	WECC	City of Ellensburg City of Fallon	U.S. U.S.	2,194 1,241	2,194 1.241	-	-	2,257 1,277	2,257 1.277	-	-	(129) (73)	(129) (73)	66 37	66 37		-	
2011	WECC	City of Forest Grove	U.S.	2,610	2,610	-		2,685	2,685			(154)	(154)	79	79		-	
2011	WECC	City of Gallup	U.S.	2,347	2,347	-		2,415	2,415		-	(138)	(138)	71	71		-	
2011	WECC	City of Henderson	U.S.	152	152	-	-	156	156	-	-	(9)	(9)	5	5		-	
2011 2011	WECC	City of Hermiston, DBA Hermiston Energy Services City of Las Vegas	U.S.	1,166 489	1,166 489	-	-	1,200 503	1,200 503			(69) (29)	(69) (29)	35 15	35 15		-	
2011	WECC	City of McCleary	U.S.	320	320	-		329	329			(19)	(19)	10	10		-	
2011	WECC	City of McMinnville	U.S.	7,938	7,938	-	-	8,166	8,166		-	(468)	(468)	240	240		-	
2011	WECC	City of Mesa	U.S.	2,749	2,749	-	-	2,828	2,828	-		(162)	(162)	83	83		-	
2011 2011	WECC	City of Milton City of Milton-Freewater	U.S. U.S.	679 1,174	679 1.174	-		699 1,208	699 1.208			(40) (69)	(40) (69)	21 35	21 35		-	
2011	WECC	City of Monmouth	U.S.	781	781	-	-	803	803	-	-	(46)	(46)	24	24		-	
2011	WECC	City of Needles	U.S.	339	339	-	-	348	348	-	-	(20)	(20)	10	10		-	
2011 2011	WECC	City of Plummer City of Port Angeles	U.S. U.S.	376 8,056	376 8,056	-	-	387 8,288	387 8.288			(22) (475)	(22) (475)	11 243	11 243		-	
2011	WECC	City of Redding	U.S.	13,044	13,044		-	13,419	13,419			(769)	(769)	394	394		-	
2011	WECC	City of Richland	U.S.	9,407	9,407	-	-	9,678	9,678		-	(555)	(555)	284	284		-	
2011	WECC	City of Roseville	U.S.	8,511	8,511	-	-	8,756	8,756	-	-	(502)	(502)	257 59	257		-	
2011 2011	WECC	City of Shasta Lake City of Sumas	U.S. U.S.	1,966 325	1,966 325	-		2,022 335	2,022 335			(116) (19)	(116) (19)	10	59 10		-	
2011	WECC	City of Tacoma DBA Tacoma Power	U.S.	4	4	-	-	4	4		-	(0)	(0)	0	0		-	
2011	WECC	City of Tacoma DBA Tacoma Power	U.S.	54,116	54,116	-	-	55,672	55,672		-	(3,191)	(3,191)	1,635	1,635		-	
2011 2011	WECC	City of Troy City of Williams	U.S. U.S.	195 427	195 427			201 439	201 439	-	-	(12) (25)	(12) (25)	6 13	6 13		-	
2011	WECC	Clark County Water Resources	U.S.	65	65			67	67			(4)	(4)	2	2		-	
2011	WECC	Clark Public Utilities	U.S.	48,102	48,102		-	49,485	49,485	-	-	(2,836)	(2,836)	1,453	1,453		-	
2011 2011	WECC	Clatskanie PUD Clearwater Cooperative, Inc	U.S. U.S.	8,475 1,771	8,475 1,771			8,719 1,822	8,719 1,822		-	(500) (104)	(500) (104)	256 54	256 54		-	
2011	WECC	Clearwater Cooperative, Inc	U.S.	427	427			439	439		-	(25)	(25)	13	13		-	
2011	WECC	Colorado River Agency-Bureau of Indian Affairs	U.S.	156	156	-		161	161		-	(9)	(9)	5	5		-	
2011	WECC	Colorado River Commission of Nevada	U.S.	8,542	8,542	-	-	8,787	8,787	-	-	(504)	(504)	258	258		-	
2011	WECC	Colorado Springs Utilities Colorado Springs Utilities	U.S.	213	870 213			895 219	895 219		-	(51)	(51)	6	6		-	
2011	WECC	Columbia Basin Electric Cooperative, Inc.	U.S.	1,137	1,137			1,170	1,170			(67)	(67)	34	34		-	
2011	WECC	Columbia Falls Aluminum Company	U.S.	45	45	-	-	47	47	-	-	(3)	(3)	1	1		-	
2011	WECC	Columbia Power Cooperative Association	U.S.	227	227	•		1 969	234	-	-	(13)	(13)	7	7		-	
2011 2011	WECC	Columbia River PUD Columbia River PUD	U.S. U.S.	1,816 3,424	1,816 3,424			1,868 3,522	1,868 3,522		-	(107) (202)	(107) (202)	55 103	55 103		-	
2011	WECC	Columbia Rural Electric Association (REA)	U.S.	3,268	3,268			3,362	3,362		-	(193)	(193)	99	99		-	
2011	WECC	Consolidated Irrigation District No. 19	U.S.	60	60		-	62	62	-	-	(4)	(4)	2	2		-	
2011 2011	WECC	Constellation New Energy, Inc. Consumers Power, Inc.	U.S. U.S.	781 4,536	781 4.536			803 4.666	803 4.666		-	(46) (267)	(46) (267)	24 137	24 137		-	
2011	WECC	Coos-Curry Electric Cooperative, Inc	U.S.	3,819	3,819			3,929	3,929			(225)	(225)	115	115		-	
2011	WECC	Deseret Generation & Transmission Cooperative	U.S.	48,868	48,868	-	-	50,273	50,273	-	-	(2,881)	(2,881)	1,476	1,476		-	
2011 2011	WECC	Deseret Generation & Transmission Cooperative Douglas Electric Cooperative, Inc.	U.S.	928 1,026	928 1,026			954 1,056	954 1,056	-	-	(55) (61)	(55) (61)	28 31	28 31		-	
2011	WECC	Douglas Palisades	U.S.	1,026	1,026	-	-	1,036	1,036	-	-	(11)	(11)	6	6		-	

					Total NERC Ass	oremonte			NERC NEL As	rocemonte		Penalty Sand	rtions		NERC Complia	nnea Cradite	NEDO	CIDC Assessments
					Total NERC ASS	essments			NERC NEL AS	sessments		Penalty Sand	Luons		NEKC COMPIIA	ince credits	NERC	IDC ASSESSMENTS
Data Year	Regional Entity ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Total
2011	WECC		U.S.	88.961	88.961									2.687	2.687			
2011	WECC	El Paso Electric Company Electrical District #2	U.S.	1,948	1,948	-		91,518 2,004	91,518 2,004	-		(5,245) (115)	(5,245) (115)	2,687	2,687		-	
2011	WECC	Electrical District #2 - Coolidge Generating Station	U.S.	97	97	-	-	99	99	-	-	(6)	(6)	3	3		-	
2011 2011	WECC	Electrical Districts 1 & 3 Elmhurst Mutual Power & Light Company	U.S. U.S.	7,132 3,007	7,132 3,007	-		7,337 3,093	7,337 3,093	-	-	(420) (177)	(420) (177)	215 91	215 91			
2011	WECC	Emerald PUD	U.S.	7,400	7,400	-		7,613	7,613	-	-	(436)	(436)	224	224		-	
2011	WECC	Energy Northwest	U.S.	285	285	-		293	293	-	-	(17)	(17)	9	9		-	
2011 2011	WECC	Eugene Water & Electric Board Farmington Electric Utility System	U.S. U.S.	26,601 11,128	26,601 11,128	-		27,366 11,448	27,366 11,448	-	-	(1,568) (656)	(1,568) (656)	804 336	804 336			
2011	WECC	Flathead Electric Cooperative, Inc	U.S.	15,446	15,446	-		15,890	15,890			(911)	(911)	467	467		-	
2011	WECC	Frederickson Power LP	U.S.	56	56	-	-	57	57	-	-	(3)	(3)	2	2		-	
2011	WECC	Grand Valley Power	U.S.	2,432	2,432	-		2,502	2,502		-	(143)	(143)	73 36	73 36		-	
2011 2011	WECC	Harney Electric Cooperative, Inc. Harney Electric Cooperative, Inc.	U.S. U.S.	1,184 713	1,184 713	-		1,218 733	1,218 733			(70) (42)	(70) (42)	22	22		-	
2011	WECC	Hermiston Power LLC	U.S.	63	63	-	-	65	65			(4)	(4)	2	2		-	
2011	WECC	Holy Cross Energy	U.S.	7,795	7,795	-	-	8,019	8,019	-		(460)	(460)	235	235		-	
2011 2011	WECC	Hood River Electric Cooperative Idaho County Light and Power Cooperative Associa	U.S. U.S.	443 616	443 616	-		455 633	455 633			(26)	(26) (36)	13 19	13 19		-	
2011	WECC	Idaho Power Company	U.S.	159,741	159,741	-		164,334	164,334	-	-	(9,418)	(9,418)	4,825	4,825		-	
2011	WECC	Imperial Irrigation District	U.S.	38,374	38,374	-		39,477	39,477			(2,262)	(2,262)	1,159	1,159		-	
2011 2011	WECC	Inland Power and Light Company Inland Power and Light Company	U.S. U.S.	4,982 5,175	4,982 5,175	-		5,125 5,323	5,125 5,323			(294)	(294) (305)	150 156	150 156			
2011	WECC	Intermountain Rural Electric Association	U.S.	11,899	11,899	-	-	12,241	12,241			(702)	(702)	359	359		-	
2011	WECC	Kaiser Aluminum Fabricated Products LLC	U.S.	3,347	3,347	-		3,443	3,443	-	-	(197)	(197)	101	101		-	
2011 2011	WECC	Kootenai Electric Cooperative, Inc. Lakeview Light & Power	U.S. U.S.	5,052 3.005	5,052 3.005	-	•	5,197 3.091	5,197 3.091	-	-	(298) (177)	(298) (177)	153 91	153 91		-	
2011	WECC	Lane Electric Cooperative, Inc.	U.S.	2,445	2,445	-		2,515	2,515			(144)	(144)	74	74			
2011	WECC	Las Vegas Valley Water District	U.S.	966	966	-	-	994	994	-	-	(57)	(57)	29	29		-	
2011	WECC	Lincoln County Power District No. 1	U.S.	962	962	-	-	990	990	-		(57)	(57)	29	29		-	
2011 2011	WECC	Lincoln Electric Cooperative, Inc. Los Angeles Department of Water and Power	U.S. U.S.	1,282 307,792	1,282 307,792		-	1,319 316,641	1,319 316,641			(76) (18,147)	(76) (18,147)	39 9,297	39 9,297		-	
2011	WECC	Majority Districts	U.S.	7,144	7,144	-		7,349	7,349			(421)	(421)	216	216		-	
2011	WECC	Merced Irrigation District	U.S.	4,845	4,845	-		4,984	4,984			(286)	(286)	146	146		-	
2011 2011	WECC	Midstate Electric Cooperative, Inc. Mission Valley Power	U.S. U.S.	4,299 4.210	4,299 4.210	-		4,423 4.331	4,423 4.331			(253)	(253)	130 127	130 127			
2011	WECC	Modern Electric Water Company	U.S.	2,509	2,509	-	-	2,581	2,581			(148)	(148)	76	76		-	
2011	WECC	Modesto Irrigation District	U.S.	26,921	26,921	-	•	27,695	27,695	-		(1,587)	(1,587)	813	813	-	-	
2011 2011	WECC	Montana-Dakota Utilities Co. Mt. Wheeler Power	U.S. U.S.	181 5.667	181 5,667	-		186 5,830	186 5.830	-	-	(11) (334)	(11) (334)	5 171	5 171		-	
2011	WECC	Municipal Energy Agency of Nebraska	U.S.	1,951	1,951	-		2,008	2,008			(115)	(115)	59	59		-	
2011	WECC	Municipal Energy Agency of Nebraska	U.S.	304	304	-		312	312			(18)	(18)	9	9		-	
2011	WECC	Navajo Tribal Utility Authority	U.S.	478	478	-	-	491	491	-		(28)	(28)	14	14		-	
2011 2011	WECC	Navajo Tribal Utility Authority Navopache Electric Cooperative, Inc.	U.S. U.S.	3,342 4,657	3,342 4,657	-		3,438 4,791	3,438 4,791			(197) (275)	(197) (275)	101 141	101 141		-	
2011	WECC	Nebraska Public Power Marketing	U.S.	5,926	5,926	-	-	6,096	6,096	-	-	(349)	(349)	179	179		-	
2011	WECC	Nespelem Valley Electric Cooperative, Inc.	U.S.	539	539	-	•	554	554	-	-	(32)	(32)	16	16		-	
2011 2011	WECC	Nevada Power Company dba NV Energy Noble Americas Energy Solutions, LLC	U.S. U.S.	230,757 10,154	230,757 10,154	-		237,392 10.446	237,392 10.446			(13,605) (599)	(13,605) (599)	6,970 307	6,970 307		-	
2011	WECC	Northern Lights, Inc.	U.S.	387	387	-		398	398			(23)	(23)	12	12		-	
2011	WECC	Northern Lights, Inc.	U.S.	3,246	3,246	-		3,339	3,339			(191)	(191)	98	98		-	
2011 2011	WECC	Northern Wasco County PUD NorthWestern Corp. dba NorthWestern Energy, LLI	U.S. U.S.	6,103 95,977	6,103 95,977	-		6,278 98,737	6,278 98,737			(360) (5,659)	(360) (5,659)	184 2,899	184 2,899			
2011	WECC	NorthWestern Corp. dba NorthWestern Energy, LLI		3,257	3,257	-	-	3,350	3,350			(192)	(192)	98	98		-	
2011	WECC	Ohop Mutual Light Company	U.S.	947	947	-		974	974	-	-	(56)	(56)	29	29		-	
2011 2011	WECC	Orcas Power and Light Cooperative Operations Office	U.S. U.S.	2,337 2,077	2,337 2,077	•	-	2,404 2,137	2,404 2,137		•	(138) (122)	(138) (122)	71 63	71 63		-	
2011	WECC	Oregon Trail Electric Consumers Cooperative, Inc.	U.S.	3,561	3,561		-	3,664	3,664			(210)	(210)	108	108		-	
2011	WECC	Overton Power District No. 5	U.S.	4,040	4,040		-	4,156	4,156	-	-	(238)	(238)	122	122		-	
2011 2011	WECC	PacifiCorp PacifiCorp	U.S. U.S.	619 22	619 22	-	•	637 23	637 23	-	-	(36)	(36)	19	19 1		-	
2011	WECC	PacifiCorp	U.S.	510,353	510,353			525,026	525,026			(30,089)	(30,089)	15,416	15,416		-	
2011	WECC	PacifiCorp	U.S.	19	19	-	-	20	20			(1)	(1)	1	1		-	
2011 2011	WECC	PacifiCorp	U.S. U.S.	40 222,702	40 222,702		-	42 229,105	42	-	-	(2) (13,130)	(2) (13,130)	6 777	1 6,727	-	-	-
2011	WECC	PacifiCorp West (PACW) Page Electric Utility	U.S.	159	159		-	229,105 164	229,105 164	-		(13,130)	(13,130)	6,727 5	6,727		-	
2011	WECC	Parkland Light and Water Company	U.S.	1,318	1,318	-	-	1,356	1,356	-	-	(78)	(78)	40	40		-	
2011	WECC	Pend Oreille County PUD No. 1	U.S.	10,652	10,652		•	10,958	10,958	•	-	(628)	(628)	322	322		-	
2011 2011	WECC	Peninsula Light Company, Inc. Platte River Power Authority	U.S. U.S.	6,614 34,662	6,614 34,662		-	6,804 35,659	6,804 35,659	-	-	(390) (2,044)	(390) (2,044)	200 1,047	200 1,047		-	
2011	WECC	Port of Seattle - Seattle-Tacoma International Airpo	U.S.	1,546	1,546			1,590	1,590			(91)	(91)	47	47		-	
2011	WECC	Port Townsend Paper Corporation	U.S.	2,158	2,158		-	2,221	2,221	-	-	(127)	(127)	65	65		-	
2011 2011	WECC	Portland General Electric Company Portland General Electric Company	U.S. U.S.	507 203.306	507 203.306			522 209,151	522 209.151	•		(30) (11,986)	(30) (11.986)	15 6,141	15 6.141		-	
2011	WECC	Public Service Company of Colorado (Xcel)	U.S.	335,954	335,954		-	345,613	345,613			(19,807)	(19,807)	10,148	10,141		-	
2011	WECC	Public Service Company of Colorado (Xcel)	U.S.	1,835	1,835			1,888	1,888			(108)	(108)	55	55		-	
2011 2011	WECC	Public Service Company of New Mexico Public Utility District No. 1 of Chelan County	U.S. U.S.	116,141 40.336	116,141 40,336		-	119,480	119,480	-		(6,847)	(6,847)	3,508 1 218	3,508 1 218		-	
2011	WECC	PUD No. 1 of Asotin County	U.S.	40,336 48	40,336 48	-		41,496 49	41,496 49	-		(2,378)	(2,378)	1,218 1	1,218 1		-	
					.5			.,				(3)	(-/	-	-			

					Total NEDC Ass				NEDC NEL Ass			Penalty Sanc	tions		NEDC Comulia	nee Credite	NEDC	IDC Assessments
					Total NERC Ass	essments			NERC NEL Ass	sessments		Penalty Sanct	tions		NERC Complia	nce Credits	NERC	IDC Assessments
Data Year	Regional Entity ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total Mexico Total	Total	US Total Canada Total
						Canada Total	Wextee Total			cundu rotar	Wexten Total					Canada Fotal Micalco Fotal	10.01	OJ Total
2011 2011	WECC	PUD No. 1 of Asotin County PUD No. 1 of Benton County	U.S. U.S.	3 18,153	3 18,153			3 18,675	3 18,675			(0) (1,070)	(0) (1,070)	0 548	0 548		-	
2011	WECC	PUD No. 1 of Clallam County	U.S.	7,415	7,415	-	-	7,629	7,629	-	-	(437)	(437)	224	224		-	
2011	WECC	PUD No. 1 of Cowline County	U.S.	54,544	54,544	-	-	56,112	56,112	-	-	(3,216)	(3,216)	1,648 2	1,648 2	-	-	
2011 2011	WECC	PUD No. 1 of Cowlitz County PUD No. 1 of Douglas County	U.S. U.S.	51 96	51 96	-		53 99	53 99	-		(3)	(3)	3	3		-	
2011	WECC	PUD No. 1 of Douglas County	U.S.	15,308	15,308	-	-	15,748	15,748	-	-	(903)	(903)	462	462		-	
2011 2011	WECC	PUD No. 1 of Ferry County PUD No. 1 of Franklin County	U.S. U.S.	1,149 10,933	1,149 10,933			1,182 11,247	1,182 11,247			(68) (645)	(68) (645)	35 330	35 330		-	
2011	WECC	PUD No. 1 of Grays Harbor	U.S.	12,631	12,631	-	-	12,995	12,995			(745)	(745)	382	382			
2011	WECC	PUD No. 1 of Kittitas County	U.S.	751	751	-	-	773	773	-	-	(44)	(44)	23	23		-	
2011 2011	WECC	PUD No. 1 of Kittitas County PUD No. 1 of Kittitas County	U.S. U.S.	84 181	84 181	-		86 186	86 186			(5) (11)	(5) (11)	3 5	3 5		-	
2011	WECC	PUD No. 1 of Klickitat County	U.S.	2,818	2,818	-		2,899	2,899			(166)	(166)	85	85		-	
2011	WECC	PUD No. 1 of Lewis County	U.S.	10,455	10,455	-	-	10,755	10,755	-	-	(616)	(616)	316	316		-	
2011 2011	WECC	PUD No. 1 of Mason County PUD No. 1 of Skamania County	U.S. U.S.	863 1,459	863 1,459	-		887 1,500	887 1.500	-	-	(51) (86)	(51) (86)	26 44	26 44		-	
2011	WECC	PUD No. 1 of Snohomish County	U.S.	76,730	76,730	-	-	78,936	78,936	-		(4,524)	(4,524)	2,318	2,318		-	
2011 2011	WECC	PUD No. 1 of Wahkiakum County	U.S.	486	486	-	-	500	500	-	-	(29)	(29)	15	15		-	
2011	WECC	PUD No. 1 of Whatcom County PUD No. 1 of Whatcom County	U.S. U.S.	2,346 117	2,346 117	-		2,413 120	2,413 120			(138)	(138)	71 4	71 4		-	
2011	WECC	PUD No. 2 of Grant County	U.S.	914	914	-		940	940	-		(54)	(54)	28	28		-	
2011	WECC	PUD No. 2 of Grant County	U.S.	522	522	-	-	537	537	-		(31)	(31)	16	16		-	
2011 2011	WECC	PUD No. 2 of Grant County PUD No. 2 of Pacific County	U.S. U.S.	42,166 3,325	42,166 3,325			43,378 3,421	43,378 3,421			(2,486) (196)	(2,486) (196)	1,274 100	1,274 100		-	
2011	WECC	PUD No. 3 of Mason County	U.S.	7,478	7,478	-		7,693	7,693	-		(441)	(441)	226	226		-	
2011	WECC	Puget Sound Energy, Inc. Rocky Mountain Generation Cooperative, Inc.	U.S.	264,296	264,296	-	-	271,895	271,895	-	-	(15,582)	(15,582)	7,983	7,983		-	
2011 2011	WECC	Sacramento Municipal Utility District	U.S. U.S.	352 119,373	352 119,373	-		363 122,805	363 122,805			(21) (7,038)	(21) (7,038)	11 3,606	11 3,606		-	
2011	WECC	Salem Electric	U.S.	3,524	3,524	-	-	3,625	3,625	-	-	(208)	(208)	106	106		-	
2011 2011	WECC	Salt River Project	U.S. U.S.	304,089 1	304,089	-	-	312,832 1	312,832	-		(17,928)	(17,928)	9,186 0	9,186 0		-	
2011	WECC	San Carlos Indian Irrigation Project Seattle City Light	U.S.	108,653	108,653	-		111,777	111,777			(6,406)	(6,406)	3,282	3,282		-	
2011	WECC	Sierra Pacific Power Company dba NV Energy	U.S.	93,144	93,144	-	-	95,822	95,822	-		(5,492)	(5,492)	2,814	2,814		-	
2011	WECC	Southern Montana Electric Generation & Transmis:	U.S.	2,014 7,442	2,014 7,442	-	-	2,071 7,656	2,071 7,656	-	-	(119)	(119) (439)	61	61 225		-	
2011 2011	WECC	Southern Montana Electric Generation & Transmis: Southern Nevada Water Authority	U.S. U.S.	8,435	8,435	-	-	8,678	8,678		-	(439) (497)	(497)	225 255	255		-	
2011	WECC	Southwest Transmission Cooperative, Inc.	U.S.	28,705	28,705	-	-	29,530	29,530	-	-	(1,692)	(1,692)	867	867		-	
2011 2011	WECC	Springfield Utility Board Surprise Valley Electrification Corporation	U.S. U.S.	9,035 329	9,035 329	-		9,295 339	9,295 339			(533) (19)	(533) (19)	273 10	273 10		-	
2011	WECC	Tanner Electric Cooperative	U.S.	1,030	1,030	-		1,060	1,060			(61)	(61)	31	31		-	
2011	WECC	The Incorporated County of Los Alamos	U.S.	3,934	3,934	-	-	4,047	4,047	-		(232)	(232)	119	119		-	
2011 2011	WECC	Tillamook People's Utility District Tohono O'Odham Utility Authority	U.S. U.S.	4,031 737	4,031 737	-		4,146 758	4,146 758			(238) (43)	(238) (43)	122 22	122 22		-	
2011	WECC	Town of Center	U.S.	112	112	-	-	115	115	-		(7)	(7)	3	3		-	
2011	WECC	Town of Coulee	U.S.	188	188	-	-	193	193	-	-	(11)	(11)	6	6		-	
2011 2011	WECC	Town of Eatonville Town of Fredonia	U.S. U.S.	328 17	328 17	-	-	338 17	338 17			(19) (1)	(19) (1)	10 1	10 1		-	
2011	WECC	Town of Steilacoom	U.S.	452	452	-		465	465	-		(27)	(27)	14	14		-	
2011 2011	WECC	Town of Wickenburg	U.S.	304 22,086	304 22.086	-	-	312	312	-	-	(18)	(18)	9	9 667		-	
2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Re Tri-State Generation & Transmission Assoc. Inc - Re	U.S. U.S.	22,086 470	22,086 470	-	-	22,721 484	22,721 484		-	(1,302) (28)	(1,302) (28)	667 14	14		-	
2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Re		356	356	-		366	366	-		(21)	(21)	11	11		-	
2011	WECC	Tri-State Generation & Transmission Association, Ir		27,391	27,391	-	-	28,178 1.667	28,178 1.667	-	-	(1,615)	(1,615)	827 49	827 49	-	-	
2011 2011	WECC	Truckee Donner Public Utility District Tucson Electric Power Company	U.S. U.S.	1,621 144,967	1,621 144,967	-		1,667	1,667	-	-	(96) (8,547)	(96) (8,547)	49 4,379	49 4,379			
2011	WECC	Turlock Irrigation District	U.S.	21,807	21,807	-	-	22,434	22,434	-	-	(1,286)	(1,286)	659	659		-	-
2011 2011	WECC	U.S. Army Yuma Proving Ground U.S. BOR Columbia Basin	U.S. U.S.	48 306	48 306		-	49 315	49 315	-		(3) (18)	(3) (18)	1 q	1			
2011	WECC	U.S. BOR East Greenacres (Rathdrum)	U.S.	38	38			315	315			(2)	(2)	1	1			
2011	WECC	U.S. Bor Spokane Indian Development`	U.S.	35	35	-	-	36	36	-		(2)	(2)	1	1		-	
2011 2011	WECC	U.S. BOR The Dalles Project U.S. DOE National Energy Technology Laboratory	U.S. U.S.	174 50	174 50			179 52	179 52			(10)	(10)	5	5		-	
2011	WECC	Umatilla Electric Cooperative Association	U.S.	10,336	10,336	-		10,634	10,634			(609)	(609)	312	312		-	
2011	WECC	Unit B Irrigation District	U.S.	0	0	-	-	0	0	-	-	(0)	(0)	0	0		-	-
2011 2011	WECC	US Air Force Base, Fairchild US Dept of Energy - Kirtland AFB	U.S. U.S.	533 4,520	533 4,520			548 4,650	548 4.650	-		(31) (266)	(31)	16 137	16 137		-	
2011	WECC	USN Naval Station, Bremerton	U.S.	2,741	2,741		-	2,820	2,820	-		(162)	(162)	83	83			
2011	WECC	USN Naval Station, Everett	U.S.	141	141		-	145	145	-		(8)	(8)	4	4		-	
2011 2011	WECC	USN Submarine Base, Bangor Valley Electric Association, Inc.	U.S. U.S.	1,929 4,410	1,929 4,410			1,984 4,537	1,984 4,537	-	-	(114) (260)	(114) (260)	58 133	58 133		-	
2011	WECC	Vera Water and Power	U.S.	2,474	2,474			2,545	2,545			(146)	(146)	75	75		-	-
2011	WECC	Vigilante Electric Cooperative, Inc.	U.S.	172	172		-	177	177	-		(10)	(10)	5	5		-	
2011 2011	WECC	Wasco Electric Cooperative Wells Rural Electric Cooperative	U.S. U.S.	1,023 6,887	1,023 6,887			1,052 7,085	1,052 7,085	-	-	(60) (406)	(60) (406)	31 208	31 208		-	
2011	WECC	Wellton-Mohawk Irrigation & Drainage District	U.S.	205	205			211	211			(12)	(12)	6	6		-	
2011	WECC	West Oregon Electric Cooperative, Inc.	U.S.	586	586	-	-	603	603	-		(35)	(35)	18	18		-	
2011	WECC	West Oregon Electric Cooperative, Inc.	U.S.	142	142	-	-	146	146	-	-	(8)	(8)	4	4		-	

						NERC NEL Ass			Penalty Sar	estions		NERC Complia	naa Caadita		NEDC	IDC Assessments					
Data	Regional					Total NERC Ass	essments			NERC NEL ASS	essments		renatty Sar	ictions		NEKC COMpila	ince creats		NERC	DC Assessments	,
Year	Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total
2011	WECC		Western Area Power - Loveland, CO	U.S.	3,649	3,649			3.754	3,754			(215)	(215)	110	110					
2011	WECC		Western Area Power - Loveland, CO Western Area Power - Loveland, CO	U.S.	2,626	2,626		-	2,701	2,701	-	-	(215)	(215)	79	79	-	-	-	-	-
	WECC		Western Area Power - Loveland, CO Western Area Power Administration - CRSP	U.S.	18,770	18,770	-		19,310	19,310	-	-	(1,107)	(1,107)		567	-	-	-	-	-
2011	WECC		Western Area Power Administration - CRSP Western Area Power Administration - Sierra Nevad	U.S.	16,298	16,298			19,310	16,766	-		(1,107)	(1,107)	567 492	492	-	-	-	-	-
2011	WECC		Western Area Power Administration - Sierra Nevau Western Area Power Administration-Desert Southy	U.S.	28,738	28,738	-	-	29,564	29,564	-	-	(1,694)	(1,694)	868	868	-	-	-	-	-
2011	WECC		Western Area Power Administration-Upper Great F		2,043	2,043	-	_	2,101	2,101	-		(1,034)	(120)	62	62	-	-	-	-	-
2011	WECC		Western Area Power Administration-Upper Great F		15,720	15,720	-	-	16.172	16,172	-		(927)	(927)	475	475	-	-	-	-	-
2011	WECC		Western Area Power Administration-Upper Great F	U.S.	2,286	2,286			2,352	2,352		-	(135)	(135)	69	69					
2011	WECC		Wyoming Municipal Power Agency	U.S.	78,805	78,805			81,071	81,071		_	(4,646)	(4,646)	2,380	2,380					
2011	WECC		Yakama Power	U.S.	207	207			213	213			(12)	(12)	2,300	2,300					
2011	WECC		Yampa Valley Electric Association	U.S.	6.246	6.246			6.425	6.425		-	(368)	(368)	189	189					
2011	WECC		Yuma Irrigation District	U.S.	33	33			34	34			(2)	(2)	103	103					
2011	WECC		Yuma-Mesa Irrigation District	U.S.	2	2	-	_	2	2	_	_	(0)	(0)	0	0	_	_	-	_	_
			TOTAL WECC		9.020.357	7,745,261	1,150,409	124.686	9,397,916	7,967,946	1.308.841	121,130	(456,642)	(456,642)	79,083	233,958	(158.432)	3.557	-		
					-,,	.,,	-,,		2,001,000	.,,	-,0.00,0.1		(100)012)	(100)012	,		(200).02)	-,			
	TOTAL ERO				47.604.156	43.036.224	4.443.246	124.686	49.659.070	43.840.607	5.697.333	121,130	(2,512,500)	(2,512,500)	_	1,287,265	(1.290.822)	3.557	457,586	420.851	36,735
	TOTAL ENU				47,004,136	43,030,224	4,443,240	124,000	49,639,070	45,640,007	3,097,333	121,130	(2,312,300)	(2,312,300)		1,207,203	(1,290,822)	3,337	437,300	420,831	30,733
Summar	by Regional E	ntity																			
	FRCC	•			2,419,233	2,419,233	_	-	2,456,308	2,456,308	-	-	(140,771)	(140,771)	72,123	72,123	_	-	31,573	31,573	_
2011	MRO				3,123,936	2,611,375	512,561	-	3,104,133	2,618,163	485,970	-	(150,047)	(150,047)	91,145	76,876	14,269	-	78,705	66,383	12,322
2011	NPCC				5,975,361	3,195,085	2,780,276	-	7,168,451	3,265,928	3,902,522	-	(187,170)	(187,170)	(1,050,764)	95,895	(1,146,659)	-	44,843	20,431	24,413
2011	RFC				9,861,361	9,861,361		-	10,019,197	10,019,197	-	-	(574,199)	(574,199)	294,188	294,188		-	122,175	122,175	
2011	SERC				11,239,354	11,239,354		-	11,443,399	11,443,399	-	-	(655,820)	(655,820)	336,006	336,006	_	-	115,769	115,769	-
2011	SPP				2,392,157	2,392,157			2,394,559	2,394,559			(137,232)	(137,232)	70,310	70,310			64,520	64,520	
2011	TRE				3,572,397	3,572,397			3,675,107	3,675,107			(210,620)	(210,620)	107,910	107,910					
2011	WECC				9,020,357	7,745,261	1,150,409	124,686	9,397,916	7,967,946	1,308,841	121,130	(456,642)	(456,642)	79,083	233,958	(158,432)	3,557	-	-	-
Total	_				47,604,156	43,036,224	4,443,246	124,686	49,659,070	43,840,607	5,697,333	121,130	(2,512,500)	(2,512,500)	-	1,287,265	(1,290,822)	3,557	457,586	420.851	36,735

					Total Regional Entity A	Assessments (Incl	uding WIRAB A	ssessments)	Re	gional Entity NEL Asse	essments		Penalty Sanction	ns - US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60%	CORC Program		WECC Compliance Assess	ments (ex.AESO)		WIRA	3 Assessments	
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico	Total	US Total	Total US Total Canada Total	Total	US Total	Canada Total	Total US Total	Canada Mer	cico ntal	Total US	Cana Total To	da Mexico
										•														
2011 2011	FRCC		Alachua, City of Bartow, City of	U.S. U.S.	3,404 7,374	3,404 7,374		-	3,578 7,750	3,578 7,750	-	-	(174) (377)	(174) (377)										
2011	FRCC	1076	Chattahoochee, City of	U.S.	1,092	1,092	-	-	1,148	1,148	-	-	(56)	(56)										
2011 2011	FRCC		Florida Keys Electric Cooperative Assn Florida Power & Light Co.	U.S.	18,600 2.934.508	18,600 2.934.508	-	-	19,551 3.084.485	19,551 3.084.485	-	-	(951) (149,977)	(951) (149,977)										
2011	FRCC		Florida Public Utilities Company	U.S.	10,777	10,777	-	-	11,328	11,328	-	-	(551)	(551)										
2011 2011	FRCC		Gainesville Regional Utilities Homestead, City of	U.S. U.S.	48,488 13,172	48,488 13,172	-	-	50,966 13,845	50,966 13,845	-	-	(2,478) (673)	(2,478) (673)										
2011	FRCC	1082 .	JEA	U.S.	334,617	334,617	-	-	351,719	351,719	-	-	(17,102)	(17,102)										
2011 2011	FRCC		Lakeland Electric Lee County Electric Cooperative, Inc	U.S. U.S.	76,982 31,344	76,982 31,344	-	-	80,916 32,946	80,916 32.946	-	-	(3,934) (1,602)	(3,934) (1,602)										
2011	FRCC		Mount Dora, City of	U.S.	2,414	2,414	-		2,537	2,537	-	-	(123)	(123)										
2011 2011	FRCC		New Smyrna Beach, Utilities Commission of Orlando Utilities Commission	U.S. U.S.	10,298 150,475	10,298 150,475	-	-	10,824 158,166	10,824 158,166	-	-	(526) (7,690)	(526) (7,690)										
2011	FRCC	1087	Progress Energy Florida	U.S.	1,065,446	1,065,446	-		1,119,899	1,119,899	-	-	(54,453)	(54,453)										
2011 2011	FRCC		Quincy, City of Reedy Creek Improvement District	U.S. U.S.	3,803 32,145	3,803 32,145	-	-	3,997 33,787	3,997 33.787	-	-	(194) (1,643)	(194) (1,643)										
2011	FRCC		St. Cloud, City of (OUC)	U.S.	15,700	15,700	-		16,502	16,502	-	-	(802)	(802)										
2011 2011	FRCC		Tallahassee, City of Tampa Electric Company	U.S. U.S.	74,481 511,056	74,481 511,056	-	-	78,287 537,175	78,287 537,175	-	-	(3,807) (26,119)	(3,807) (26,119)										
2011	FRCC		City of Vero Beach	U.S.	19,718	19,718	-		20,726	20,726	-	-	(1,008)	(1,008)										
2011 2011	FRCC		Wauchula, City of Williston, City of	U.S. U.S.	1,676 883	1,676 883	-	-	1,762	1,762 928	-	-	(86)	(86) (45)										
2011	FRCC		Winter Park, City of	U.S.	11,769	11,769	-		928 12,371	12,371		-	(45) (602)	(602)										
2011	FRCC		Florida Municipal Power Agency	U.S.	160,245	160,245	-	-	168,435	168,435	-	-	(8,190)	(8,190)										
2011	FRCC		Seminole Electric Cooperative TOTAL FRCC	U.S.	417,506 5,957,971	417,506 5,957,971			438,844 6,262,471	438,844 6,262,471			(21,338)	(21,338)										
2044	MPC			11.5																				
2011 2011	MRO		Basin Electric Power Cooperative Central Iowa Power Cooperative (CIPCO)	U.S. U.S.	413,944 89,787	413,944 89,787	-	-	414,699 89,951	414,699 89,951	-		(755) (164)	(755) (164)										
2011	MRO MRO		Corn Belt Power Cooperative	U.S.	56,956 169.117	56,956	-	-	57,060 169,425	57,060 169,425	-	-	(104)	(104)										
2011 2011	MRO		Dairyland Power Cooperative Great River Energy	U.S. U.S.	169,117 433,536	169,117 433,536	-		169,425 434,327	169,425 434,327		-	(309) (791)	(309) (791)										
2011	MRO		Minnkota Power Cooperative, Inc.	U.S.	129,928	129,928	-	-	130,165	130,165	-	-	(237)	(237)										
2011 2011	MRO		Nebraska Public Power District Omaha Public Power District	U.S. U.S.	411,244 363,093	411,244 363.093	-	-	411,995 363,755	411,995 363,755		-	(750) (663)	(750) (663)										
2011	MRO	1237	Southern Montana Generation and Transmission	U.S.	132	132	-	-	132	132	-	-	(0)	(0)										
2011 2011	MRO MRO		Western Area Power Administration (UM) Western Area Power Administration (LM)	U.S. U.S.	288,662 4,079	288,662 4,079	-	-	289,189 4,087	289,189 4,087	-	-	(527)	(527) (7)										
2011	MRO	1217	Manitoba Hydro	CAN	730,668	-	730,668	-	730,668	-	730,668	-	-	- '										
2011 2011	MRO MRO		SaskPower Alliant Energy (Alliant East - WPL & Alliant West IPL	CAN U.S.	696,013 921,327	921,327	696,013	-	696,013 923,008	923.008	696,013	-	(1,681)	(1,681)										
2011	MRO	1216	Madison, Gas and Electric	U.S.	111,974	111,974	-	-	112,179	112,179	-	-	(204)	(204)										
2011 2011	MRO		MidAmerican Energy Company Minnesota Power	U.S. U.S.	891,573 423,887	891,573 423,887	-	-	893,200 424,660	893,200 424,660	-	-	(1,627) (773)	(1,627) (773)										
2011	MRO		Montana-Dakota Utilities Co.	U.S.	89,245	89,245	-		89,408	89,408	-	-	(163)	(163)										
2011 2011	MRO MRO		NorthWestern Energy Otter Tail Power Company	U.S. U.S.	48,339 139,541	48,339 139,541	-	-	48,427 139,796	48,427 139,796	-	-	(88) (255)	(88) (255)										
2011	MRO		Integrys Energy Group (WPS and UPPCO)	U.S.	433,865	433,865	-		434,657	434,657		-	(792)	(792)										
2011	MRO		Xcel Energy Company (NSP)	U.S.	1,483,607	1,483,607	-	-	1,486,315	1,486,315	-	-	(2,707)	(2,707)										
2011 2011	MRO		Ames Municipal Electric System Atlantic Municipal Utilities	U.S. U.S.	24,947 2,278	24,947 2,278	-		24,993 2,282	24,993 2,282	-	-	(46)	(46) (4)										
2011	MRO	1476	Badger Power Marketing Authority of Wisconsin, In	U.S.	13,267	13,267	-	-	13,291	13,291	-	-	(24)	(24)										
2011 2011	MRO		Cedar Falls Municipal Utilities Central Minnesota Municipal Power Agency (CMMF	U.S. U.S.	16,664 15,210	16,664 15,210	-		16,694 15,238	16,694 15,238	-	-	(30)	(30)										
2011	MRO MRO		City of Pella	U.S.	6,384 4.911	6,384	-	-	6,395	6,395	-	-	(12)	(12)										
2011 2011	MRO		Escanaba Municipal Electric Utility Falls City Water & Light Department	U.S. U.S.	4,911 1,816	4,911 1,816	-		4,920 1,819	4,920 1,819	-	-	(9)	(9)										
2011	MRO	1206	Fremont Department of Utilities	U.S.	14,129	14,129	-	-	14,154	14,154	-	-	(26)	(26)										
2011 2011	MRO MRO		Geneseo Municipal Utilities Grand Island Utilities Department	U.S. U.S.	2,162 24,092	2,162 24,092	-	-	2,166 24,136	2,166 24,136	-	-	(4) (44)	(4) (44)										
2011	MRO	1606	Harlan Municipal Utilities	U.S.	776	776	-	-	778	778	-	-	(1)	(1)										
2011 2011	MRO MRO		Hastings Utilities Heartland Consumers Power District	U.S. U.S.	13,824 27,358	13,824 27,358	-	-	13,850 27,408	13,850 27,408	-	-	(25) (50)	(25) (50)										
2011	MRO	1213	Hutchinson Utilities Commission	U.S.	9,719	9,719	-	-	9,737	9,737	-	-	(18)	(18)										
2011 2011	MRO MRO		Lincoln Electric System Manitowoc Public Utilities	U.S. U.S.	103,540 17,271	103,540 17.271	-	-	103,729 17,303	103,729 17.303	-	-	(189)	(189)										
2011	MRO	1223	Missouri River Energy Services	U.S.	71,904	71,904	-	-	72,035	72,035	-		(131)	(131)										
2011 2011	MRO MRO		MN Municipal Power Agency (MMPA) Montezuma Municipal Light & Power	U.S. U.S.	46,764 1,127	46,764 1,127	-	-	46,849 1,129	46,849 1,129	-		(85)	(85)										
2011	MRO	1227	Municipal Energy Agency of Nebraska	U.S.	37,344	37,344	-	-	37,412	37,412	-		(68)	(68)										
2011 2011	MRO MRO		Muscatine Power and Water Nebraska City Utilities	U.S. U.S.	28,274 5,646	28,274 5,646	-	-	28,326 5,657	28,326 5,657	-	-	(52) (10)	(52) (10)										
2011	MRO	1234	Rochester Public Utilities	U.S.	286	286	-	-	287	287	-		(1)	(1)										
2011 2011	MRO MRO		Southern Minnesota Municipal Power Agency Willmar Municipal Utilities	U.S. U.S.	95,199 8.553	95,199 8.553	-	-	95,373 8,569	95,373 8,569	-		(174)	(174)										
2011	MRO				174,966	8,553 174,966	-		175,285	175,285	-		(319)	(319)										_
			TOTAL MRO		9,098,927	7,672,246	1,426,681	<u> </u>	9,112,927	7,686,246	1,426,681	-	(14,000)	(14,000)										_
2011	NPCC			U.S.	3,372,486	3,372,486	-	-	1,005,976	1,005,976	-		(134,733)	(134,733)	642,319 642,319		1,858,924							
2011 2011	NPCC NPCC	1339	New York	U.S. Canada	4,069,205 1,751,262	4,069,205	1.751.262	-	1,213,800 1.068.818	1,213,800	1.068.818	-	(162,567)	(162,567)	775,015 775,015 682.444 682.444	2,242,957	2,242,957							
2011	NPCC	1341	Quebec	Canada	1,751,262 2,761,122	-	2,761,122	-	1,391,456	-	1,391,456	-			888,448 888,448	481,218		1,218						
2011	NPCC		New Brunswick	Canada	169,405	-	169,405	-	103,390	-	103,390	-			66,015 66,015	-	-	- 13,301						
2011	NPCC		Nova Scotia TOTAL NPCC	Canada	228,784 12,352,264	7,441,691	228,784 4,910,573		88,790 4,872,231	2,219,776	88,790 2,652,455		(297,300)	(297,300)	56,693 56,693 3,110,933 1,417,333 1,693,600	83,301 4,666,400	4,101,881 5					-		
2011 2011	RFC RFC	1104		U.S. U.S.	5,162 254	5,162 254	-	-	6,248 308	6,248 308	-		(1,086) (54)	(1,086) (54)										
2011	RFC	1105	City of Chelsea	U.S.	1,516	1,516	-	-	1,835	1,835	-	-	(319)	(319)										
2011 2011	RFC RFC		City of Croswell City of Eaton Rapids	U.S. U.S.	605 1,512	605 1,512	-	-	732 1,830	732 1,830	-		(127) (318)	(127) (318)										
2011	RFC	1111	City of Hart	U.S.	720	720	-	-	871	871	-	-	(151)	(151)										
2011 2011	RFC RFC	1112	City of Lansing City of Marquette Board of Light & Power	U.S. U.S.	34,561 5,127	34,561 5,127	-	-	41,830 6,206	41,830 6,206	-		(7,270) (1,078)	(7,270) (1,078)										
2011	RFC	1114	City of Portland	U.S.	557	557	-	-	674	674	-	-	(117)	(117)										
2011 2011	RFC RFC		City of St. Louis City of Wyandotte	U.S. U.S.	603 2,830	603 2,830	-	-	730 3,426	730 3,426	-	-	(127) (595)	(127) (595)										
			•			,			-,				,	*****										

			[
				Total Regional Entity	Assessments (Inclu	luding WIRAB A	Assessments)	Regi	onal Entity NEL Asses	sments		Penalty Sanction	s - US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60% CO	RC Program	WECC Compli	liance Assessments	(ex.AESO)	WIRAB	ssessments
Data Year	Regional Entity	ID Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total US Total Canada Total	Total I	Canada JS Total Total	Total	Ca US Total	anada Mexico Total Total	Total US To	Canada Mexico
2011	RFC	1120 Cloverland Electric Cooperative	U.S.	13,658	13,658	-	-	16,531	16,531	-	-	(2,873)	(2,873)								
2011 2011	RFC RFC	1122 CMS ERM Michigan LLC 1124 Constellation New Energy (MECS-CONS)	U.S. U.S.	2,998 20,027	2,998 20,027	-	-	3,628 24,240	3,628 24,240	-	-	(631) (4,213)	(631) (4,213)								
2011	RFC	1123 Constellation New Energy (MECS-DET)	U.S.	18,676	18,676	-	-	22,604	22,604	-	-	(3,928)	(3,928)								
2011 2011	RFC RFC	1126 Consumers Energy Company 1128 Detroit Edison Company	U.S. U.S.	521,210 703,232	521,210 703,232	-	-	630,847 851,157	630,847 851,157	-	-	(109,637) (147,925)	(109,637) (147,925)								
2011 2011	RFC RFC	1166 Duke Energy Indiana 1135 Ferdinand Municipal Light & Water	U.S. U.S.	471,257 643	471,257 643	-	-	570,387 778	570,387 778	-	-	(99,129) (135)	(99,129) (135)								
2011	RFC	FirstEnergy Solutions (MECS-DET)	U.S.	342	342			414	414	-	-	(72)	(72)								
2011 2011	RFC RFC	1549 FirstEnergy Solutions (MECS-DET) 1612 Glacial Energy (MECS-DET)	U.S. U.S.	31,199 7,213	31,199 7,213	-	-	37,762 8,731	37,762 8,731	-	-	(6,563) (1,517)	(6,563) (1,517)								
2011	RFC	1144 Holland Board of Public Works	U.S.	12,285	12,285			14,869	14,869	-	-	(2,584)	(2,584)								
2011 2011	RFC RFC	1145 Hoosier Energy 1148 Indiana Municipal Power Agency (DUKE CIN)	U.S. U.S.	112,630 45.846	112,630 45.846	-	-	136,322 55.490	136,322 55.490	-	-	(23,692)	(23,692)								
2011	RFC	1485 Indiana Municipal Power Agency (DORE CIN)	U.S.	6,504	6,504	-	-	7,873	7,873	-	-	(1,368)	(1,368)								
2011 2011	RFC RFC	1486 Indiana Municipal Power Agency (SIGE) 1149 Indianapolis Power & Light Co.	U.S. U.S.	9,273 233,921	9,273 233,921	-		11,224 283,127	11,224 283,127	-	-	(1,951) (49,206)	(1,951) (49,206)								
2011	RFC	1553 Integrys Energy Services (MECS-CONS)	U.S.	7,440	7,440	-	-	9,005	9,005	-	-	(1,565)	(1,565)								
2011 2011	RFC RFC	1554 Integrys Energy Services (MECS-DET) 1614 Just Energy (MECS-DET)	U.S. U.S.	5,607 312	5,607 312	-	-	6,786 377	6,786 377	-	-	(1,179)	(1,179)								
2011	RFC	1154 Michigan Public Power Agency	U.S.	18,887	18,887	-	-	22,860	22,860	-	-	(3,973)	(3,973)								
2011 2011	RFC RFC	1155 Michigan South Central Power Agency 1158 MidAmerican Energy Company Retail	U.S. U.S.	8,827 1,464	8,827 1,464	-		10,684 1,772	10,684	-	-	(1,857)	(1,857)								
2011	RFC	1163 Northern Indiana Public Service Co.	U.S.	273,765	273,765	-	-	331,351	331,351	-	-	(57,587)	(57,587)								
2011 2011	RFC RFC	1164 Ontonagon County Rural Electrification Assoc. 1265 PJM Interconnnection, LLC	U.S. U.S.	451 10,867,474	451 10,867,474	-		546 13,153,458	546 13,153,458	-	-	(95) (2,285,984)	(95) (2,285,984)								
2011	RFC	1172 Sempra Energy Solutions (MECS-CONS)	U.S.	17,654	17,654	-	-	21,367	21,367	-	-	(3,713)	(3,713)								
2011 2011	RFC RFC	1171 Sempra Energy Solutions (MECS-DET) 1176 Direct Energy (fka:Strategic Energy,LLC) (MECS-CON	U.S. U.S.	15,569 140	15,569 140	-	-	18,844 169	18,844 169		-	(3,275)	(3,275)								
2011	RFC	1174 Direct Energy (fka:Strategic Energy,LLC) (MECS-DET		5,482	5,482	-	-	6,635	6,635	-	-	(1,153)	(1,153)								
2011 2011	RFC RFC	1581 Spartan Renewable Energy 1180 Thumb Electric Cooperative	U.S. U.S.	977 2,636	977 2,636	-	-	1,182 3,191	1,182 3,191	-	-	(205) (555)	(205) (555)								
2011 2011	RFC RFC	1627 US Department of Energy	U.S. U.S.	3,927 91,541	3,927 91,541	-	-	4,753	4,753 110,796	-	-	(826)	(826)								
2011	RFC	1181 Vectren Energy Delivery of IN 1183 Village of Sebewaing	U.S.	585	585			110,796 708	708	-	-	(19,256) (123)	(19,256) (123)								
2011 2011	RFC RFC	1184 Wabash Valley Power Association Inc. (DUKE CIN) 1487 Wabash Valley Power Association Inc. (MECS CONS	U.S.	42,212 2.323	42,212 2.323	-	-	51,091 2.812	51,091 2.812	-	-	(8,879)	(8,879) (489)								
2011	RFC	1488 Wabash Valley Power Association Inc. (NIPSCO)	U.S.	25,531	25,531			30,901	30,901	-	-	(5,370)	(5,370)								
2011 2011	RFC RFC	1185 Wisconsin Electric Power Co. 1189 Wolverine Power Marketing Cooperative	U.S. U.S.	451,572 16,258	451,572 16,258	-		546,560 19,677	546,560 19,677	-	-	(94,989) (3,420)	(94,989) (3,420)								
2011	RFC	1191 Wolverine Power Supply Cooperative	U.S.	38,862	38,862	-	-	47,036	47,036	-	-	(8,175)	(8,175)								
2011	RFC	1190 Wolverine Power Marketing Cooperative TOTAL RELIABILITYFIRST	U.S.	1,993 14,165,848	1,993	-		2,413 17,145,648	2,413 17,145,648	-	-	(419)	(419)								
2011	SERC	1267 Alabama Municipal Electric Authority	U.S.	47.518	47.518			47.693	47.693			(175)	(175)								
2011						-	-					(1/5)									
2011	SERC	1268 Alabama Power Company	U.S.	805,614	805,614	-	-	808,585	808,585	-	-	(2,971)	(2,971)								
2011	SERC	1269 Ameren - Illinois	U.S.	572,388	572,388	= =	-	574,499	574,499	-	-	(2,111)	(2,111)								
2011 2011 2011	SERC SERC SERC	1269 Ameren - Illinois 1271 Ameren - Missouri 1272 APGI - Yadkin Division	U.S. U.S. U.S.	572,388 561,158 314	572,388 561,158 314	-	-	574,499 563,227 315	574,499 563,227 315	-	-	(2,111) (2,069) (1)	(2,111) (2,069) (1)								
2011 2011 2011 2011	SERC SERC SERC SERC	1269 Ameren - Illinois 1271 Ameren - Missouri 1272 APGI - Yadkin Division 1273 Associated Electric Cooperative Inc.	U.S. U.S. U.S.	572,388 561,158 314 259,929	572,388 561,158 314 259,929	- - - -	- - - -	574,499 563,227 315 260,888	574,499 563,227 315 260,888	- - - -	-	(2,111) (2,069) (1) (959)	(2,111) (2,069) (1) (959)								
2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC	1269 Ameren - Illinois 1271 Ameren - Missouri 1272 April - Yadish Division 1273 Associated Electric Cooperative Inc. 1582 Beauregard Electric Cooperative, Inc. 1462 Benton Utility District	U.S. U.S. U.S. U.S. U.S.	572,388 561,158 314 259,929 14,566 3,859	572,388 561,158 314 259,929 14,566 3,859	- - - - -	- - - - - -	574,499 563,227 315 260,888 14,620 3,873	574,499 563,227 315 260,888 14,620 3,873	-	-	(2,111) (2,069) (1) (959) (54) (14)	(2,111) (2,069) (1) (959) (54) (14)								
2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC	1269 Ameren - Illinois 1271 Ameren - Missouri 1272 APGI - Yadkin Division 1273 Associated Electric Cooperative Inc. 1282 Beaurgeard Electric Cooperative, Inc. 1462 Benton Utility District 1473 Big Rivers Electric Corporation	U.S. U.S. U.S. U.S. U.S. U.S.	572,388 561,158 314 259,929 14,566 3,859 141,855	572,388 561,158 314 259,929 14,566 3,859 141,855	-	-	574,499 563,227 315 260,888 14,620 3,873 142,378	574,499 563,227 315 260,888 14,620 3,873 142,378	-		(2,111) (2,069) (1) (959) (54) (14) (523)	(2,111) (2,069) (1) (959) (54) (14) (523)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469		- - - - - - - - - -	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538	-		(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68)	(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269 Amereen - Illinois 1271 Amereen - Missouri 1272 APGI - Vaddin Division 1273 ASOciated Electric Cooperative Inc. 1273 Essociated Electric Cooperative, Inc. 1462 Benton Utility District 1274 Big Rivers Electric Corporation 1275 Black Warrior EMC	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871	-	-	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893	-		(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21)	(2,111) (2,069) (1) (959) (54) (14) (523) (22)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269 Amerena - Missouri 1271 Amerena - Missouri 1272 APGI - Vadikin Divation 1273 ASSociated Electric Cooperative Inc. 1282 Beavagered Electric Cooperative, Inc. 1462 Berton Utility District 1275 Black Warrior EMC 1276 Blue Ridge EMC 1683 Carrion, MS 1463 Carrion, MS 277 Central Electric Power Cooperative Inc.	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651 1,720 212,374	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651 1,720 212,374			574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158	-		(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6) (783)	(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6) (783)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651 1,770	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651 1,720			574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727	-		(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6)	(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1209	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651 1,720 212,374 540 2,718	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651 1,720 212,374 540 2,718 632			574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158 542 2,728 635	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158 542 2,728 635			(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6) (783) (2) (10)	(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6) (783) (2) (10) (2)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269 Ameren - Missouri 1271 Ameren - Missouri 1272 APGI - Yaddin Division 1273 ASSOIAted Electric Cooperative Inc. 1282 Beavegrand Electric Cooperative, Inc. 1462 Bernon Utility District 1278 Big Bevis Electric Corporation 1278 Black Warrior EMC 128a Bizasos Electric Power Cooperative, Inc. 1433 Carton, MS 1277 Central Electric Power Cooperative Inc. 1278 City of Blountstown FL 1279 City of Graden SC	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651 1,720 212,374 540 2,718	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651 1,720 212,374 540 2,718			574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158 542 2,728	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158 542 2,728			(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6) (783) (2) (20)	(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6) (783) (2) (10)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269 Ameren - Illinois 1271 Ameren - Missouri 1272 Argin - Missouri 1273 Associated Electric Coperative Inc. 1462 Base Baser paid Electric Coperative, Inc. 1462 Big Rivers Electric Corporation 1375 Biake Warrior EMC 1688 Biake Warrior EMC 1618 Biarrior, Misge EMC 1628 Carrior, Misge EMC 1727 Central Electric Power Coperative, Inc. 1279 City of Countdown Fower Coperative Inc. 1279 City of Countdown SC 1280 City of Countdown MC 1281 City of Countdown MC 1282 City of Countdown MC 1283 City of Countdown MC 1284 City of Ecqueren AL	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572_388 561,158 314 259,929 14,666 3,859 141,855 5,871 18,469 5,651 1,720 212_374 612 2,718 632 15,733 13,977 818	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 1,720 212,374 540 2,718 632 15,733 13,977 818			574,499 563,227 315 260,888 14,620 3,873 142,278 5,893 18,538 5,672 1,727 213,158 635 15,791 14,028 821	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158 5,42 2,728 635 15,791 14,028 821			(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6) (783) (2) (10) (2) (58) (52) (3)	(2,111) (2,069) (54) (523) (22) (68) (21) (6) (783) (2) (10) (2) (58) (52) (3)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572_388 561,158 314 259,929 14,666 3,859 141,855 5,871 18,469 5,651 1,720 212,374 632 2,718 632 15,733 13,977 818 355 455	572,388 50,1158 314 259,929 14,556 3,859 141,855 5,871 138,469 5,651 1,720 212,374 540 2,718 632 15,733 13,977 818 355 455			574,499 563,227 315 260,888 14,620 3,873 142,278 5,893 18,538 5,672 1,727 213,158 635 15,791 14,028 821 336 456	574,499 563,227 315 260,888 14,620 3,873 142,378 5,993 18,538 5,672 1,727 213,158 542 2,728 635 15,791 14,028 821 356 456			(2,111) (2,069) (1) (959) (54) (144) (523) (22) (68) (21) (6) (783) (2) (20) (20) (2) (58) (52) (31) (1) (2)	(2,111) (2,069) (1) (959) (54) (144) (523) (22) (68) (21) (6) (783) (2) (10) (2) (58) (52) (3) (11) (2)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269 Ameren- Illinois 1272 Agis- Ameren- Nissouri 1273 Agis- 1- Validio Division 1274 Agis- 1- Validio Division 1275 Associated Electric Cooperative Inc. 1276 Bisse Right Electric Cooperative, Inc. 1276 Bisse Right Electric Corporation 1276 Bisse Right Electric Corporation 1277 Bisse Right Electric Power Cooperative, Inc. 1278 City of Simulative Inc. 1279 City of Candes Sc. 1279 City of Candes Sc. 1279 City of Candes Sc. 1280 City of Columbia MO 1281 City of Columbia MO 1282 City of Counds AG (Corway Corporation) 1284 City of Stampton AG 1286 City of Stampton AG 1287 City of Stampton AG 1287 City of Stampton AG 1287 City of Stampton AG 1288 City of Stampton AG 1287 City of Stampton AG 1287 City of Stampton AG 1288 City of Stampton AG 1287 City of Stampton AG 1287 City of Stampton AG 1288 City of Stampton AG 1288 City of Stampton AG 1287 City of Stampton AG 1288 City of Stampton AG 1288 City of Stampton AG 1288 City of Stampton AG 1289 City of Stampton AG 1297 City of Stampton AG 1298 City of Stampton AG 12	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 314 259,329 14,556 3,459 341,855 5,871 18,669 5,651 1,720 212,374 540 2,718 612 15,733 13,777 818 355 455 8,258	572,388 561,184 314 259,929 14,565 3,859 141,855 5,871 18,469 5,651 1,720 212,374 540 2,718 632 15,733 13,977 387 355 455			574,499 563,227 315 260,888 14,620 3,873 142,378 142,378 5,878 5,879 213,158 5,677 213,158 5,672 2,728 635 15,791 14,028 821 14,028 821 356 456 456 8,888	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158 542 2,728 635 15,791 14,028 821 356 456 8,288			(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6) (783) (2) (10) (2) (3) (11) (2) (330)	(2,111) (2,099) (1) (959) (54) (144) (523) (22) (68) (21) (6) (783) (2) (10) (2) (58) (52) (30) (11) (2) (30)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1209 Ameren- Illinois 1272 Anger- Nissouri 1273 Anger- Nissouri 1274 Anger- Nissouri 1275 Associated Entric Cooperative Inc. 1276 Searning of Entric Cooperative, Inc. 1277 Eligi Rivers Electric Cooperative, Inc. 1278 Eligi Rivers Electric Cooperative, Inc. 1278 Eligi Rivers Electric Cooperative, Inc. 1279 Eligi Rivers Electric Power Cooperative, Inc. 1279 Carrier Electric Power Cooperative, Inc. 1279 City of Searning Searn	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 314 259,929 14,556 34,556 141,855 5,971 18,469 5,561 1,720 212,374 540 2,718 612 15,733 13,777 818 355 455 8,258 13,128	572,388 561,188 314 259,929 14,556 3,859 141,855 5,871 18,469 5,651 1,720 212,374 540 2,718 632 15,733 13,977 818 355 4,258 1,258 1,258 1,10,041			574,499 563,227 315 260,888 14,620 3,873 142,378 18,589 18,589 5,672 1,727 213,158 5,42 2,728 635 15,791 14,028 821 14,028 821 356 456 8,288 13,176 10,078	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,777 213,158 542 2,728 635 15,791 14,028 821 356 456 8,288 13,176			(2,111) (2,069) (1) (999) (54) (14) (523) (22) (68) (81) (783) (2) (10) (2) (58) (59) (59) (51) (40) (40) (48) (37)	(2,111) (2,669) (1) (559) (54) (14) (523) (22) (68) (21) (6) (783) (2) (10) (2) (58) (52) (30) (41) (2) (48) (37)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269 Ameren- Illinois 1271 Ameren- Missouri 1272 APGI - Vadikin Division 1273 ASsociated Electric Cooperative Inc. 1273 ASsociated Electric Cooperative, Inc. 1276 Blue Rigge Electric Cooperative, Inc. 1276 Blue Rigge Enric Corporation 1276 Blue Rigge Enric Corporation 1276 Blue Rigge Enric Corporative, Inc. 1278 Carrier Steffic Corporative Inc. 1279 Carrier Electric Power Cooperative Inc. 1279 Carrier Electric Power Cooperative Inc. 1279 Carrier Steffic Cooperative Inc. 1280 City of Conway At (Conway Corporation) 1281 City of Conway At (Conway Corporation) 1282 City of Steffic Cooperative Inc. 1283 City of National Cooperative Inc. 1286 City of Startford At 1287 City of Conway Corporation) 1288 City of National Cooperative Inc. 1289 City of Conway Corporation 1289 City of Conway Corporation 1281 City of Conway Corporation 1282 City of Conway Corporation 1283 City of Conway Corporation 1284 City of Conway Corporation 1285 City of Conway Corporation 1286 City of Conway Corporation 1287 City of Conway Corporation 1288 City of Conway Corporation 1289 City of Conway Corporation 1280 City of Conway Corporation 1281 City of Conway Corporation 1282 City of Conway Corporation 1283 City of Conway Corporation 1284 City of Conway Corporation 1285 City of Conway Corporation 1286 City of Conway Corporation 1287 City of Conway Corporation 1288 City of Conway Corporation 1289 City of Conway Corp	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572_388 561_158 314 259,929 14,666 3,859 141,855 5,871 18,669 5,651 1,720 22_2,374 2,718 2,718 355 632 15,733 13,977 818 355 8,258 8,258 8,258 8,258	572,388 561,158 314 259,929 14,556 3,859 141,855 5,871 13,469 5,651 1,720 212,374 540 2,718 632 15,733 13,977 14,977 15,977			574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158 542 2,728 14,023 356 645 645 8,288 821 356 8,288 13,176	574,499 563,227 315 260,888 14,620 3,873 142,378 5,893 18,538 5,672 1,727 213,158 2,728 2,728 15,791 14,028 821 356 456 8,288 13,176			[2,111] [2,069] (1) (53) (54) (14) (143) (523) (22) (68) (21) (6) (783) (2) (2) (3) (4) (48) (37) (4)	(2,111) (2,069) (1) (959) (54) (14) (523) (22) (68) (21) (6) (783) (2) (10) (2) (58) (52) (3) (11) (2) (30) (48)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1269 Ameren - Illinois 1271 Ameren - Missouri 1272 APGI - Yadikin Division 1273 ASsociated Electric Cooperative Inc. 1462 Bearlenger Electric Cooperative. Inc. 1462 Berino Utility District 1278 Big Bives Sternic Corporation 1278 Bius Rigge EMC 1628 Brazos Electric Power Cooperative, Inc. 1678 Carron, N. 1279 Carron Fower Cooperative Inc. 1279 City of Countstown FL 1279 City of Countstown FL 1280 City of Countstown FL 1281 City of Countstown FL 1282 City of Countstown FL 1283 City of Countstown FL 1284 City of Countstown FL 1285 City of Marterof AL 1287 City of Teverson (Cry) Municipal Power & Light 1288 City of Countstown FL 1289 City of Countstown FL 1280 City of Countstown FL 1281 City of Countstown FL 1282 City of Countst	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572_388 561.158 561.158 561.158 314 259.029 14.666 3.859 411.855 5.871 18.469 5.651 1.720 212.374 540 2.718 632 15.733 13.977 8.95 8.758 8.758 8.758 8.758 8.758 8.758 8.758 8.758 8.758 8.758 13.128	57,2,88 561,158 314 259,929 14,565 3,859 141,855 5,871 18,469 5,651 1,720 212,374 540 2,718 632 215,733 13,977 818 355 8,258 13,128 10,041 1,164 3,860 2,164 3,860 2,164 3,860 2,164 2,164 2,164 3,860 2,164 2,			574,499 563,227 315 260,888 14,627 3,873 3,873 14,2,778 5,893 18,538 5,672 1,727 213,158 542 2,728 635 15,791 14,028 821 3,566 8,288 821 13,176 10,078 13,176 10,078 3,874 2,172	574,499 563,227 315 260,888 146,220 3,377 142,378 1,82,38 5,672 1,727 213,158 5,672 1,727 213,158 5,672 1,727 13,158 5,672 1,727 13,158 5,672 1,727 13,158 5,672 1,727 1,728 6,535 1,729 1,720 1,727 1,727 1,728 6,33 1,740 1,767 1,			[2,111] [2,009] (1) (509) (54) (14) (523) (22) (68) (21) (6) (783) (2) (2) (58) (52) (3) (4) (48) (37) (44) (8)	(2,111) (2,069) (1) (939) (544) (144) (523) (22) (68) (21) (6) (783) (22) (20) (20) (2) (30) (40) (48) (37) (40) (40) (8)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1209 Ameren- Illinois 1272 Anger- Nissouri 1272 Agi- 1-Variatio Division 1273 Associated Electric Cooperative Inc. 1282 Beauregard Electric Cooperative, Inc. 1283 Beauregard Electric Cooperative, Inc. 1284 Big Rivers Electric Cooperative, Inc. 1285 Bilds Warrier Electric 1286 Bilds Warrier Electric 1286 Carrier State Cooperative, Inc. 1287 Carrier Electric Power Cooperative, Inc. 1288 Carrier State Cooperative Inc. 1299 City of Cambris Mod. 1299 City of Countistom Fit. 1291 City of Countistom Fit. 1291 City of Countists MO 1292 City of Countists MO 1293 City of Countists MO 1294 City of Evergreen At. 1296 City of Hardrood At. 1296 City of Hardrood At. 1298 City of Hardrood At. 1298 City of State Countists MO 1299 City of State Countist MO 1299 City of State Countist MO 1290 City of State Countis	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 314 259,229 14,556 3,559 141,555 5,571 18,469 5,551 1,720 212,774 540 2,718 612 15,733 13,777 818 355 455 8,258 13,128 10,041 1,164 3,860	572,388 561,158 314 259,929 14,566 3,859 141,855 5,871 18,469 5,651 1,720 212,374 540 2,718 632 15,733 13,977 818 83 355 8,258 13,128 13,128 10,041 1,164 3,860			574,499 563,227 315 260,888 14,620 3,873 142,378 142,378 18,588 5,672 1,777 213,158 5,672 1,778 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 356 456 8,288 13,176 1,0078 1,169	574,499 563,227 315 563,227 315 260,888 14,620 3,873 142,378 5,898 1,777 213,158 2,728 621 14,028 821 83,028 828 83,028 83,028 84,028 85,028 8			[2,111] [2,069] (529) (54) (523) (223) (23) (24) (36) (27) (30) (48) (37) (41)	(2,111) (2,659) (54) (14) (523) (22) (68) (21) (6) (783) (2) (10) (2) (58) (52) (3) (11) (2) (30) (48) (37) (4) (14)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1209 Ameren- Illinois 1272 Aniero- Nisiouni 1273 Aniero- Nisiouni 1274 Aniero- Nisiouni 1275 Associated Entric Cooperative Inc. 1276 Bearing and Entric Cooperative, Inc. 1277 Illinois Bearing and Entric Cooperative, Inc. 1278 Illinois Enteric Cooperative, Inc. 1279 Illinois Entric Fower Cooperative, Inc. 1279 Illinois Entric Fower Cooperative, Inc. 1279 City of Camino Section Cooperative Inc. 1279 City of Camino Section Cooperative Inc. 1279 City of Camino Section Cooperative Inc. 1279 City of Counted Sc. 1279 City of Counted Sc. 1270 City of Counted Sc. 1271 City of Counted Sc. 1272 City of Counted Sc. 1273 City of Section Sc. 1274 City of Counted Sc. 1275 City of Section Sc. 1276 City of Section Sc. 1277 City of Section Anie Counter Sc. 1278 City of Section Anie Counter Sc. 1279 City of Section Anie Counter Sc. 1270 City of Section Anie Counter Sc. 1270 City of Section Anie Counter Sc. 1271 City of Section Anie Counter Sc. 1272 City of Section Anie Counter Sc. 1272 City of Section Anie Counter Sc. 1272 City of Section Anie Counter Sc. 1273 City of Section Anie Counter Sc. 1274 City of Section Anie Counter Sc. 1275 City of Section Anie Counter Sc. 1276 City of Section Anie Counter Sc. 1277 City of Section Anie Counter Sc. 1278 City of Section Anie Counter Sc. 1279 City of Section Anie Counter Sc. 1270 City of Section Anie Counter Sc. 1271 City of Section Anie Counter Sc. 1272 City of Section Anie Counter Sc. 1273 City of Section Anie Counter Sc. 1274 City of Section Anie Counter Sc. 1275 City of Section Anie Counter Sc. 1277 City of Section Anie Counter Sc. 1277 City of Section Anie Counter Sc. 1278 City of Section Anie Counter Sc. 1279 City of Section Anie Counter Sc. 1270 City of Section Anie Counter Sc. 1270 City of Section Anie Counter Sc. 1277 City of Section Anie Counter Sc. 1277 City of Section Anie Counter Sc. 1278 City of Section Anie Counter Sc. 1279 City of Section Anie Counter Sc. 1270 City of Section Anie Counter Sc. 1270 City of Section Anie Counter Sc. 1271 City of Section Anie Counter Sc. 1271	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572_388 561,158 314 259,229 14,556 3,559 141,555 5,651 1,220 212,274 5,651 1,273 612 15,733 13,777 818 355 455 8,258 13,128 10,041 1,164 2,69 2,164 2,484 2,69 2,484 2,69 2,557	57,2,88 561,158 31,4 259,929 14,566 3,859 141,855 5,661 1,720 212,374 540 2,718 818 355 455 8,28 13,128 10,041 1,164 3,860 2,164 2,264 4,264 2,484 2,484 2,696 2,164 2,484 2,696 2,164 2,484 2,696 2,164 2,484 2,696 2,164 2,484 2,696 2,164 2,696 2,164 2,696 2,164 2,696 2,796 2,797 8,7			574,499 563,227 315 260,888 14,620 3,873 142,378 142,378 18,588 18,588 18,588 13,176 635 15,791 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 27,2	574,499 563,227 315 563,227 315 563,227 315 563,227 316,278 3,877 142,378 3,877 142,378 3,567 1,727 213,156 2,728 6,737 1,727 213,156 4,728 6,738 1,749 1,74			[2,111] (2,009) (15) (54) (523) (223) (68) (211) (6) (783) (2) (3) (4) (4) (4) (4) (4) (2) (9) (2) (1) (2) (3) (4) (4) (4) (4) (4) (4) (4) (5) (6) (7) (7) (8) (8) (8) (9) (9) (9) (9) (9) (9) (9) (9	(2,111) (2,009) (11) (SS9) (S4) (S4) (S4) (S4) (S2) (S6) (21) (G6) (783) (2) (30) (2) (30) (48) (37) (4) (8) (92) (11) (20)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1209 Ameren- Illinois 1272 Ameren- Nilsouri 1273 Ancel - Vatilian Division 1273 ASCI - Vatilian Division 1273 ASCI - Vatilian Division 1275 Beavegard Electric Cooperative. Inc. 1276 Blue Regger Electric Cooperative. Inc. 1277 Blue Regger Electric Corporation 1278 Blue Regger Mc 1278 Blue Regger Mc 1279 Carrier Electric Power Cooperative. Inc. 1279 City of Electric Power Cooperative Inc. 1279 City of Electric Power Cooperative Inc. 1279 City of Electric Power Cooperative Inc. 1279 City of Candens SC 1279 City of Candens SC 1281 City of Counter Mc 1282 City of Counter Mc 1283 City of Henderson (IV) Municipal Power & Light 1286 City of Henderson (IV) Municipal Power & Light 1288 City of Hord Hutte Rock AR (DEN) 1289 City of Sortendase AL 1291 City of North Little Rock AR (DEN) 1292 City of Sortendase AL 1293 City of Sortendase AL 1294 City of Sortendase AL 1295 City of Sortendase AL 1296 City of Springfield (CWP) 1115 City of Springfield (CWP)	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572_388 561.158 561.158 314 259,029 14,666 3,859 141,855 5,871 18,469 5,661 1,720 212,374 540 2,718 612 15,733 13,777 818 8,258 10,041 1,164 3,860 2,164 2,844 24,844 269	57.2.88 56.1.158 314 259,929 14,556 3,859 141,855 5,871 18,469 5,651 1,720 21,2374 540 2,718 632 21,5,733 11,977 818 355 455 8,228 10,041 1,164 3,860 2,164 3,860 2,164 2,484 269			574,499 563,227 315 260,888 14,620 3,273 3,273 5,893 18,538 5,672 1,727 213,158 542 2,728 635 15,791 14,028 821 14,028 821 14,028 821 10,078 10,078 11,169 3,374 2,172 24,936 220	574,499 563,227 315 260,888 14,620 3,877 142,378 18,338 5,672 1,727 213,158 5,672 1,727 213,158 5,672 1,727 13,158 5,672 1,727 13,158 5,672 1,727 13,158 5,672 1,727 13,158 5,672 1,727 13,158 15,791 14,022 1,728 6,15,791 14,022 1,728 6,15,791 14,022 1,727 1,728 1,729 1,7			[2,1,11] [2,069] (1) (54) (14) (52) (68) (21) (6) (783) (2) (2) (58) (52) (3) (4) (4) (48) (3) (41) (49)	(2,111) (2,069) (1) (929) (54) (14) (14) (523) (22) (68) (21) (6) (783) (22) (20) (20) (30) (40) (41) (41) (81) (82) (92) (11)								
2011 2011 2011 2011 2011 2011 2011 2011	SERC SERC SERC SERC SERC SERC SERC SERC	1209 Ameren- Illinois 1272 Angeren Afiscouri 1273 Angeren Afiscouri 1274 Angeren Afiscouri 1275 Asociated Electric Cooperative Inc. 1276 Beaurgard Electric Cooperative Inc. 1277 Bascolited Electric Cooperative Inc. 1278 Illinois Electric Corporation 1278 Big Reves Electric Corporation 1279 Big Reves Electric Corporative Inc. 1278 Big Reves Electric Power Cooperative Inc. 1279 Carrier Blectric Power Cooperative Inc. 1279 City of Cambon Sc. 1280 City of Cambon Sc. 1281 City of Cambon Sc. 1282 City of Cambon Sc. 1283 City of Startford Al. 1286 City of Tartford Al. 1286 City of Tartford Al. 1289 City of Campabon Sc. 1290 City of Scene Sc. 1291 City of Senes Sc. 1292 City of Senes Sc. 1293 City of Senes Sc. 1293 City of Startford Al. 1291 City of Springsburg Sc. Department of Public Utilitie 1290 City of Springsburg Sc. Department of Public Utilitie 1291 City of Springsburg Sc. Department of Public Utilitie 1292 City of Senes Sc. 1293 City of Senes Sc. 1294 City of Startford Al. 1295 City of Springsburg Sc. Department of Public Utilities 1296 City of Startford Al. 1297 City of Springsburg Sc. Department of Public Utilities 1298 City of Springsburg Sc. Department of Public Utilities 1299 City of Springsburg Sc. Department of Public Utilities 1291 City of Springsburg Sc. Department of Public Utilities 1292 City of Springsburg Sc. Department of Public Utilities 1293 City of Springsburg Sc. Department of Public Utilities 1294 City of Springsburg Sc. Department of Public Utilities 1295 City of Springsburg Sc. Department of Public Utilities 1296 City of Springsburg Sc. Department of Public Utilities 1297 City of Springsburg Sc. Department of Public Utilities 1298 City of Springsburg Sc. Department of Public Utilities 1299 City of Springsburg Sc. Department of Public Utilities 1291 City of Springsburg Sc. Department of Public Utilit	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 5114 259,329 14,566 3,859 3,659 141,855 5,871 18,669 5,651 1,720 212,374 540 2,718 632 15,733 3,777 818 355 455 8,258 13,128 10,041 1,154 24,844 24,844 269 5,557 5,228 9,019 3,498	57,2,88 56,1,158 314 259,929 14,566 3,899 141,855 5,871 18,469 5,651 1,720 27,18 692 212,374 540 2,718 692 15,733 13,977 13,733 13,977 13,733 13,977 14,977 14,977 14,978 15,733 15,733 15,733 16			574,499 563,227 315 260,888 14,620 3,278 5,283 5,272 213,158 5,672 2,728 635 15,791 14,028 821 14,028 821 13,176 656 8,288 13,176 10,078 1,169 3,874 2,172 24,336 270 5,578 9,053 3,511	574,499 563,227 563,227 315 260,588 144,020 3,877 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,378 182,388 182,176 182,388 182,176 182,388 182,176 182,388 182,176 182,388 182,176 182,388 182,176 182,388 182,176 182,388 182,176 182,388 182,176 182,388 182,176 182,388 182,388 182,388 182,388 182,388 182,388 182,388 182,388 182,388 182,388 183,388 183,388 183,388 183,388 184,			[2,1,11] [2,069] (1) (523) (54) (14) (523) (2) (68) (21) (6) (783) (2) (10) (2) (58) (52) (3) (4) (48) (37) (49) (14) (8) (92) (10) (2) (3) (4) (4) (4) (4) (14) (5) (6) (7) (8) (8) (9) (9) (9) (9) (10) ((2,111) (2,069) (1) (52) (54) (44) (42) (52) (68) (21) (6) (783) (2) (20) (30) (40) (48) (37) (41) (42) (43) (49) (44) (41) (42) (43) (49) (49) (49) (49) (49) (49) (49) (49								
2011 2011 2011 2011 2011 2011 2011 2011	SERIC	1209 Ameren- Illinois 1272 Anger- Nissouri 1273 Anger- Nissouri 1274 Anger- Nissouri 1275 Agol - Vaddin Division 1275 Beauggard Electric Cooperative Inc. 1276 Beauggard Electric Cooperative Inc. 1277 Beauggard Electric Cooperative Inc. 1278 Illinois Electric Cooperative Inc. 1278 Beauggard Electric Power Cooperative Inc. 1279 Blue Rigge IMC 1270 Central Electric Power Cooperative Inc. 1279 City of Cambon Sc. 1270 City of Cambon Sc. 1271 City of Cambon Sc. 1272 City of Cambon Sc. 1273 City of Scientis MS 1274 City of Cambon Sc. 1275 City of Cambon Sc. 1276 City of Cambon Sc. 1277 City of Cambon Sc. 1278 City of Cambon Sc. 1279 City of Cambon Sc. 1279 City of Cambon Sc. 1280 City of Cambon Sc. 1281 City of Cambon Sc. 1282 City of Scientis MS 1283 City of Scientis MS 1284 City of North Little Rock AR (DENL) 1285 City of Scientis MS 1296 City of Scientis MS 1291 City of Scientis MS 1291 City of Scientis MS 1292 City of Scientis MS 1293 City of Scientis MS 1293 City of Scientis MS 1293 City of Scientis MS 1294 City of Scientis MS 1295 City of Scientis MS 1296 City of Scientis MS 1296 City of Scientis MS 1297 City of Scientis MS 1298 City of Scientis MS 1298 City of Scientis MS 1299 City of Scientis MS 1299 City of Scientis MS 1291 City of Scientis MS 1291 City of Scientis MS 1292 City of Scientis MS 1293 City of Scientis MS 1294 City of MS City Memphis AR (West Memphis Utilities) 1295 City of City Memphis AR (West Memphis Utilities) 1298 City of City Memphis AR (West Memphis Utilities) 1299 City of City Memphis AR (West Memphis Utilities) 1291 City of City Memphis AR (West Memphis Utilities) 1292 City of Scientis MS 1294 City of Memphis AR (West Memphis Utilities) 1295 City of City Memphis AR (West Memphis Utilities) 1296 City of City Memphis AR (West Memphis Utilities) 1297 City of City MS 1298 City of City MS 1299 City of City M	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 551,158 551,158 551,158 551,158 551,172 551,172 551,172 551,172 551,172 551,172 551,172 551,173 551 552 552,173 553 555 5557 5,173 555 5557 5,173 556 5557 5,173 556 557 5,173 556 557 5,173 556 557 5,173 556 557 5,173 556 557 5,173 556 557 5,173 556 557 5,173 556 557 5,173 557 557 557 557 557 557 557 557 557 5	57.2,88 56.1,158 314 259,929 14,566 3,899 141,655 5,871 18,469 5,651 1,720 27,18 692 212,374 540 2,718 692 15,733 13,977 13,793 13,977 13,793 14,655 4,555 13,128 10,041 1,164 3,866 2,164 2,644 2,694 2,697 3,6			574,499 563,227 315 260,888 14,620 3,273 3,273 5,283 5,272 213,158 5,472 2,728 635 15,791 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 821 821 821 821 821 821 821 821 8	574,499 563,227 563,227 315 520,588 14,0,00 3,777 18,338 5,672 11,727 213,158 5,672 1,727 213,158 5,672 1,727 213,158 5,721 1,			[2,1,11] [2,069] (1) (523) (54) (14) (523) (2) (68) (2) (10) (2) (58) (52) (3) (4) (48) (37) (4) (14) (20) (1) (20) (31) (41) (42) (43) (43) (44) (44) (45) (47) (47) (47) (48) (49)	(2,111) (2,069) (11) (529) (54) (14) (523) (22) (68) (21) (6) (783) (2) (20) (20) (30) (48) (37) (41) (49) (41) (49) (49) (49) (49) (49) (49) (49) (49								
2011 2011 2011 2011 2011 2011 2011 2011	SERIC	1209 Ameren- Illinois 1272 Aniero- Nisiouni 1273 Aniero- Nisiouni 1274 Aniero- Nisiouni 1275 Ascolated Enteric Cooperative Inc. 1276 Bearing and Enteric Cooperative, Inc. 1278 Illinois Marvior Inc. 1278 Illinois Marvior Inc. 1279 Illinois Repet Inc. 1279 Illinois Repet Inc. 1270 Cantro, Mis 1270 Cartin, Mis 1271 Clay of Cantrol Set. 1272 Clay of Cantrol Set. 1273 Clay of Cantrol Set. 1279 Clay of Cantrol Set. 1270 Clay of Cantrol Set. 1271 Clay of Cantrol Set. 1271 Clay of Cantrol Set. 1272 Clay of Cantrol Set. 1273 Clay of Cantrol Set. 1274 Clay of Cantrol Set. 1275 Clay of Set. 1276 Clay of Set. 1277 Clay of Set. 1278 Clay of Set. 1279 Clay of Set. 1270 Clay of Set. 1270 Clay of Set. 1271 Clay of Set. 1272 Clay of Set. 1272 Clay of Set. 1273 Clay of Set. 1274 Clay of Set. 1275 Clay of Set. 1275 Clay of Set. 1276 Clay of Set. 1277 Clay of Set. 1278 Clay of Set. 1279 Clay of Set. 1270 Clay of Set. 1270 Clay of Set. 1271 Clay of Set. 1272 Clay of Set. 1273 Clay of Set. 1274 Clay of Set. 1275 Clay of Set. 1276 Clay of Set. 1277 Clay of Set. 1278 Clay of Set. 1279 Clay of Set. 1270 Clay of Set. 1270 Clay of Set. 1270 Clay of Set. 1271 Clay of Set. 1271 Clay of Set. 1271 Clay of Set. 1272 Clay of Set. 1273 Clay of Set. 1274 Clay of Set. 1275 Clay of Set. 1276 Clay of Set. 1277 Clay of Set. 1277 Clay of Set. 1278 Clay of Set. 1278 Clay of Set. 1278 Clay of Set. 1278 Clay of Set. 1279 Clay of Set. 1279 Clay of Set. 1279 Clay of Set. 1270 Clay of Set. 1270 Clay of Set. 1270 Clay of Set. 1270 Clay of Set. 1271 Clay of Set. 1271 Clay of Set. 1277 Clay of Set.	US.	572,388 551,158 314 259,229 14,556 3,359 141,555 141,555 141,555 15,731 1,720 22,274 2,718 618 355 455 13,777 818 355 455 13,128 10,041 1,164 2,69 2,164 2,69 3,686 2,155 5,228 9,019 3,488 20,162 30,048 1,115,255	57,2,388 50,158 31,4 259,929 14,566 3,859 3,859 141,855 5,871 1,720 212,374 540 2,718 818 355 5,611 1,320 212,373 818 355 455 455 455 13,128 10,041 1,164 2,69 2,164 2,694 2,694 2,694 2,694 2,694 3,860 2,164 2,844 269 3,909 3,498 20,162 3,948 20,162 3,948			574,499 563,227 315 260,888 14,620 3,873 142,378 142,378 18,538 18,538 18,538 542 2,728 635 15,791 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 15,791 14,023 821 15,791 14,023 821 15,791 14,023 821 15,791 14,023 821 15,791 14,023 821 11,023 821 11,023 83,744 2,172 24,936 270 9,053 3,511 20,236 31,062 31,062	574,499 563,227 5115 563,227 5115 563,227 5115 516,277 142,378 5,377 142,378 5,377 142,378 5,377 1,277 1,315,58 5,572 1,277 1,315,68 5,578 5,578 5,578 1,791 1,792 1,3156 4,56 4,56 4,56 4,56 4,56 4,56 4,56 4,			[2,111] [2,069] (154) (154) (1523) (22) (69) (21) (10) (2) (38) (40) (44) (44) (88) (92) (11) (20) (12) (13) (21) (32) (44) (45) (46	(2,111) (2,009) (1) (559) (541) (541) (543) (22) (66) (783) (2) (2) (30) (40) (40) (20) (20) (20) (31) (40) (20) (31) (20) (32) (31) (40) (40) (40) (40) (40) (40) (40) (40								
2011 2011 2011 2011 2011 2011 2011 2011	SARC SARC SARC SARC SARC SARC SARC SARC	1209 Ameren- Illinois 1272 Aniero- Nisiouni 1273 Aniero- Nisiouni 1274 Aniero- Nisiouni 1275 Ascolated Electric Cooperative Inc. 1276 Bearing and Electric Cooperative, Inc. 1278 Illinois Marvior Inc. 1278 Illinois Marvior Inc. 1279 Illinois Electric Cooperative, Inc. 1279 Illinois Marvior Inc. 1270 Carton, MS 1270 Carton, MS 1271 Clay of Canden Sc. 1272 Clay of Souther Power Cooperative, Inc. 1273 Clay of Electric Power Cooperative Inc. 1276 Clay of Souther Souther Sc. 1278 Clay of Souther	US.	572,388 551,158 114 259,229 14,556 3,359 141,555 141,555 15,731 18,469 2,718 115,733 13,777 818 355 455 13,128 13,777 813,355 455 13,128 10,041 1,164 2,69 2,164 2,69 3,468 2,164 2,69 3,148 2,69 9,019 3,488 20,162 30,048 1,115,255 1,104,975 1,104,	57,2,388 50,158 31,14 259,929 14,566 3,859 3,859 141,855 5,561 1,720 212,374 540 2,738 355 5,561 1,720 212,377 818 355 5,561 1,3,977 818 355 455 455 455 455 455 455 455 455 455			574,499 563,227 315 260,888 14,620 3,873 142,378 142,378 18,538 18,538 18,538 18,538 18,538 18,538 11,777 213,158 635 15,791 14,023 821 14,023 83,744 84,035 85,247 9,053 3,511 20,236 31,062 31,062 31,062 31,063 31,063	574,499 563,227 5115 563,227 5115 542,278 542,378 542,378 542,278 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 2,78 542 3,106 456 456 3,107 3,1			[2,111] [2,069] (154) (154) (152) (68) (21) (10) (22) (33) (44) (44) (53) (44) (53) (44) (49) (11) (20) (10) (21) (32) (44) (45) (47	(2,111) (2,009) (1) (509) (509) (54) (44) (523) (22) (66) (783) (2) (2) (30) (40) (40) (20) (20) (30) (40) (20) (30) (40) (40) (40) (40) (40) (40) (40) (4								
2011 2011 2011 2011 2011 2011 2011 2011	SARC SARC SARC SARC SARC SARC SARC SARC	1209 Ameren- Illinois 1272 Anger- Nissouri 1273 Anger- Nissouri 1274 Anger- Nissouri 1275 Agol - Vaddin Division 1275 Beauggard Electric Cooperative. Inc. 1276 Beauggard Electric Cooperative. Inc. 1277 Beaugust Electric Cooperative. Inc. 1278 Big Rivers Electric Corporation 1278 Big Rivers Electric Corporative Inc. 1279 Big Rivers Electric Cooperative. Inc. 1279 Carrier Electric Power Cooperative Inc. 1279 City of Continuents Cooperative Inc. 1279 City of Candens C 1270 City of Candens C 1271 City of Candens C 1272 City of Candens C 1273 City of Counts Man 1281 City of Counts Man 1282 City of Counts Man 1283 City of Counts Man 1284 City of Counts Man 1285 City of Supractive Candens C 1286 City of Test Counts Man 1287 City of Reverse C 1288 City of North Little Rock AR (DENL) 1299 City of Supractive C 1290 City of Supractive C 1291 City of Supractive C 1292 City of Supractive C 1293 City of Supractive C 1294 City of Supractive C 1295 City of Supractive C 1296 City of Supractive C 1297 City of Supractive C 1298 City of Supractive C 1299 City of Supractive C 1299 City of Supractive C 1290 City of Supractive C 1291 City of Supractive C 1291 City of Supractive C 1292 City of Supractive C 1293 City of Supractive C 1294 City of Supractive C 1294 City of Supractive C 1295 Counts C 1296 Counts C 1297 City of Supractive C 1298 Counts C 1299 City of Supractive C 1290 City of Supractive C 1291 City of Supractive C 1291 City of Supractive C 1291 City of Supractive C 1292 City of Supractive C 1293 City of Supractive C 1294 City of Supractive C 1294 City of Supractive C 1295 City of Supractive C 1296 C 1297 City of Supractive C 1298 C 1299 C 1290 C 1290 C 1291 C 1291 C 1291 C 1291 C 1292 C 1293 C 1294 C 1295 C 1295 C 1296 C 1297 C 1297 C 1298 C 1298 C 1298 C 1298 C 1299	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 511,4 259,329 14,556 3,859 5,651 18,669 5,651 1,720 212,374 540 2,718 632 15,733 13,777 818 355 455 8,258 13,128 450 1,164 24,844 24,844 269 5,557 3,228 9,019 3,498 20,162 30,048 1,115,255 1,10,475	57,2,88 561,158 561,158 314 259,929 14,566 3,899 141,655 5,871 13,469 5,651 1,720 27,18 602 27,18 602 21,3374 540 27,18 602 13,733 13,977 13,977 13,733 13,977 13,733 13,977 13,733 13,977 13,733 13,977 13,733 13,977 13,733 13,977 14,64 26,64 26,64 27,64 28,64 29,64 20,6			574,499 563,227 315 260,888 14,620 3,873 142,778 5,893 18,538 5,672 213,158 542 2,728 635 15,791 14,028 821 14,028 821 13,176 456 456 6,828 13,176 10,078 1,169 3,874 2,172 24,936 279 5,578 3,511 20,236 3,1162 21,119,368	574,499 563,227 563,227 563,227 583,23			[2,111] [2,069] [51] [52] [54] [14] [52] [52] [68] [21] [6] [783] [22] [58] [52] [58] [52] [3] [4] [4] [4] [4] [51] [6] [6] [783] [74] [6] [783] [74] [74] [74] [74] [74] [74] [74] [74	(2,111) (2,069) (11) (529) (54) (14) (523) (22) (68) (21) (6) (783) (2) (20) (58) (52) (3) (1) (2) (30) (48) (377) (41) (41) (41) (20) (33) (49) (41) (41) (41) (41) (41) (41) (41) (41								
2011 2011 2011 2011 2011 2011 2011 2011	SARC SARC SARC SARC SARC SARC SARC SARC	1209 Ameren - Illinois 1272 Angles - NiScouri 1273 Apil - Vaditio Division 1274 Angles - NiScouri 1275 Agoing Edirect Cooperative Inc. 1276 Bearrag and Electric Cooperative, Inc. 1277 Bearrag Esternic Corporation 1278 Bear Regize Esternic Corporation 1278 Bear Regize Esternic Corporative, Inc. 1278 Bear Regize Envir Cooperative, Inc. 1279 Carrial Electric Power Cooperative, Inc. 1279 City of Counted SC 1277 Central Electric Power Cooperative Inc. 1279 City of Counted SC 1279 City of Counted SC 1279 City of Counted SC 1270 City of Counted SC 1271 City of Counted SC 1272 City of Counted SC 1273 City of Counted SC 1274 City of Counted SC 1275 City of Scanner Sc 1276 City of Scanner Sc 1277 City of Scanner Sc 1278 City of Scanner Sc 1279 City of Scanner Sc 1279 City of Scanner Sc 1270 City of Scanner Sc 1270 City of Scanner Sc 1271 City of Scanner A (City Sc 1272 City of Scanner A (City Sc 1273 City of Scanner A (City Sc 1274 City of Scanner A (City Sc 1275 City of Scanner Sc 1276 City of Scanner Sc 1277 City of Scanner Sc 1278 City of Scanner Sc 1279 City of Scanner Sc 1270 City of Scanner Sc 1271 City of Scanner Sc 1272 City of Scanner Sc 1273 City of Scanner Sc 1274 City of Scanner Sc 1275 City of Scanner Sc 1276 City of Scanner Sc 1277 City of Scanner Sc 1278 City of Scanner Sc 1279 City of Scanner Sc 1279 City Scanner Sc 1279 City Scanner Sc 1279 City Scanner Sc 1279 City Scanner Sc 1271 City Scanner Sc 1271 City Scanner Sc 1272 City Scanner Sc 1273 City Scanner Sc 1274 City Scanner Sc 1275 City Scanner Sc 1277 Ci	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 314 259,329 14,556 3,359 3,414,555 5,871 18,469 5,5651 1,720 212,374 540 2,718 632 15,733 355 455 8,258 13,128 10,041 1,164 24,844 24,844 24,844 24,844 24,844 24,844 24,844 24,844 24,844 24,844 24,844 24,844 24,844 25,557 5,522 30,048 1,115,255 30,048 1,115,255 1,104,475 3,408 20,162 1,164,775 3,72 400,790 165,792	57,2,88 561,158 561,158 561,158 561,158 561,158 561,148,55 5651 1,720 212,374 540 2,718 632 15,733 13,977 818 835 55 455 8,258 13,128 10,041 1,164 2,844 4,444 2,484 2,164 2,1	-	- - -	574,499 563,227 315 260,888 14,620 14,620 14,620 18,387 142,378 5,893 18,338 5,672 213,158 5,672 2,728 635 15,791 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 14,028 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 14,036 16,033	574,499 563,227 315 563,227 315 563,227 315 563,227 510,237 58 14,620 3,377 142,378 5,893 5,877 1,727 213,158 542 2,728 635 515,791 14,520 821 15,791 16,63 11,69 16,63 11,109 11			[2,111] [2,069] [54] [54] [54] [523] [52] [68] [61] [62] [68] [68] [69] [69] [69] [69] [69] [69] [69] [69	(2,111) (2,069) (1) (529) (54) (144) (523) (22) (68) (21) (6) (783) (2) (58) (52) (3) (1) (2) (30) (48) (377) (4) (41) (11) (20) (32) (32) (32) (42) (43) (44) (44) (41) (41) (41) (41) (41) (41								
2011 2011 2011 2011 2011 2011 2011 2011	SERIC	1209 Ameren- Illinois 1272 Anieren- Nisiouri 1273 Anieren- Nisiouri 1274 Anieren- Nisiouri 1275 Asciated Electric Cooperative Inc. 1276 Bearnegard Electric Cooperative, Inc. 1278 Illinois Reprint Market Market Market 1278 Illinois Electric Cooperative, Inc. 1279 Illinois Electric Cooperative, Inc. 1279 Carten Electric Power Cooperative, Inc. 1279 Cly of Electric Power Cooperative, Inc. 1279 Cly of Carten MS 1270 Cly of Carten MS 1271 Cly of Carten MS 1271 Cly of Carten MS 1272 Cly of Carten MS 1273 Cly of Carten MS 1274 Cly of Carten MS 1275 Cly of Market MS 1276 Cly of Carten MS 1277 Cly of Market MS 1278 Cly of Market MS 1278 Cly of Market MS 1279 Cly of Market MS 1270 Cly of MS 1270 Cly	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572_388 561,158 314 259,229 14,566 3,559 141,855 141,855 15,731 18,669 2,718 540 2,718 633 13,777 818 355 455 8,258 13,128 10,041 1,164 209 2,164 209 3,498 20,162 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 21,152 30,048 31,152 30,048 31,152 30,048 31,152 30,048 31,152 30,048 31,152 30,048 31,152 30,048 31,152 30,048	57,2,388 50,158 31,4 259,929 14,566 3,859 3,859 141,855 5,871 5,971 5,97		-	574,499 563,227 315 260,888 14,620 3,873 142,378 142,378 18,538 18,538 18,538 621 1,727 213,158 625 15,791 14,028 621 13,176 456 456 456 456 456 456 456 456 456 45	574,499 563,227 5115 563,227 5115 563,227 5115 510,387 514,670 3,3873 142,378 3,3873 142,378 5,572 5,72 5,72 5,72 1,727 213,158 635 15,791 140,28 631 140,			[2,111] [2,069] [41] [553] [54] [54] [54] [54] [52] [68] [61] [69] [78] [61] [6] [78] [62] [63] [63] [64] [68] [78] [78] [74] [74] [74] [74] [74] [75] [76] [76] [76] [76] [76] [76] [76] [76	(2,111) (2,069) (11) (2,069) (12) (13) (14) (14) (14) (15,23) (22) (30) (31) (42) (32) (43) (44) (48) (37) (44) (49) (20) (19) (33) (13) (74) (114) (4,133) (4,075) (1) (1,059) (611)								
2011 2011 2011 2011 2011 2011 2011 2011	SERIC	1209 Ameren- Illinois 1272 Aniero- Nisiouni 1273 Aniero- Nisiouni 1274 Aniero- Nisiouni 1275 Ascorder Electric Cooperative Inc. 1282 Beauregard Electric Cooperative, Inc. 1284 Big Rivers Electric Cooperative, Inc. 1275 Big Rivers Electric Cooperative, Inc. 1276 Big Rivers Electric Cooperative, Inc. 1278 Big Rivers Electric Cooperative, Inc. 1279 Carton, MS 1270 Carton, MS 1271 Central Electric Power Cooperative, Inc. 1279 City of Carton, MS 1270 City of Carton, MS 1271 City of Carton, MS 1272 City of Carton, MS 1273 City of Carton, MS 1274 City of Carton, MS 1275 City of Carton, MS 1276 City of Carton, MS 1277 City of Carton, MS 1278 City of Carton, MS 1279 City of Carton, MS 1270 City of Carton, MS 1270 City of Carton, MS 1271 City of Carton, MS 1272 City of Carton, MS 1273 City of Carton, MS 1274 City of MS 1275 City of Carton, MS 1275 City of Carton, MS 1276 City of Carton, MS 1277 City of MS 1277 City of MS 1278 City of MS 1279 City of MS 1279 City of MS 1270 City of MS 1	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572_388 551.158 31.4 259.229 14.556 3.359 141.855 15.871 18.469 2.718 560 2.718 355 455 3.357 8.158 3.357 8.158 3.358 13.277 8.18 3.55 4.55 3.360 2.164 2.164 2.69 3.155 3.1041 1.164 2.69 3.162 3.0,048 2.164 2.69 3.155 5.228 9.019 3.498 2.164 3.600 2.164 3.600 2.164 3.600 2.164 3.72 4.60,790 3.17 4.7608 3.372 4.60,790 5.77,682	57,2,388 50,1,58 51,158	-	- - -	574,499 563,227 315 260,888 14,620 3,873 142,378 142,378 18,538 18,538 18,538 635 15,791 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 140,238 621 141,238 621 1	574,499 563,227 5115 563,227 5115 520,888 246,670 3,877 142,378 3,873 142,378 15,578 5,572 5,727 213,158 615 15,791 140,293 611 336 456 828 821 1,106 10,078 11,109 13,074 2,172 2,172 3,163 11,109 11			[2,111] [2,069] [414] [414] [414] [414] [414] [414] [414] [414] [418] [418] [419] [4	(2,111) (2,069) (11) (259) (154) (24) (24) (253) (22) (30) (31) (40) (37) (44) (88) (92) (11) (20) (19) (33) (33) (34) (40) (40) (40) (40) (40) (40) (40) (4								
2011 2011 2011 2011 2011 2011 2011 2011	SARC SARC SARC SARC SARC SARC SARC SARC	1209 Ameren - Illinois 1272 Angeren - Missouri 1273 Apil - Varkini Division 1274 Angeren - Missouri 1275 Agoing Electric Cooperative Inc. 1276 Bearregard Electric Cooperative, Inc. 1277 Bearregard Electric Cooperative, Inc. 1278 Black Warner EMC 1278 Black Regize EMC 1279 Carrier Electric Power Cooperative, Inc. 1279 Carrier Electric Power Cooperative, Inc. 1279 City of Candens SC 1279 Carrier Electric Power Cooperative Inc. 1279 City of Candens SC 1279 City of Candens SC 1279 City of Candens SC 1270 City of Candens SC 1271 City of Candens SC 1272 City of Counsits MM City of Cautholis MM 1281 City of Cautholis MM 1281 City of Cautholis MM 1282 City of Counsils MM 1283 City of Samphon GA 1286 City of Manphon GA 1287 City of Hardfood AL 1288 City of Samphon GA 1298 City of Samphon GA 1299 City of Samphon GA 1291 City of Samphon GA 1291 City of Samphon GA 1292 City of Samphon GA 1293 City of Trop AL 1294 City of Samphon GA 1295 City of Samphon GA 1296 City of Samphon GA 1297 City of Samphon GA 1298 City of Samphon GA 1299 City of Samphon GA 1290 City of Samphon GA 1291 City of Trop AL 1294 City of Samphon GA 1295 City of Samphon GA 1296 City of Samphon GA 1297 City of Samphon GA 1298 City of Samphon GA 1299 City of Samphon GA 1299 City of Samphon GA 1290 City of Samphon GA 1291 City of Samphon GA 1291 City of Samphon GA 1292 City of Samphon GA 1293 City of Samphon GA 1294 City of Samphon GA 1295 City of Samphon GA 1296 City of Samphon GA 1297 City of Samphon GA 1298 City of Samphon GA 1299 City of Samphon GA 1290 City of Samphon GA 1291 City of Samphon GA 1291 City of Samphon GA 1292 City of Samphon GA 1293 City of Samphon GA 1294 City of Samphon GA 1295 City of Samphon GA 1296 City of Samphon GA 1297 City of Samphon GA 1298 City of Samphon GA 1299 City of Samphon GA 1299 City of Samphon GA 1290 City of Samphon GA 1291 City of Samphon GA 1291 City of Samphon GA 1292 City of Samphon GA 1293 City of Samphon GA 1294 City of Samphon GA 1295 City of Samphon GA 1296 City of Samphon GA 1297 City of Samphon GA 1298 City o	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 314 259,329 14,556 3,359 3,414,555 5,871 18,469 5,5651 1,720 212,374 540 2,718 632 15,733 355 455 8,258 13,128 10,041 1,164 24,844 24,844 269 30,048 21,15,257 5,228 30,048 1,115,255 30,488 1,115,255 1,104,775 3,468 20,162 24,844 269 30,044 1,15,255 1,104,775 3,72 460,790 165,792 6,101 27,842 17,668	57,2,88 561,158 561,158 561,158 561,158 561,158 561,148,55 561 1,720 212,374 540 2,718 632 15,733 13,977 818 835 55 455 8,258 13,128 10,041 1,164 2,844 4,444 2,484 2,16	-	-	574,499 563,227 315 260,888 14,620 14,620 18,388 5,672 213,158 5,672 213,158 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 10,078 1,169 2,078 1,169 2,078 1,169 1,16	574,499 563,227 5135 563,227 5135 563,227 5135 563,227 5135 563,227 563,538 567,727 213,158 542 2,728 635 515,791 14,798 542 15,791 14,798 11,69 15,791 11,198 11,106 11,109 11,1			[2,111] [2,069] [54] [54] [54] [54] [52] [58] [52] [58] [52] [58] [52] [58] [52] [58] [52] [58] [52] [58] [52] [58] [59] [59] [59] [61] [10] [10] [10] [10] [10] [10] [11] [11	(2,111) (2,009) (54) (11) (523) (22) (68) (21) (6) (723) (2) (58) (52) (3) (1) (2) (30) (48) (37) (4) (41) (59) (29) (11) (20) (19) (33) (74) (41) (41) (41) (41) (41) (41) (41) (4								
2011 2011 2011 2011 2011 2011 2011 2011	SARC SARC SARC SARC SARC SARC SARC SARC	1209 Ameren - Illinois 1272 Angeren - Missouri 1273 ASPEL - Variatio Division 1274 Aspel - Variatio Division 1275 ASPEL - Variatio Division 1276 Aspel - Variatio Division 1277 Aspel - Variatio Division 1278 Bearregard Electric Cooperative, Inc. 1278 Black Warner EMC 1278 Black Warner EMC 1278 Black Bage EMC 1279 Cartral Electric Power Cooperative, Inc. 1279 City of Canden SC 1277 Central Electric Power Cooperative Inc. 1279 City of Canden SC 1270 City of Canden SC 1271 City of Canden SC 1272 City of Counts Ms 1281 City of Canden SC 1282 City of Counts Ms 1281 City of Canden SC 1282 City of Counts Ms 1283 City of Sampton AA 1284 City of Sampton AA 1286 City of Sampton AA 1287 City of Hardrod AL 1288 City of Sampton AA 1299 City of Sampton AA 1290 City of Sampton AA 1291 City of Sampton AA 1292 City of Sampton AA 1293 City of Torn AL 1294 City of Sampton AA 1294 City of Sampton AA 1295 City of Sampton AA 1296 City of Sampton AA 1297 City of Sampton AA 1298 City of Sampton AA 1299 City of Sampton AA 1299 City of Sampton AA 1290 City of Sampton AA 1291 City of Sampton AA 1294 City of Sampton AA 1295 City of Sampton AA 1296 City of Sampton AA 1296 City of Sampton AA 1297 City of Sampton AA 1298 City of Sampton AA 1299 City of Sampton AA 1299 City of Sampton AA 1290 City of Sampton AA 1291 City of Sampton AA 1292 City of Sampton AA 1293 City of Sampton AA 1294 City of Sampton AA 1295 City of Sampton AA 1296 City of Sampton AA 1297 City of Sampton AA 1298 City of Sampton AA 1299 City of Sampton AA 1290 City of Sampton AA 1291 City of Sampton AA 1291 City of Sampton AA 1292 City of Sampton AA 1293 City of Sampton AA 1294 City of Sampton AA 1295 City of Sampton AA 1296 City of Sampton AA 1297 City of Sampton AA 1298 City of Sampton AA 1299 City of Sampton AA 1299 City of Sampton AA 1290 City of Sampton AA 1291	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 51,14 259,329 144,556 3,359 3,414,555 5,371 18,469 5,5651 1,720 212,374 540 2,718 613 612 15,733 13,977 818 355 455 8,258 13,128 10,041 1,164 2,494 2,555 5,228 2,0,192 3,0,948 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,798 2,1,104,773 3,1,104,774 3,1,104,774	57,2,88 561,158 561,158 561,158 561,158 561,158 569,141,855 5,871 14,855 5,651 1,720 212,374 540 2,718 682 13,733 13,977 818 8,258 13,128 10,041 1,164 2,844 2,484 2,484 2,164	- - - - - - -	- - - - - - - -	574,499 563,227 315 260,888 14,620 14,620 14,620 18,588 5,672 1,777 213,158 5,678 1,777 213,158 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 13,76 456 456 8,288 13,176 270 9,053 3,874 2,172 24,936 270 9,053 3,511 10,028 11,109,049 11,109,049 12,7945 11,109,049 13,74 402,490 166,403 13,661 11,569,092 29,824 4,573	574,499 563,227 563,227 563,227 563,227 563,227 563,227 563,227 563,237 563,237 563,237 563,237 563,237 563,237 563,237 563,237 563,237 563,237 57,23			[2,111] [2,069] [54] [54] [54] [54] [52] [68] [68] [61] [68] [61] [68] [68] [68] [68] [68] [68] [68] [68	(2,111) (2,009) (54) (11) (599) (54) (14) (523) (22) (88) (21) (6) (723) (22) (30) (48) (37) (4) (48) (37) (40) (29) (11) (20) (29) (33) (33) (34) (40) (41) (41) (41) (41) (41) (41) (41) (41								
2011 2011 2011 2011 2011 2011 2011 2011	SARC SARC SARC SARC SARC SARC SARC SARC	1269 Ameren- Illinois 1272 Anieren- Nisiouri 1273 Anieren- Nisiouri 1274 Anieren- Nisiouri 1275 Asciated Electric Cooperative Inc. 1276 Bearung and Electric Cooperative, Inc. 1276 Big Rivers Electric Cooperative, Inc. 1276 Big Rivers Electric Cooperative, Inc. 1276 Big Rivers Electric Cooperative, Inc. 1278 Big Rivers Electric Cooperative, Inc. 1279 Carton, MS 1270 Central Electric Power Cooperative, Inc. 1270 Carton, MS 1271 Central Electric Power Cooperative, Inc. 1272 City of Cardino SC 1273 City of Cardino SC 1279 City of Cardino SC 1270 City of Cardino SC 1270 City of Cardino SC 1271 City of Cardino SC 1272 City of Cardino SC 1273 City of Cardino SC 1274 City of Cardino SC 1275 City of Scarpino A 1276 City of Scarpino A 1277 City of North Little Rock AR (DENL) 1278 City of North Little Rock AR (DENL) 1279 City of North Little Rock AR (DENL) 1270 City of Scarpino A 1271 City of Scarpino A (Denla Sc 1272 City of Scarpino A (Denla Sc 1273 City of Scarpino A (Denla Sc 1274 City of Scarpino A (Denla Sc 1275 City of Scarpino A (Denla Sc 1275 City of Scarpino A (Denla Sc 1276 City of Scarpino A (Denla Sc 1276 City of Scarpino A (Denla Sc 1277 City of Scarpino A (Denla Sc 1278 City of Scarpino A (Denla Sc 1279 City of Scarpino A (Denla Sc 1270 Cit	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 314 259,229 14,566 3,359 141,555 141,555 15,571 18,669 2,718 540 2,718 645 3,557 455 13,128 13,077 818 355 455 13,128 13,078 13,128 13,078 13,128 13,138 13,137 1,53,327 1,53,327 1,53,327 1,53,327	57,2,388 50,158 50,158 51,158 51,158 51,158 51,158 51,158 51,158 51,158 51,1720 51,172	-	-	574,499 563,227 315 260,888 14,620 3,873 142,378 142,378 18,538 18,538 18,538 18,538 18,538 635 542 2,728 635 635 15,791 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,023 821 14,034 821 821 821 821 821 821 821 822 823 823 823 833 834 834 835 834 835 835 835 836 836 836 836 836 836 836 836 836 836	574,499 563,227 5115 563,227 5115 563,227 5115 512,278 518,518 518 518 518 518 518 518 518 518 518			[2,111] [2,069] [414] [414] [414] [414] [414] [414] [414] [414] [417] [619] [6	(2,111) (2,069) (199) (199) (199) (200) (21) (21) (21) (22) (31) (41) (42) (43) (44) (48) (49) (40) (40) (40) (40) (40) (40) (40) (40								
2011 2011 2011 2011 2011 2011 2011 2011	SERIC	1269 Ameren- Illinois 1272 Anieren- Nisiouri 1273 Anieren- Nisiouri 1274 Anieren- Nisiouri 1275 Asciated Electric Cooperative Inc. 1276 Bearung and Electric Cooperative, Inc. 1276 Bearung and Electric Power Cooperative, Inc. 1277 Central Electric Power Cooperative, Inc. 1278 Carton, MS 1279 City of Columbia MO 1279 City of Columbia MO 1281 City of Searung Anie Comway Corporation) 1282 City of Course Anie Columbia MO 1283 City of Searung Anie Columbia MO 1284 City of Searung Anie Columbia MO 1295 City of Searung Anie Columbia MO 1296 City of Searung Anie Columbia MO 1297 City of More More More & Light 1298 City of Consequency Sc Department of Public Utilitie 1299 City of Town Little Rock AR (DENK) 1299 City of Town Little Rock AR (DENK) 1290 City of Town Little Rock AR (DENK) 1291 City of Searce SC 1292 City of Competing Sc Department of Public Utilitie 1293 City of Town Little Rock AR (DENK) 1294 City of Searce SC 1295 City of Searce SC 1296 City of Searce SC 1297 City of Searce SC 1298 City of Searce SC 1299 City of Town Little Rock AR (DENK) 1298 City of Searce SC 1299 City of Town Little Rock AR (DENK) 1290 City of Town Little Rock AR (DENK) 1291 City of Searce SC 1292 City of Competing Little 1293 City of Town Little 1294 City of More More More More More More More More	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 314 259,229 14,556 14,556 14,556 14,557 18,669 2,718 540 2,718 540 2,718 545 355 455 3,737 818 355 455 455 455 455 3,13,28 10,041 1,164 2,464 2,69 3,466 2,164 2,464 2,69 3,17,57 3,188 2,115,752 1,104,275 1,104,	57,2,388 50,158 50,158 50,158 50,158 50,158 50,158 50,158 50,172 50,00 2,7,188 60,2 5,50,1 1,7,20 2,7,188 60,2 10,241 5,7,33 13,977 818 335 42,58 42,58 13,128 10,041 1,164 2,69 2,164 2,69 2,164 2,69 2,164 2,69 3,69 2,164 2,69 3,69 3,10 2,7,84 2,28 4,09 3,90 3,49 3,115,25 1,10,975 5,228 3,0948 1,115,25 1,10,975 1,10,9	- - - - - - -	- - - - - - - -	574,499 563,227 315 260,888 14,620 3,873 142,378 142,378 18,538 18,538 18,538 18,538 18,538 18,538 13,176 14,023 14,023 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 14,023 15,791 15,791 16,640 16,640 16,640 16,640 16,640 16,640 16,640 17,673 18,661 17,673 18,661 17,673 18,661 17,673 18,661 11,69,092 29,824 4,573 13,661 11,18,017 7,413 12,18,017	574,499 563,227 563,227 563,227 563,227 515,578 516,578 517,578 518,57			[2,111] [2,069] [414] [453] [453] [454] [453] [453] [45] [453] [45] [45] [45] [46] [46] [47] [48] [48] [48] [48] [48] [48] [48] [48	(2,111) (2,069) (199) (199) (199) (201) (2								
2011 2011 2011 2011 2011 2011 2011 2011	SARC SARC SARC SARC SARC SARC SARC SARC	1209 Ameren - Illinois 1272 Angeren - Missouri 1273 Apil - Varlini Division 1274 Angeren - Missouri 1275 Agoing - Missouri 1276 Agoing - Missouri 1277 Agoing - Missouri 1278 Agoing - Missouri 1278 Blue Rigge EMC 1278 Blue Rigge EMC 1279 Blue Rigge EMC 1279 Cartral Electric Cooperative, Inc. 1279 Cartral Electric Power Cooperative Inc. 1279 Cartral Electric Power All Cartral Electric Power Electric Cooperative Inc. 1280 Cartral Electric Cooperative Inc. 1281 Cartral Electric Cooperative, Inc. 1282 Cartral Electric Cooperative, Inc. 1291 Cartral Electric Cooperative, Inc. 1292 Cartral Electric Cooperative, Inc. 1293 Cartral Electric Cooperative, Inc. 1294 Electric Membership Corporation 1295 Commission Surgicial Electric Cooperative, Inc. 1296 Electric Membership Corporation 1297 Electric Membership Corporation 1298 Electric Membership Corporation 1299 Electric Membership Corporation 1299 Electric Membership Corporation 1290 Electric Membership Corporation 1291 Electric Membership Corporation 1292 Electric Membership Corporation 1293 Electric Membership Corporation 1294 Electric Membership Corporation 1295 Electric Membership Corporative 1296 Electric Membership Corporative 1297 Electric Membership Corporative 1298 Electric Membership Corporative 1299 Electric Membership Corporative 1299 Electric Membership Corporative 1290 Electric Membership Corporative 1291 Electric Membership Corporative 1291 Electric Membership Corporative 1292 Electric Membership Corporative 1293 Electric Membership Corporative 1294 Electric Membership Corporative 1295 Electric Membership Corporative 1296 Electric Membership Corporative 1297	U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	572,388 551,158 551,158 314 259,329 141,556 3,359 341,355 5,371 18,469 5,5651 1,720 212,374 540 2,718 612 15,733 355 455 8,258 13,128 10,041 1,164 2,69 2,164 2,69 3,360 2,164 2,164 2,69 3,160 2,164 2,164 2,164 2,169 3,160 2,164 3,160 2,164 3,160 2,164 3,160 2,164 3,160	57,2,88 561,158 561,158 561,158 561,158 561,158 561,158 561,158 561,162 561,162 561,162 561,162 561,163 561,163 561,163 561,164 561,16	- - - - - - - -	- - - - - - - -	574,499 563,227 315 260,888 14,620 14,620 18,588 5,677 213,158 5,677 213,158 5,677 213,157 213,157 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 14,028 821 15,791 14,028 821 15,791 15,791 356 456 456 8,288 13,176 270 5,578 5,247 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 270 9,053 3,511 0,2246 31,062 31,06	574,499 563,227 563,227 563,227 563,227 563,227 520,588 5,677 142,378 5,678 145,378 142,378 142,378 142,378 142,378 142,378 142,378 142,378 142,378 142,378 143,376 14			[2,111] [2,069] [54] [54] [54] [54] [52] [68] [61] [62] [68] [61] [62] [68] [62] [68] [62] [68] [68] [62] [68] [68] [68] [68] [68] [68] [68] [68	(2,111) (2,009) (54) (11) (559) (54) (14) (523) (22) (88) (21) (6) (783) (2) (58) (52) (3) (11) (2) (30) (48) (37) (4) (41) (11) (20) (20) (20) (20) (20) (20) (20) (20								

			LE Galculations and Allocations to			o (o. 200.g	,	201011		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,								
					Total Regional Entity	Assessments (In	cluding WIRAE	3 Assessments)	Ri	gional Entity NEL A	Assessments		Penalty Sanction	ns - US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60% CORC Program	WECC Compliance Assessments (ex.AESO)	WIRAB Assessments
Data Year	Regional Entity	ID	Entity	Country	Total	US Total	Canada Tota	al Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total US Total Canada Total	Canada Total US Total Total	Canada Mexico Total US Total Total Total	Canada Mexico Total US Total Total Total
2011	SERC	1586	6 Haywood EMC	U.S.	4,001	4,001			4,016	4,016			(15)	(15)				
2011	SERC	1309	Illinois Municipal Electric Agency	U.S.	25,708	25,708		-	25,803	25,803	-		(95)	(95)				
2011	SERC	1480	Itta Bena, MS	U.S.	218	218		-	219	219	-		(1)	(1)				
2011	SERC	1587	Jefferson Davis Electric Cooperative, Inc.	U.S.	3,667	3,667		-	3,681	3,681	-	-	(14)	(14)				
2011	SERC	1617	Kentucky Municipal Power	U.S.	9,808	9,808	-	-	9,844	9,844	-	-	(36)	(36)				
2011	SERC	1481	L Kosciusko, MS	U.S.	1,021	1,021	-	-	1,025	1,025	-	-	(4)	(4)				
2011	SERC	1482	Leland, MS	U.S.	457	457	-	-	458	458	-	-	(2)	(2)				
2011	SERC	1313	McCormick Commission of Public Works	U.S.	234	234	-	-	235	235	-	-	(1)	(1)				
2011	SERC	1314	Mississippi Power Company	U.S.	142,731	142,731	-	-	143,257	143,257	-	-	(526)	(526)				
2011	SERC	1630	Mt. Carmel Public Utility	U.S.	1,467	1,467	-	-	1,473	1,473	-	-	(5)	(5)				
2011	SERC	1315	Municipal Electric Authority of Georgia	U.S.	146,409	146,409	-	-	146,948	146,948	-	-	(540)	(540)				
2011	SERC	1316	N.C. Electric Membership Corp.	U.S.	164,571	164,571	-	-	165,177	165,177	-	-	(607)	(607)				
2011	SERC	1317	North Carolina Eastern Municipal Power Agency	U.S.	101,219	101,219	-	-	101,592	101,592	-	-	(373)	(373)				
2011	SERC	1318	North Carolina Municipal Power Agency #1	U.S.	63,436	63,436	-	-	63,670	63,670	-	-	(234)	(234)				
2011	SERC	1588	Northeast Louisiana Power Cooperative, Inc.	U.S.	3,983	3,983	-	-	3,997	3,997			(15)	(15)				
2011	SERC	1574	Northern Virginia Electric Cooperative	U.S.	49,925	49,925	-	-	50,109	50,109			(184)	(184)				
2011	SERC	1319	Old Dominion Electric Cooperative	U.S.	78,691	78,691	-	-	78,981	78,981	-	-	(290)	(290)				
2011	SERC	1618	B Osceola (Arkansas) Municipal Light and Power	U.S.	2,417	2,417	-	-	2,426	2,426	-	-	(9)	(9)				
2011	SERC	1320	Owensboro (KY) Municipal Utilities	U.S.	12,041	12,041	-	-	12,085	12,085	-	-	(44)	(44)				
2011	SERC	1322	Piedmont EMC in Duke and Progress Areas	U.S.	6,748	6,748	-	-	6,773	6,773	-	-	(25)	(25)				
2011	SERC	1323	Piedmont Municipal Power Agency (PMPA)	U.S.	31,263	31,263	-	-	31,378	31,378	-	-	(115)	(115)				
2011	SERC	1589	Pointe Coupee Electric Memb. Corp.	U.S.	3,520	3,520	-	-	3,533	3,533	-	-	(13)	(13)				
2011	SERC	1266	PowerSouth Energy	U.S.	113,305	113,305	-	-	113,723	113,723	-	-	(418)	(418)				
2011	SERC	1330	Prairie Power, Inc.	U.S.	20,586	20,586	-	-	20,662	20,662	-	-	(76)	(76)				
2011	SERC	1324	Progress Energy Carolinas	U.S.	613,051	613,051	-	-	615,312	615,312	-	-	(2,261)	(2,261)				
2011	SERC	1325	Rutherford EMC	U.S.	17,232	17,232	-	-	17,295	17,295	-	-	(64)	(64)				
2011	SERC	1631	Sam Rayburn G&T Electric Cooperative Inc.	U.S.	25,020	25,020	-	-	25,113	25,113	-	-	(92)	(92)				
2011	SERC	1326	South Carolina Electric & Gas Company	U.S.	308,831	308,831	-	-	309,970	309,970	-	-	(1,139)	(1,139)				
2011	SERC	1327	7 South Carolina Public Service Authority	U.S.	150,091	150,091	-	-	150,645	150,645	-	-	(553)	(553)				
2011	SERC	1590	South Louisiana Electric Cooperative Association	U.S.	8,627	8,627	-	-	8,659	8,659	-	-	(32)	(32)				
2011	SERC	1328	South Mississippi Electric Power Association	U.S.	137,170	137,170	-	-	137,676	137,676	-	-	(506)	(506)				
2011	SERC		Southern Illinois Power Cooperative	U.S.	19,490	19,490	-	-	19,562	19,562	-	-	(72)	(72)				
2011	SERC		Southwest Louisiana Electric Membership Corporati		34,514	34,514	-	-	34,641	34,641	-	-	(127)	(127)				
2011	SERC		Southwestern Electric Cooperative, Inc.	U.S.	6,133	6,133	-	-	6,155	6,155	-	-	(23)	(23)				
2011	SERC	1331	Tennessee Valley Authority	U.S.	2,233,985	2,233,985	-	-	2,242,223	2,242,223	-	-	(8,238)	(8,238)				
2011	SERC	1632	P. Tex-La Electric Cooperative of Texas, Inc.	U.S.	2,821	2,821	-	-	2,832	2,832	-	-	(10)	(10)				
2011	SERC	1332	? Tombigbee Electric Cooperative Inc.	U.S.	2,005	2,005	-	-	2,012	2,012	-	-	(7)	(7)				
2011	SERC		? Town of Black Creek, N.C.	U.S.	169	169	-	-	169	169	-	-	(1)	(1)				
2011	SERC		Town of Lucama, N.C.	U.S.	279	279	-	-	280	280	-	-	(1)	(1)				
2011	SERC		Town of Sharpsburg, N.C.	U.S.	271	271	-	-	272	272	-	-	(1)	(1)				
2011	SERC		Town of Stantonsburg, N.C.	U.S.	305	305	-	-	306	306	-	-	(1)	(1)				
2011	SERC		Town of Waynesville NC	U.S.	1,208	1,208	-	-	1,213	1,213	-	-	(4)	(4)				
2011	SERC		Town of Winnsboro SC	U.S.	725	725	-	-	728	728	-	-	(3)	(3)				
2011	SERC		Town of Winterville NC	U.S.	706	706	-	-	709	709	-	-	(3)	(3)				
2011	SERC	1597	Washington-St.Tammany Electric Cooperative, Inc.	U.S.	15,401	15,401	-	-	15,458	15,458	-		(57)	(57)				
			TOTAL SERC		13,829,878	13,829,878	-	-	13,880,878	13,880,878		-	(51,000)	(51,000)				

Appendix 2-D, Regional Entity Assessments

							-							1								
																					VIRAR Assessm	
					Total Regional Entity	Assessments (Inc	cluding WIRAB A	(ssessments)	Reg	tional Entity NEL Asse	ssments		Penalty Sanctions	- US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60% CORC Program	WECC Com	oliance Assessment	ts (ex.AESO)		IKAB Assessm	ents
	Regiona											Mexico				Canada			Canada Mexico			Canada Mexico
Data Yea		ID	Entity	Country	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Total	Total	US Total	Total US Total Canada Total	Total US Total Total	Total	US Total	Total Total	Total	US Total	Total Total
		•	•			•									•							
2011 2011		1246 1435	American Electric Power	U.S.	1,485,064	1,485,064 186,123	-	-	1,658,295	1,658,295 207,834	-	-	(173,231)	(173,231) (21,711)								
2011		1247		U.S. U.S.	186,123 96,906	96,906			207,834 108,210	108.210			(21,711) (11.304)	(11.304)								
2011	SPP	1620	Board of Public Utilities, City of McPherson, Kansas	U.S.	36,077	36,077	-	-	40,285	40,285	-	-	(4,208)	(4,208)								
2011			Carthage City Water & Light	U.S.	11,240	11,240	-	-	12,551	12,551	-	-	(1,311)	(1,311)								
2011		1469		U.S.	30,440	30,440	-	-	33,991	33,991	-	-	(3,551)	(3,551)								
2011 2011		1556 1557		U.S.	24,779 6,828	24,779 6,828			27,669 7,624	27,669 7,624			(2,890) (796)	(2,890) (796)								
2011		1633		U.S.	1,237	1,237	-		1,382	1,382		-	(144)	(144)								
2011	SPP	1558	B Hope Water & Light (HWL)	U.S.	11,701	11,701	-	-	13,066	13,066	-	-	(1,365)	(1,365)								
2011		1559		U.S.	6,931	6,931	-	-	7,740	7,740	-	-	(809)	(809)								
2011		1634		U.S.	1,783	1,783	-	-	1,991	1,991	-	-	(208)	(208)								
2011 2011		1635	5 The City of Osage City 5 City of Prescott	U.S. U.S.	1,411 3,513	1,411 3,513			1,575 3,923	1,575 3,923			(165) (410)	(165) (410)								
2011		1248		U.S.	44,264	44,264	-		49,427	49,427		-	(5,163)	(5,163)								
2011		1436	City Utilities of Springfield, MO	U.S.	127,996	127,996	-	-	142,927	142,927	-	-	(14,931)	(14,931)								
2011		1249		U.S.	467,177	467,177	-	-	521,672	521,672	-	-	(54,496)	(54,496)								
2011 2011		1437 1250		U.S. U.S.	17,671 213,067	17,671 213,067			19,733 237,921	19,733 237,921			(2,061) (24,854)	(2,061) (24,854)								
2011		1470		U.S.	18,693	18,693	-	-	20,874	20,874		-	(2,181)	(2,181)								
2011		1438		U.S.	227,627	227,627	-	-	254,179	254,179	-	-	(26,552)	(26,552)								
2011		1251		U.S.	188,481	188,481	-	-	210,467	210,467	-	-	(21,986)	(21,986)								
2011 2011		1252	Jonesboro City Water & Light Z Kansas City Power & Light (KCPL)	U.S. U.S.	53,073 634,845	53,073 634.845	-	-	59,264 708,899	59,264 708.899	•	-	(6,191) (74,054)	(6,191) (74.054)								
2011		1439		U.S.	86,773	86,773			96,895	96,895			(10,122)	(10,122)								
2011		1440		U.S.	31,337	31,337	-	-	34,992	34,992	-	-	(3,655)	(3,655)								
2011		1637		U.S.	55,921	55,921	-	-	62,444	62,444	-	-	(6,523)	(6,523)								
2011 2011		1560	Saw Valley Electric Cooperative, Inc. Kennett Board of Public Works	U.S. U.S.	6,619 6,111	6,619 6,111	-	-	7,391 6,823	7,391 6,823	-	-	(772) (713)	(772) (713)								
2011		1598		U.S.	349,140	349,140			389,866	389,866	-		(40,727)	(40,727)								
2011		1471	1 Lafayette Utilities System	U.S.	85,064	85,064	-		94,987	94,987	-	-	(9,923)	(9,923)								
2011		1472		U.S.	51,413	51,413	-	-	57,411	57,411	-	-	(5,997)	(5,997)								
2011 2011		1253	B Louisiana Energy & Power Authority (LEPA) Malden Board of Public Works	U.S. U.S.	39,115 2.066	39,115 2.066			43,678 2.308	43,678 2.308			(4,563) (241)	(4,563) (241)								
2011		1441		U.S.	71,173	71,173	-		79,475	79,475		-	(8,302)	(8,302)								
2011	SPP	1443		U.S.	102,379	102,379	-	-	114,321	114,321	-	-	(11,942)	(11,942)								
2011		1638		U.S.	2,399	2,399	-	-	2,678	2,678	-	-	(280)	(280)								
2011 2011		1442 1255		U.S. U.S.	133,229 1,146,672	133,229 1,146,672			148,770 1,280,430	148,770 1,280,430	-	-	(15,541) (133,758)	(15,541) (133,758)								
2011		1444		U.S.	116,948	116,948	-		130,590	130,590		-	(13,642)	(13,642)								
2011		1639	OzMo Ozark Missouri, West Plains MO	U.S.	8,180	8,180	-	-	9,134	9,134	-	-	(954)	(954)								
2011 2011			Paragould Light, Water & Cable Piggott Municipal Light, Water & Sewer	U.S. U.S.	23,577 1,745	23,577 1,745	-	-	26,327 1,949	26,327 1,949	-	-	(2,750) (204)	(2,750) (204)								
2011			Poplar Bluff Municipal Utilities	U.S.	15,370	15,370			17,163	17,163			(204)	(1,793)								
2011		1561		U.S.	5,012	5,012	-		5,597	5,597	-	-	(585)	(585)								
2011		1473		U.S.	9,113	9,113	-	-	10,176	10,176	-	-	(1,063)	(1,063)								
2011 2011		1468	B Sharyland Utilities, LP Sikeston Board of Municipal Utilities	U.S.	42,792 14,521	42,792 14,521	-	-	47,783 16,215	47,783 16,215			(4,992) (1,694)	(4,992) (1,694)								
2011		1258	B Southwestern Power Administration (SPA)	U.S.	9,973	9,973	-	-	11,136	11,136	-	-	(1,163)	(1,163)								
2011		1257		U.S.	663,768	663,768	-	-	741,196	741,196	-	-	(77,428)	(77,428)								
2011 2011		1256 1445		U.S. U.S.	227,502 20,928	227,502 20,928	-	-	254,040 23,370	254,040 23,370	-	-	(26,538) (2,441)	(26,538) (2,441)								
2011			5 Tri County Electric Coop	U.S.	16,537	16,537			18,466	18,466			(1,929)	(1,929)								
2011		1260		U.S.	860,921	860,921	-	-	961,346	961,346	-	-	(100,425)	(100,425)								
2011 2011		1259 1501		U.S. U.S.	310,054 116,775	310,054 116,775	-	-	346,221 130,397	346,221 130,397	-	-	(36,167) (13,622)	(36,167) (13,622)								
2011	SPP	1501	TOTAL SPP	U.S.	8,530,054	8,530,054		 -	9,525,074	9,525,074			(995,020)	(995,020)								
2011	TRE	1019	9 ERCOT	U.S.	8,152,520	8,152,520	-		9,001,520	9,001,520	-	-	(849,000)	(849,000)								
					8,152,520								(040,000)									
2011	WECC		Alberta Electric System Operator			8,152,520	-		9,001,520	9,001,520	*	-	(849,000)	(849,000)								
2011			British Columbia Hydro & Power Authority	Canada	2,238,313	6,132,320	2,238,313		3,012,070	9,001,520	3,012,070	-	(849,000)	(849,000)			(810,419)		10,419)	36,662		36,662
2011 2011				Canada	3,205,267		2,238,313 3,205,267		3,012,070 3,105,945	9,001,520 - -	3,012,070 3,105,945	-	(849,000)	(849,000) - -			61,517		51,517	37,804		37,804
2011				Canada Mexico	3,205,267 584,312	- - -		584,312	3,012,070 3,105,945 566,206	-		- - - 566,206		-			61,517 11,214	-		37,804 6,892		
2011			Comision Federal de Electricidad Aha Macav Power Service Ajo Improvement District	Canada	3,205,267	1,273 686		584,312	3,012,070 3,105,945	-		- - 566,206 -	(849,000) - - - (107) (57)	(849,000) - - - (107) (57)			61,517		51,517	37,804	- 16 9	37,804
2011			Aha Macav Power Service	Canada Mexico U.S. U.S. U.S.	3,205,267 584,312 1,273 686 1,642	1,273 686 1,642		584,312 - - -	3,012,070 3,105,945 566,206 1,337 720 1,724	- - - 1,337 720 1,724		566,206 - -	(107) (57) (137)	(107) (57) (137)			61,517 11,214 26 14 34	- 26 14 34	51,517	37,804 6,892 16 9 21	9 21	37,804
	WECC		Aha Macav Power Service Ajo Improvement District Ak-Chin Alcoa Inc	Canada Mexico U.S. U.S. U.S. U.S.	3,205,267 584,312 1,273 686 1,642 156,616	1,273 686 1,642 156,616		- - - 584,312 - - -	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458	- - 1,337 720 1,724 164,458		- - - 566,206 - - -	(107) (57) (137) (13,100)	(107) (57) (137) (13,100)			61,517 11,214 26 14 34 3,257	26 14 34 3,257	51,517	37,804 6,892 16 9 21 2,002	9 21 2,002	37,804
2011 2011	WECC		Aha Macav Power Service Ajo Improvement District Ak-Chin Alcoa Inc Arizona Public Service Company	Canada Mexico U.S. U.S. U.S. U.S.	3,205,267 584,312 1,273 686 1,642 156,616 1,493,182	1,273 686 1,642 156,616 1,493,182		- - - 584,312 - - - - -	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940	1,337 720 1,724 164,458 1,567,940		- - - 566,206 - - - -	(107) (57) (137) (13,100) (124,898)	(107) (57) (137) (13,100) (124,898)			61,517 11,214 26 14 34 3,257 31,055	26 14 34 3,257 31,055	51,517	37,804 6,892 16 9 21 2,002 19,084	9 21 2,002 19,084	37,804
2011 2011 2011	WECC WECC		Aha Macav Power Service Ajo Improvement District Ak-Chin Alcoa Inc	Canada Mexico U.S. U.S. U.S. U.S.	3,205,267 584,312 1,273 686 1,642 156,616	1,273 686 1,642 156,616			3,012,070 3,105,945 566,206 1,337 720 1,724 164,458	- - 1,337 720 1,724 164,458		- 566,206 - - - - -	(107) (57) (137) (13,100)	(107) (57) (137) (13,100)			61,517 11,214 26 14 34 3,257	26 14 34 3,257	51,517	37,804 6,892 16 9 21 2,002	9 21 2,002	37,804
2011 2011 2011	WECC WECC WECC WECC		Aha Macav Power Service Ajo Improvement District Ak-Chin Alcoa Inc Alcoa Inc Articona Public Service Company Arkansas River Power Authority (ARPA) Avista Corporation Avista Corporation	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S.	3,205,267 584,312 1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705		584,312	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141	1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141		566,206 - - - - - - -	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728)	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181	26 14 34 3,257 31,055 308 9,521 181	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851	9 21 2,002 19,084 190 5,851 111	37,804
2011 2011 2011 2011	WECC WECC WECC WECC WECC		Alm Macur Power Service A) Improvement District AA-Chin Alcoa Inc Arisons Public Service Company Arisons Rivel Power Authority (ARPA) Avoita Corporation Avoita Corporation Avoita Corporation Avoita Corporation Avoita Corporation	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S.	3,205,267 584,312 1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547		584,312	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428	1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428		- 566,206 - - - - - - - -	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814)	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197	26 14 34 3,257 31,055 308 9,521 181 1,197	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111	9 21 2,002 19,084 190 5,851 111 736	37,804
2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC		Als Macaiv Power Service Ajo Improvement District Als-Chin Alcoa hir Alcoa hir Alcoa New Town Spalic Service Company Ariansas River Power Authority (ARPA) Avista Corporation Avista Corporation Barrick Goldstrike Mines Inc. Basin Electric Power Cooperative	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547 163,093	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547 163,093		584,312 	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259	1,337 720 1,724 164,458 1,667,940 15,575 480,731 9,141 60,428 171,259		- 566,206 - - - - - - - -	(107) (57) (137) (13,100) (124,888) (1,241) (38,294) (728) (4,814) (13,642)	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814) (13,642)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084	9 21 2,002 19,084 190 5,851 111 736 2,084	37,804
2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC		Alm Macur Power Service A) Improvement District AA-Chin Alcoa Inc Arisons Public Service Company Arisons Rivel Power Authority (ARPA) Avoita Corporation Avoita Corporation Avoita Corporation Avoita Corporation Avoita Corporation	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S.	3,205,267 584,312 1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547		584,312 	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428	1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428		- 566,206 - - - - - - - - - -	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814)	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197	26 14 34 3,257 31,055 308 9,521 181 1,197	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111	9 21 2,002 19,084 190 5,851 111 736	37,804
2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC		Alm Maciar Power Service A) Improvement District AA-Chin AA-Chin Alcoa Inc Aitona Public Service Company Arlainasi River Power Authority (ARPA) Avvista Corporation Avvista Corporation Avoita Corporation Avoita Corporation Basin Iteeric Power Cooperative Basin Iteeric Power Cooperative	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 155,616 1,493,182 14,832 457,810 8,705 57,547 163,093 2,748	1,273 686 1,642 156,616 1,493,182 457,810 8,705 57,547 163,093 2,748		584,312	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886	1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886		566,206	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814) (13,642) (230)	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814) (13,642) (230)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35	9 21 2,002 19,084 190 5,851 111 736 2,084 35	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alm Maciar Power Service Ale Clain Alco aim Alco aim Alco aim Alco aim Alco aim Arizona Public Service Company Arizonas River Power Authority (ARPA) Avista Corporation Avista Corporation Avista Corporation Avista Corporation Basin Electric Power Cooperative Basin Electric Cooperative Basin Electric Power Cooperative Basin Electric Cooperative Basin Electric Power	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 156,616 1,493,182 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547 163,093 2,748 26,520 6,555		584,312	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563	1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563		- 566,206 - - - - - - - - - - -	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814) (13,642) (2,218) (548) (1,399)	(107) (57) (137) (13,100) (124,898) (1,241) (13,8294) (728) (4,814) (13,642) (230) (2,218) (548)			61,517 11,214 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alm Maciar Power Service A) Improvement District AA-Chin AA-Chin Alcoa Inc Aitona Public Service Company Arlainasi River Power Authority (ARPA) Avalta Corporation Avoita Corporation Avoita Corporation Avoita Corporation Basin Electric Power Cooperative Basin Electric Power Cooperative Beetion REA Big Bend Electric Cooperative, Inc.	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 156,616 1,493,182 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822	1,273 686 1,642 156,616 1,493,182 47,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726	3,205,267	584,312	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563	1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563		- 566,206 	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814) (13,642) (230) (2,218) (548) (1,399) (152)	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814) (13,642) (2,218) (548) (1,399) (152)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38	51,517	37,804 6,892 16 9 21 2,002 19,084 1990 5,851 111 736 2,084 35 339 84 214 23	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alm Maciar Power Service A) Improvement District AA-Chin AA-Chin Attona Politic Service Company Arlamas River Power Authority (ARPA) Aviata Corporation Aviata Corporation Aviata Corporation Aviata Corporation Aviata Corporative Basin Electric Power Cooperative Basin Electric Power Cooperative Berton REA Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big Lend Electric Cooperative, Inc. Bisachi-Lanc Electric Cooperative Black Hills Power	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 156,616 1,493,182 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547 163,093 2,748 26,520 6,555		584,312	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563	1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563		566,206	(107) (57) (137) (13,100) (124,898) (1,241) (38,294) (728) (4,814) (13,642) (2,218) (548) (1,399)	(107) (57) (137) (13,100) (124,898) (1,241) (13,8294) (728) (4,814) (13,642) (230) (2,218) (548)			61,517 11,214 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348	26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Ahm Macair Power Service Ale Chin Alcoa Int Alcoa Int Alcoa Int Alcoa Int Alcoa Int Anitona Public Service Company Arianasa River Power Authority (ARPA) Avista Corporation Avista Corporation Avista Corporation Basin Electric Power Cooperative Basin Electric Power Cooperative Besting Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Bi	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 156,616 1,493,3182 14,832 457,810 8,705 57,547 163,093 2,748 2,6,520 6,555 16,726 1,822 7,829 92,010 175,355	1,273 686 1,642 156,616 1,493,182 47,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010	3,205,267	584,312	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 6,883 1,7563 1,913 8,221 96,617 184,134	1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 6,883 17,563 1,913 8,221 96,617		- 566,206 - - - - - - - - - - - - - - - - - - -		[107] (57] (13,100) (124,898) (1,241) (38,294) (728) (4,814) (13,642) (2,218) (548) (1,399) (152) (655) (7,696) (14,668)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38 163 1,914 3,647	. 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38 163 1,914 3,647	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Ala Maciar Power Service A) Improvement District AA-Chin AA-Ch	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,05,267 5,84,312 1,273 6,666 1,642 1,56,516 1,493,182 45,7,810 8,705 57,347 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 221,829	1,273 686 1,642 156,616 1,493,182 457,810 8,705 575,47 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010	3,205,267		3,012,070 3,105,945 566,206 1,337 1,724 1,720 1,724 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 1,7563 1,913 8,221 196,617 184,134 232,935	1,337 720 1,724 164,458 1,567,940 15,575 480,731 7,123 2,886 2,7,886 6,883 1,913 8,221 96,617 184,134 22,395	3,105,945	566,206	(107) (57) (57) (131) (131,000) (124,898) (1,241) (728) (4,814) (13,642) (2218) (548) (1,364) (15,642) (15,642) (15,643)	(107) (57) (137) (13,100) (124,898) (1,241) (13,642) (221) (210) (2,218) (548) (1,399) (152) (655) (7,696) (14,668) (18,555)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38 163 1,914 3,647 4,614	26 14 34 3,257 31,055 308 9,521 11,197 3,392 57 552 136 38 18 31 1,914 3,647 4,614	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,2815	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Ahm Macur Power Service Aly Improvement District Ale-Chin Alcoa Int Alcoa Int Alcoa Int Anisona Public Service Company Ariansas River Power Authority (ARPA) Avista Corporation Avista Corporation Avista Corporation Avista Corporation Basin Electric Power Cooperative Basin Electric Power Cooperative Beerton REA Big Bend Electric Cooperative, Inc. Big Bend Bistory Lange Electric Cooperative Bistory Lange Electric Cooperative, Inc. Bistory Lange Electric Cooperative, Inc. Bistory Lange Electric Cooperative, Inc. Bistory Lange Electric Cooperative Bistory Lange Electric	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 156,616 1,493,3182 14,832 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 92,010 175,355 221,829 81,075	1,273 686 1,642 155,616 1,493,182 47,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 92,010 91,735 21,829 92,010 91,735 21,829 93,162 94,829 94,829 94,829 95,839 96,839 96,839 96,839 97,839	3,205,267	584,312	3,012,070 3,105,945 566,206 1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563 1,913 8,221 96,617 184,134 232,935 85,712	1,337 720 1,724 164,458 1,567,940 15,575 469,731 9,141 60,428 171,259 2,286 6,883 172,663 1,913 8,221 1,96,6134 1222,935 85,712	3,105,945	- 566,206	(107) (57) (137) (134,088) (1,244) (128) (2,248) (2,248) (2,248) (13,642) (2,218) (548) (1,399) (152) (655) (7,666) (14,666) (14,655) (6,828)	(107) (57) (137) (13,100) (124,898) (1,241) (138,294) (728) (4,814) (13,642) (22,18) (548) (1,399) (152) (555) (7,596) (14,668) (14,668) (14,668) (14,668)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 116 348 38 163 1,914 3,647 4,614 1,638	26 14 34 3.257 31.055 308 9.521 1.197 3.392 57 552 136 348 163 1.914 3.647 4,614 1.668	51,517	37,804 6,892 16 9 21 12,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,241 2,241 2,241	9 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Ala Maciar Power Service A) Improvement District AA-Chi ACoa Inc Adroa Inc Adroa Inc Adroa Service Company Adranas Silver Power Authority (ABPA) Avista Corporation Barrick Coddstrike Mines Inc. Basin Electric Power Cooperative Basin Electric Power Cooperative Bestion REA Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big Lend Electric Cooperative, Inc. Big Lend Electric Cooperative, Inc. Bilach Hills Power Black Hills Hills Hills Hills Hills Hills Hills Power Black Hills Hil	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,05,267 5,84,312 1,273 6,666 1,642 1,56,516 1,493,182 45,7,810 8,705 57,347 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 221,829	1,273 686 1,642 156,616 1,493,182 457,810 8,705 575,47 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010	3,205,267		3,012,070 3,105,945 566,206 1,337 1,724 1,720 1,724 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 1,7563 1,913 8,221 196,617 184,134 232,935	1,337 720 1,724 164,458 1,567,940 15,575 480,731 7,123 2,886 2,7,886 6,883 1,913 8,221 96,617 184,134 22,395	3,105,945	566,206	(107) (57) (57) (131) (131,000) (124,898) (1,241) (728) (4,814) (13,642) (2218) (548) (1,364) (15,642) (15,642) (15,643)	(107) (57) (137) (13,100) (124,898) (1,241) (13,642) (220) (2,218) (4,814) (13,642) (2,218) (548) (14,688) (14,599) (152) (655) (7,596) (14,688) (18,555) (6,828) (3,131)			61,517 11,214 26 14 34 3,257 31,055 308 9,521 181 1,197 3,392 57 552 136 348 38 163 1,914 3,647 4,614	26 14 34 3,257 31,055 308 9,521 11,197 3,392 57 552 136 38 18 31 1,914 3,647 4,614	51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,2815	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Ala Maciar Power Service A) Improvement District AA-Chi ACan Inc Alcoa Inc Alcoa Inc Alcoa Inc Alcoa Ne	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 3,243,112 1,273 686 1,642 156,616 1,493,182 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 212,829 81,625 37,444 308 819	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 21,829 92,010 175,355 37,434 308 819	3,205,267		3,012,070 3,105,945 566,206 1,337 1,724 1,720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,2886 27,2848 6,883 17,563 8,221 196,617 184,134 232,935 85,712 39,308 323 860	1,337 720 1,724 1,64,458 1,567,940 15,575 160,728 172,289 6,0428 172,289 6,683 1,7563	3,105,945	- 566,206	(107) (57) (13,100) (124,898) (1,248) (728) (48,14) (48,14) (48,14) (13,642) (20) (548) (199) (152) (656) (14,668) (14,668) (14,668) (18,555) (6,28) (3,311) (26) (69)	[107] (57) (137) (131,00) (124,898) (1,241) (8,294) (4,814) (4,814) (4,814) (4,814) (13,642) (2,218) (548) (1,399) (152) (655) (7,596) (14,688) (14,555) (6,828) (3,131) (3,131) (2,688) (3,131) (6,814) (6,81			61,537 11,214 12,214 134 34 3,267 31,075 3,075 5,521 161 1,197 3,922 577 552 136 348 38 163 1,934 1,698 779 6 17	. 26 14 34 3,257 31,055 308 9,521 181 1,197 552 136 38 38 163 3,647 4,614 1,698 6,799 6	51,517	37,804 6,892 16 9 21 1,002 19,884 19,884 111 1736 2,884 214 23 100 1,176 2,281 2,484 4 10	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478 4 10	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alm Maciar Power Service A) Improvement District As-Chin Alcoa Inc Ascan Inc Basin Incertic Power Authority (ARPA) Avista Corporation Avista Corporation Avista Corporation Asian Incertic Power Cooperative Basin Incertic Power Cooperative Bearins Edit Service Cooperative Bearins Edit Inc Big Bend Incertic Cooperative, Inc. Big Bend Incertic Cooperative, Inc. Bischi-Jane Electric Cooperative, Inc. Bischi-Jane Electric Cooperative Black Hills Power Administration Bonneulle Power Administration	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 156,616 1,493,3182 14,332 47,7810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 2,010 175,355 221,829 3,7434 308 819 6,518	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 21,829 31,005 31,00	3,205,267		3,012,070 3,105,945 566,206 1,37 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563 8,221 96,617 184,134 23,2,935 85,712 39,308 323 860 6,845	1,337 1,772 1,774 16,458 1,567,940 15,575 480,731 9,141 60,428 171,229 2,886 6,883 17,563 1,913 8,221 96,617 1,913 8,221 96,517 1,913 8,221 96,517 1,913 8,221 8,614 8,7	3,105,945	- 566,206	(107) (57) (137) (131,00) (124,898) (1,248) (1,284) (13,642) (2,218) (4,814) (13,642) (2,218) (5,55) (14,668) ((107) (57) (137) (131,100) (124,898) (124,898) (124,898) (12,814) (13,642) (2218) (548) (13,99) (152) (655) (7,566) (14,668) (14,668) (14,668) (13,131) (26) (69) (545)			61,537 11,214 14 14 3,257 31,095 308 9,521 181 1,197 57 552 116 348 38 163 1,914 1,668 77 9,67 1,688 77 9,67		51,517	37,804 6,892 16 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,815 1,043 478 4 10	9 2 1 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478 4 100 83	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Ala Maciar Power Service A) Improvement District AA-Chi ACan Inc Alcoa Inc Alcoa Inc Alcoa Inc Alcoa Ne	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 3,243,112 1,273 686 1,642 156,616 1,493,182 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 221,829 81,627 37,434 308 819 6,518 6,518		3,205,267		3,012,070 3,105,945 566,206 1,337 1,724 1,720 1,724 154,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 1,763 1,763 8,221 1,763 8,221 1,96,617 184,134 222,935 85,712 39,308 323 860 6,845 71	1,337 720 1,724 164,458 1,567,940 15,575 480,731 9,141 9,141 17,286 6,228 17,286 6,843 17,563 1,963 1,	3,105,945	- - - - - - - - - - - - - - - - - - -	(107) (57) (13,100) (124,868) (1,248) (1,248) (28,294) (4,814) (4,814) (4,814) (1,13,642) (22) (65) (1,199) (152) (65) (14,666) (14,666) (14,666) (6,28) (3,311) (26) (69) (65)				61,537 11,214 12,214 134 34 3,267 31,075 3,075 5,521 161 1,197 3,922 577 552 136 348 38 163 1,934 1,698 779 6 17	. 26 14 34 3,257 31,055 308 9,521 181 1,197 552 136 38 38 163 3,647 4,614 1,698 6,799 6	51,517	37,804 6,892 16 9 21 1,002 19,884 19,884 111 1736 2,884 214 23 100 1,176 2,281 2,484 4 10	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 223 1000 2,241 2,835 1,176 2,241 2,835 478 4 10 83 1	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alam Maciar Power Service A) Improvement District AA-Chin AA-C	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 156,616 1,493,3182 14,332 47,7810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 2,010 175,355 221,829 3,7434 308 819 6,518	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 21,829 31,005 31,00	3,205,267		3,012,070 3,105,945 566,206 1,37 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563 8,221 96,617 184,134 23,2,935 85,712 39,308 323 860 6,845	1,337 1,772 1,774 16,458 1,567,940 15,575 480,731 9,141 60,428 171,229 2,886 6,883 17,563 1,913 8,221 96,617 1,913 8,221 96,517 1,913 8,221 96,517 1,913 8,221 8,614 8,7	3,105,945	- 566,206	(107) (57) (137) (131,00) (124,898) (1,248) (1,284) (13,642) (2,218) (4,814) (13,642) (2,218) (5,55) (14,668) ((107) (57) (137) (131,100) (124,898) (124,898) (124,898) (12,814) (13,642) (2218) (548) (13,99) (152) (655) (7,566) (14,668) (14,668) (14,668) (13,131) (26) (69) (545)			61,517 11,214 11,214 34 3,257 31,055 3,085 9,521 181 1,157 3,092 57 552 1136 348 163 1,914 1,688 779 6 17 1,158 6 17 1,158	26 14 34 3.257 31,055 308 9.521 111 1,197 3.892 136 38 38 163 163 163 163 163 163 163 163 163 163	51,517	37,804 6,892 16 9 21 1,002 19,884 10,003 5,851 111 111 111 111 111 111 111 111 111	9 2 1 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478 4 100 83	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alm Maciar Power Service A) Improvement District AA-Chin Bannel Bann	Canada Mexico Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 1,643 1,643 1,643 14,832 47,810 8,705 57,547 163,093 2,748 26,520 2,748 26,520 16,726 1,822 7,829 20,010 175,355 221,829 381,625 37,434 819 6,518 67 121,10,561 1,211 1,210,561		3,205,267		3,012,070 3,105,945 566,206 1,377 720 1,724 164,458 1,567,740 15,575 480,731 9,141 60,428 171,259 2,886 27,848 4,883 17,563 3,17,563 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,211 1,71,836 1,71,71,836 1,71,71,836 1,71,71,836	1,337 770 1,724 164,749 155,757 480,741 9,141 60,428 171,239 2,886 6,883 17,563 1,913 8,221 96,617 184,114 232,935 65,717 184,114 232,935 77 184,114 232,935 77 184,114 232,935 77 184,114 232,935 77 184,114 232,935 77 184,114 232,935 77 184,114 232,935 71 263 31,971 283 11,771,386	3,105,945	566,206	(107) (57) (137) (137) (134,898) (1,244) (188,294) (188,294) (188,294) (18,842) (2,218) (4,814) (13,642) (2,218) (555) (7,696) (14,668) (14,668) (14,668) (14,668) (14,668) (16,714) (1	(107) (57) (137) (137) (137) (137) (137) (137) (137) (124,898) (124,814) (728) (4,814) (728) (4,814) (13,642) (230) (2,218) (588) (1,399) (152) (655) (7,596) (14,668) (14,555) (6,828) (3,131) (6,828) (3,131) (6,9) (555) (66) (14,668) (14,555) (67) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (7,713) (729) (727)			61,537 11,214 14 14 3,257 31,095 308 9,521 181 1,197 57 552 136 348 38 163 1,914 1,698 77 6 76 113 1,098 77 1,098 77 1,098 1,0		51,517	37,804 6,892 16 16 9 21 2,002 19,884 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478 4 10 83 1 13 31 13 3143,282 111	9 21 2,002 19,084 190 5,851 111 736 2,084 214 23 100 1,176 2,241 2,835 1,043 478 4 10 83 1 1 3 143,282 111	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alam Maciar Power Service A) o Improvement District AA-Chin AA	Canada Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 3,243,112 1,273 686 1,641 1,643,182 457,810 8,705 57,547 163,093 2,748 26,520 6,525 16,726 1,822 7,829 92,010 175,355 221,829 81,627 37,434 308 819 6,518 6,518 6,518 6,518 8,713 90,065		1,205,267		3,012,070 3,105,945 566,206 1,337 1,724 1,724 1,726 1,567,940 1,567,940 1,573 40,721 9,141 60,728 171,259 2,886 27,848 17,659 8,221 17,659 8,221 18,134 18,221 196,617 184,134 232,395 85,712 39,308 323 860 6,845 71 1263 1,171,866 9,149 94,574	1,337 720 1,724 1,64,458 1,667,940 11,5,775 480,731 9,141 60,428 171,299 8,221 17,299 8,221 19,63 1,913 8,221 19,63 1,913 8,221 19,63 1,913 8,221 1,963 1,96	3,105,945	566,206	(107) (137) (137) (1310) (124,898) (1248) (1248) (128) (278) (4,814) (419) (139) (146) (58,294) (199) (152) (65) (6,28) (146,668) (146,668) (146,668) (66) (61) (67) (67) (77,594) (77,594) (77,594)				61,517 11,214 14 34 3,227 31,055 3,095 3,095 3,095 11,1597 3,092 151 1481 1,1597 4,614 4,614 1,698 779 6 17 136 136 137 136 136 137 1,914 1,698 177 136 157 155 2233,156 181 1,873	26 14 34 3,257 31,055 308 9,521 181 1,197 3,992 136 38 163 38 163 38 163 38 163 1,914 1,668 17 136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,136 1 1,137 1 1,136 1 1 1,136 1 1 1,136 1 1 1,137 1 1,136 1 1 1,137 1 1,136 1 1 1,137 1 1,136 1 1 1,137 1 1,136 1 1 1,137 1 1,136 1 1 1,137 1 1,136 1 1 1,137 1 1,136 1 1 1,137 1 1,136 1 1 1 1,137 1 1,136 1 1 1 1,137 1 1,136 1 1 1 1 1,137 1 1,136 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	51,517	37,804 6,892 116 9 21 1,002 19,884 19,884 101 111 111 111 111 111 111 111 111 11	9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 4 10 83 1 1 3 143,282 111 1,151	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alm Maciar Power Service A) Improvement District AA-Chin Bannel Bann	Canada Mexico Mexico V.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S.	3,205,267 584,312 1,273 686 1,642 1,643 1,643 1,643 14,832 47,810 8,705 57,547 163,093 2,748 26,520 2,748 26,520 16,726 1,822 7,829 20,010 175,355 221,829 381,625 37,434 819 6,518 67 121,10,561 1,211 1,210,561		3,205,267		3,012,070 3,105,945 566,206 1,377 720 1,724 164,458 1,567,740 15,575 480,731 9,141 60,428 171,259 2,886 27,848 4,883 17,563 3,17,563 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,221 8,6,883 1,913 8,211 1,71,836 1,71,71,836 1,71,71,836 1,71,71,836	1,337 770 1,724 164,749 155,757 480,741 9,141 60,428 171,239 2,886 6,883 17,563 1,913 8,221 96,617 184,114 232,935 65,717 184,114 232,935 77 184,114 232,935 77 184,114 232,935 77 184,114 232,935 77 184,114 232,935 77 184,114 232,935 77 184,114 232,935 71 263 31,971 283 11,771,386	3,105,945	- 566,206	(107) (57) (137) (137) (134,898) (1,244) (188,294) (188,294) (188,294) (18,842) (2,218) (4,814) (13,642) (2,218) (555) (7,696) (14,668) (14,668) (14,668) (14,668) (14,668) (16,714) (1	(107) (57) (137) (137) (137) (137) (137) (137) (137) (124,898) (124,814) (728) (4,814) (728) (4,814) (13,642) (230) (2,218) (588) (1,399) (152) (655) (7,596) (14,668) (14,555) (6,828) (3,131) (6,828) (3,131) (6,9) (555) (66) (14,668) (14,555) (67) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (69) (545) (7,713) (729) (727)			61,537 11,214 14 14 3,257 31,095 308 9,521 181 1,197 57 552 136 348 163 1,934 1,63 1,934 1,63 1,934 1,647 4,614 1,688 779 6 6 17 13 13 16 11 11 11 11 11 11 11 11 11 11 11 11		51,517	37,804 6,892 16 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 478 4 10 183 1 13 143,282 111 1,151	9 21 2,002 19,008 190 5,851 111 736 2,004 20 111 736 2,008 4 214 23 100 2,855 1,043 478 478 470 10 83 1 13 143,282 111 1,151 919 10	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alm Maciar Power Service A) Improvement District AA-Chin AA-Chin AA-Chin AA-Chin AI Chin Bervice Company Arlansis River Power Authority (ARPA) Arlansis River Power Authority (ARPA) Arlansis River Power Authority Arlansis River Power Authority Basin Intectric Power Cooperative Basin Intectric Power Cooperative Berton REA Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big Left Electric Cooperative, Inc. Big Left Electric Cooperative, Inc. Big Left Electric Cooperative Black Hills Power Administration Bonneville Power Administration Bonnevill	Canada Mexico Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 156,616 1,493,3182 14,832 47,7810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 20,010 175,355 211,829 23,134 43,314 43,315 43,314 43,315	1,273 686 1,642 156,616 1,493,182 14,832 457,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 221,829 81,92 30,88 819 6,518 6,518 6,518 11,210,561 8,713 9,005 7,1189 9,005 7,1189 9,005 7,1189 9,005 7,1189	3,205,267		3,012,070 3,105,945 566,206 1,377 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563 1,913 8,221 9,66,17 184,134 222,935 85,712 39,308 313 860 6,845 71 187,138 6,845 71 184,134 196,542	1,337 770 1,724 16,755 1,567,940 15,575 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 1,754 1,754 1,91 1,91 1,91 1,91 1,91 1,91 1,91 1,9	3,105,945	566,206	(107) (57) (137) (131,100) (124,898) (1,248) (1,248) (1,364) (2,218) (4,814) (1,364) (1,364) (1,369) (1,468) ((107) (57) (137) (137) (137) (137) (137) (137) (137) (124,898) (124,814) (728) (4,814) (728) (4,814) (13,642) (230) (2,218) (565) (565) (1,568) (1,596) (1,6,688) (1,6688) (1,66			61,517 11,214 14 34 3,227 31,055 3,095 3,095 3,095 11,1597 3,092 151 1481 1,1597 4,614 4,614 1,698 779 6 17 136 136 137 136 136 137 1,914 1,698 177 136 157 155 2233,156 181 1,873		51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 47 10 83 1 1,2835 1,043 48 11 1,151 1,151 1,151 1,151	9 21 2,002 19,008 190 5,851 111 736 2,084 23 100 1,176 2,281 1,043 4 10 83 1 1 3 143,281 111 1,151 910 9323 846	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alam Maciar Power Service A) (a) improvement District AA-Chin	Canada Mexico Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 3,243,112 1,273 686 1,641 1,643,182 457,810 8,705 57,547 163,093 2,748 36,520 6,555 16,726 1,622 7,629 9,201 175,355 221,829 81,625 37,444 308 819 6,518 6,518 6,518 6,71 11,210,561 8,713 90,065 71,189 9,005 71,189		3,205,267		3,012,070 3,105,945 506,0206 1,337 1,724 1,724 1,725 1,575 480,731 9,141 60,428 177,259 2,886 27,848 1,756 3,821 1,756 3,821 1,756 3,821 3,91 8,221 3,91 8,221 3,91 8,221 3,91 8,221 3,91 1,753 8,712 3,91 8,712 3,91 8,712 3,91 8,712 3,91 8,712 3,91 8,712 3,91 8,712 3,91 8,712 3,91 8,712 3,91 8,712 3,91 8,712 3,91 8,71 8,71 8,71 8,71 8,71 8,71 8,71 8,7	1,337 720 1,724 1,64,458 1,667,940 1,5,775 480,771 9,141 60,428 171,229 1,286 6,883 17,503 8,221 1,503 8,221	3,105,945	566,206	(107) (137) (131,00) (124,088) (12,241) (13,622) (12,241) (13,622) (2218) (2218) (230) (22,18) (24,844) (139,622) (152) (65) (61,8555) (6,828) (64) (759) (759) (759) (759) (759) (759) (759) (759) (759) (525)				61,517 11,214 14 34 3,227 31,055 3,005 9,521 181 1,197 3,322 57 7 552 136 38 38 133 1,914 1,608 779 6 17 136 136 137 131 1,873 1,481 1,583 1,873 1,481 1,873 1,481 1,877 1,181 1,877 1,181	26 14 34 3,257 31,055 308 9,521 181 1,197 3,992 136 38 163 38 163 38 163 38 163 1,914 1,688 17 136 1 1,187 136 1 1,187 136 1 1,187 136 1 1,187 136 1 1,187 136 1 1,187 136 1 1,187 136 1 1,187 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	51,517	37,804 6,892 16 9 21 1,002 19,084 19,084 10,002 19,084 35 389 2,084 35 31 100 1,176 2,241 2,241 2,241 2,241 4 10 83 1 10 83 1 111 1,151 910 123 846 19	9 21 2,002 19,004 190 5,851 111 736 35 339 84 214 23 100 1,176 2,241 2,835 1,043 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	37,804
2011 2011 2011 2011 2011 2011 2011 2011	WECC WECC WECC WECC WECC WECC WECC WECC		Alm Maciar Power Service A) Improvement District AA-Chin AA-Chin AA-Chin AA-Chin AI Chin Bervice Company Arlansis River Power Authority (ARPA) Arlansis River Power Authority (ARPA) Arlansis River Power Authority Arlansis River Power Authority Basin Intectric Power Cooperative Basin Intectric Power Cooperative Berton REA Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big Bend Electric Cooperative, Inc. Big Left Electric Cooperative, Inc. Big Left Electric Cooperative, Inc. Big Left Electric Cooperative Black Hills Power Administration Bonneville Power Administration Bonnevill	Canada Mexico Mexico U.S. U.S. U.S. U.S. U.S. U.S. U.S. U.S	3,205,267 584,312 1,273 686 1,642 1,56,616 1,493,182 14,832 47,7810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 221,829 81,625 37,434 308 81,625 37,434 308 81,625 11,210,561 11,210,561 11,210,561 11,210,561 11,210,561 11,210,561 11,210,561 11,210,561	1,273 686 1,642 156,616 1,493,182 14,832 47,810 8,705 57,547 163,093 2,748 26,520 6,555 16,726 1,822 7,829 92,010 175,355 221,829 81,92 6,518 677 181,0561 8,713 90,065 71,189 25,255 66,226	3,205,267		3,012,070 3,105,945 566,206 1,377 720 1,724 164,458 1,567,940 15,575 480,731 9,141 60,428 171,259 2,886 27,848 6,883 17,563 1,913 8,221 9,66,17 184,134 222,935 85,712 39,308 313 860 6,845 71 187,138 6,845 71 184,134 196,542	1,337 770 1,724 16,755 1,567,940 15,575 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 9,141 1,754 1,754 1,91 1,91 1,91 1,91 1,91 1,91 1,91 1,9	3,105,945	- 566,206	(107) (57) (137) (131,100) (124,898) (1,248) (1,248) (1,364) (2,218) (4,814) (1,364) (1,364) (1,369) (1,468) ((107) (107) (137) (137) (137) (124,898) (122,898) (138,294) (728) (4,814) (13,642) (230) (2,218) (548) (1,399) (152) (655) (7,696) (14,668			61,517 11,214 14 34 3,227 31,055 308 9,521 181 1,197 57 552 116 348 163 1,914 1,698 7,79 7,79 7,79 7,79 7,79 7,79 7,79 7,		51,517	37,804 6,892 16 9 21 2,002 19,084 190 5,851 111 736 2,084 35 339 84 214 23 100 1,176 2,241 2,835 1,043 47 10 83 1 1,2835 1,043 48 11 1,151 1,151 1,151 1,151	9 21 2,002 19,008 190 5,851 111 736 2,084 23 100 1,176 2,281 1,043 4 10 83 1 1 3 143,281 111 1,151 910 9323 846	37,804

				Total Regional Entity Ass	sessments (Includ	ling WIRAB As	sessments)	Regi	onal Entity NEL Ass	essments		Penalty Sanction	s - US Only	NPCC 40% CORC excluding US Only Staff	NPCC	60% CORC Progr	ım	WECC Compl	iance Assessments (ex.AE	SO)	WIRAB A	ssessments	
	Regional										Mexico						Canada		Canada	Mexico		Cana	ada Mexico
Data Year	Entity ID	Entity	Country	Total	US Total Ca	anada Total	Mexico Total	Total	US Total	Canada Total	Total	Total	US Total	Total US Total Canada Total	Tota	US Total	Total	Total	US Total Total	Total	Total US To	tal Tot	otal Total
2011	WECC	City of Aztec Electric Dept	U.S.	1,694	1,694	-	-	1,778	1,778	-	-	(142)	(142)					35	35			22	
2011 2011	WECC	City of Bandon City of Blaine	U.S. U.S.	3,292 3,883	3,292 3,883		-	3,457 4,077	3,457 4,077	-		(275)	(275)					68 81	68 81			42 50	
2011	WECC	City of Bonners Ferry	U.S.	3,305	3,305	-	-	3,471	3,471	-	-	(276)	(276)					69	69		42	42	
2011 2011	WECC	City of Cascade Locks	U.S. U.S.	7,938 971	7,938 971	-	-	8,335 1.020	8,335 1.020	-	-	(664) (81)	(664) (81)					165 20	165 20			01 12	
2011	WECC	City of Centralia	U.S.	13,569	13,569	-	-	14,248	14,248	-	-	(1,135)	(1,135)					282	282			73	
2011 2011	WECC	City of Cheney City of Chewelah	U.S. U.S.	7,026 1,197	7,026 1,197	-	-	7,378 1,256	7,378 1,256	-	-	(588) (100)	(588) (100)					146 25	146 25			90 15	
2011	WECC	City of Drain	U.S.	824	824	-	-	1,256 866	866		-	(69)	(69)					17	17			11	
2011	WECC	City of Ellensburg	U.S.	10,048	10,048	-	-	10,551	10,551	-	-	(840)	(840)					209	209			28	
2011 2011	WECC	City of Fallon City of Forest Grove	U.S. U.S.	5,683 11,950	5,683 11,950	-	-	5,967 12,548	5,967 12,548		-	(475) (1,000)	(475) (1,000)					118 249	118 249			73 53	
2011	WECC	City of Gallup	U.S.	10,750	10,750	-	-	11,288	11,288		-	(899)	(899)					224	224			37	
2011	WECC	City of Henderson	U.S.	694	694	-	-	729	729	-	-	(58)	(58)					14	14		9	9	
2011 2011	WECC	City of Hermiston, DBA Hermiston Energy Services City of Las Vegas	U.S. U.S.	5,341 2,237	5,341 2,237	-	-	5,609 2,349	5,609 2,349	-	-	(447) (187)	(447) (187)					111 47	111 47			58 29	
2011	WECC	City of McCleary	U.S.	1,466	1,466	-	-	1,540	1,540	-	-	(123)	(123)					30	30		19	19	
2011 2011	WECC	City of McMinnville City of Mesa	U.S. U.S.	36,353 12,589	36,353 12.589	-	-	38,173 13,219	38,173 13,219	-	-	(3,041)	(3,041) (1,053)					756 262	756 262			55 51	
2011	WECC	City of Milton	U.S.	3,112	3,112	-		3,268	3,268		-	(260)	(260)					65	65			40	
2011	WECC	City of Milton-Freewater	U.S.	5,378	5,378	-	-	5,647	5,647	-	-	(450)	(450)					112	112			59	
2011 2011	WECC	City of Monmouth City of Needles	U.S. U.S.	3,575 1,551	3,575 1,551	-	-	3,754 1,629	3,754 1,629			(299) (130)	(299) (130)					74 32	74 32			46 20	
2011	WECC	City of Plummer	U.S.	1,723	1,723	-	-	1,809	1,809	-	-	(144)	(144)					36	36		22	22	
2011 2011	WECC	City of Port Angeles City of Redding	U.S.	36,893 59.735	36,893 59,735	-	-	38,740 62.726	38,740 62.726	-	-	(3,086)	(3,086)					767	767 1,242			72 53	
2011	WECC	City of Reading City of Richland	U.S.	59,735 43,081	43,081	-		62,726 45,238	62,726 45,238			(3,604)	(3,604)					1,242 896	1,242 896			51	
2011	WECC	City of Roseville	U.S.	38,978	38,978	-	-	40,930	40,930	-		(3,260)	(3,260)					811	811			98	
2011 2011	WECC	City of Shasta Lake City of Sumas	U.S. U.S.	9,002 1,490	9,002 1,490	-	-	9,453 1,565	9,453 1,565	-		(753) (125)	(753) (125)					187 31	187 31			15 19	
2011	WECC	City of Tacoma DBA Tacoma Power	U.S.	17	17	-	-	18	18	-	-	(1)	(1)					0	0		0	0	
2011 2011	WECC	City of Tacoma DBA Tacoma Power City of Troy	U.S. U.S.	247,824 894	247,824 894	-	-	260,231 939	260,231 939	-	-	(20,729) (75)	(20,729) (75)					5,154 19	5,154 19		3,167 3,1 11	57 11	
2011	WECC	City of Williams	U.S.	1,956	1,956	-	-	2,054	2,054		-	(164)	(164)					41	41			25	
2011	WECC	Clark County Water Resources	U.S.	297	297	-	-	312	312	-	-	(25)	(25)					6	6			4	
2011 2011	WECC	Clark Public Utilities Clatskanie PUD	U.S. U.S.	220,284 38,813	220,284 38,813	-	-	231,313 40,757	231,313 40,757		-	(18,426) (3,247)	(18,426)					4,581 807	4,581 807		2,815 2,8 496 4	15 96	
2011	WECC	Clearwater Cooperative, Inc	U.S.	8,112	8,112	-	-	8,518	8,518	-	-	(679)	(679)					169	169			04	
2011	WECC	Clearwater Cooperative, Inc	U.S.	1,956	1,956 717	-	-	2,054	2,054	-	-	(164)	(164)					41	41		25	25	
2011 2011	WECC	Colorado River Agency-Bureau of Indian Affairs Colorado River Commission of Nevada	U.S. U.S.	717 39,117	717 39,117		-	752 41,075	752 41,075	-		(60) (3,272)	(60)					15 814	15 814		500 5	9	
2011	WECC	Colorado Springs Utilities	U.S.	3,985	3,985	-	-	4,185	4,185	-	-	(333)	(333)					83	83		51	51	
2011 2011	WECC	Colorado Springs Utilities Columbia Basin Electric Cooperative, Inc.	U.S. U.S.	974 5,208	974 5.208	-	-	1,022 5,469	1,022 5,469		-	(81) (436)	(81) (436)					20 108	20 108			12 57	
2011	WECC	Columbia Falls Aluminum Company	U.S.	208	208	-	-	219	219	-	-	(17)	(17)					4	4			3	
2011	WECC	Columbia Power Cooperative Association	U.S.	1,041	1,041	-	-	1,094	1,094	-	-	(87)	(87)					22	22			13	
2011 2011	WECC	Columbia River PUD Columbia River PUD	U.S. U.S.	8,316 15,679	8,316 15,679	-	-	8,732 16,464	8,732 16,464			(696) (1,312)	(696) (1,312)					173 326	173 326			06 00	
2011	WECC	Columbia Rural Electric Association (REA)	U.S.	14,966	14,966	-	-	15,716	15,716	-	-	(1,252)	(1,252)					311	311		191 1	91	
2011 2011	WECC	Consolidated Irrigation District No. 19 Constellation New Energy, Inc.	U.S.	275 3.576	275 3.576	-	-	288 3.755	288 3.755	-	-	(23)	(23)					6 74	6 74			4	
2011	WECC	Consumers Power, Inc.	U.S.	20,771	20,771	-		21,811	21,811		-	(1,737)	(1,737)					432	432			55	
2011	WECC	Coos-Curry Electric Cooperative, Inc	U.S.	17,491	17,491	-	-	18,367	18,367	-	-	(1,463)	(1,463)					364	364		224 2		
2011 2011	WECC	Deseret Generation & Transmission Cooperative Deseret Generation & Transmission Cooperative	U.S. U.S.	223,790 4,248	223,790 4,248		-	234,994 4,461	234,994 4,461	-		(18,719) (355)	(18,719) (355)					4,654 88	4,654 88		2,860 2,8 54	54	
2011	WECC	Douglas Electric Cooperative, Inc.	U.S.	4,700	4,700	-	-	4,935	4,935	-	-	(393)	(393)					98	98			50	
2011 2011	WECC	Douglas Palisades El Paso Electric Company	U.S. U.S.	876 407,394	876 407,394	-	-	920 427,791	920 427,791	-	-	(73) (34,077)	(73) (34,077)					18 8,473	18 8,473		11 5,207 5,2	11	
2011	WECC	Electrical District #2	U.S.	8,919	8,919	-	-	9,365	9,365	-	-	(746)	(746)					185	185		114 1		
2011	WECC	Electrical District #2 - Coolidge Generating Station	U.S.	443	443	-	-	465	465	-	-	(37)	(37)					9	9			6	
2011 2011	WECC	Electrical Districts 1 & 3 Elmhurst Mutual Power & Light Company	U.S. U.S.	32,660 13,768	32,660 13,768	-	-	34,296 14,458	34,296 14,458	-		(2,732) (1,152)	(2,732) (1,152)					679 286	679 286			17 76	
2011	WECC	Emerald PUD	U.S.	33,889	33,889	-	-	35,586	35,586	-	-	(2,835)	(2,835)					705	705		433 4	33	
2011 2011	WECC	Energy Northwest Eugene Water & Electric Board	U.S. U.S.	1,306 121,820	1,306 121,820	-	-	1,371 127,919	1,371 127,919	-	-	(109) (10,190)	(109) (10,190)					27 2,534	27 2,534		17 1,557 1,5	17 57	
2011	WECC	Farmington Electric Utility System	U.S.	50,959	50,959	-	-	53,510	53,510	-	-	(4,262)	(4,262)					1,060	1,060		651 6	51	
2011 2011	WECC	Flathead Electric Cooperative, Inc Frederickson Power LP	U.S. U.S.	70,733 254	70,733 254	-	-	74,274 267	74,274 267	-	-	(5,916) (21)	(5,916) (21)					1,471	1,471 5			3	
2011	WECC	Grand Valley Power	U.S.	11,136	11,136	-	-	11,694	11,694	-		(932)	(932)					232	232		142 1	42	
2011 2011	WECC	Harney Electric Cooperative, Inc.	U.S. U.S.	5,424 3,264	5,424 3,264	-	-	5,695	5,695	-	-	(454)	(454)					113 68	113 68			59	
2011 2011	WECC	Harney Electric Cooperative, Inc. Hermiston Power LLC	U.S.	3,264 289	3,264 289	-	-	3,427 304	3,427 304	-		(273) (24)	(273) (24)					68 6	68 6		42	42	
2011	WECC	Holy Cross Energy	U.S.	35,699	35,699	-	-	37,486	37,486	-	-	(2,986)	(2,986)					742	742			56	
2011 2011	WECC	Hood River Electric Cooperative Idaho County Light and Power Cooperative Associat	U.S. U.S.	2,027 2,819	2,027 2,819	-	-	2,128 2,960	2,128 2,960	-	-	(170) (236)	(170) (236)					42 59	42 59			26 36	
2011	WECC	Idaho Power Company	U.S.	731,533	731,533	-	-	768,158	768,158	-	-	(61,189)	(61,189)					15,214	15,214		9,350 9,3	50	
2011 2011	WECC	Imperial Irrigation District Inland Power and Light Company	U.S. U.S.	175,731 22.814	175,731 22.814	-	-	184,529 23.956	184,529 23.956	-	-	(14,699)	(14,699)					3,655 474	3,655 474		2,246 2,2 292 2	46 92	
2011	WECC	Inland Power and Light Company	U.S.	23,697	23,697	-	-	24,883	24,883		-	(1,982)	(1,982)					493	493			03	
2011	WECC	Intermountain Rural Electric Association	U.S.	54,493	54,493	-	-	57,221	57,221	-	-	(4,558)	(4,558)					1,133	1,133		696 6	96	
2011 2011	WECC	Kaiser Aluminum Fabricated Products LLC Kootenai Electric Cooperative, Inc.	U.S. U.S.	15,328 23,136	15,328 23,136	-	-	16,096 24,294	16,096 24,294	-		(1,282) (1,935)	(1,282) (1,935)					319 481	319 481			96 96	
2011	WECC	Lakeview Light & Power	U.S.	13,760	13,760	-	-	14,448	14,448	-	-	(1,151)	(1,151)					286	286		176 1	76	
2011 2011	WECC	Lane Electric Cooperative, Inc. Las Vegas Valley Water District	U.S. U.S.	11,196 4,423	11,196 4,423	-	-	11,757 4,645	11,757 4,645	-	-	(936) (370)	(936) (370)					233 92	233 92			43 57	
2011 2011	WECC	Las Vegas Valley Water District Lincoln County Power District No. 1	U.S.	4,423 4,407	4,423 4,407	-	-	4,645 4,627	4,645 4,627	-		(370)	(370)					92 92	92 92			57 56	
2011	WECC	Lincoln Electric Cooperative, Inc.	U.S.	5,873	5,873	-	-	6,167	6,167	-	-	(491)	(491)					122	122		75	75	
2011 2011	WECC	Los Angeles Department of Water and Power Majority Districts	U.S. U.S.	1,409,528 32,714	1,409,528 32,714	-	-	1,480,099 34,352	1,480,099 34,352	-		(117,901) (2,736)	(117,901) (2,736)					29,315 680	29,315 680		18,015 18,0 418 4		
2011	WECC	Merced Irrigation District	U.S.	22,187	22,187	-	-	23,297	23,297	-	-	(1,856)	(1,856)					461	461		284 2	84	
2011 2011	WECC	Midstate Electric Cooperative, Inc. Mission Valley Power	U.S. U.S.	19,688 19,278	19,688 19,278	-	-	20,673 20,244	20,673	-	-	(1,647)	(1,647)					409 401	409 401		252 2 246 2	52 46	
2011	WECC	Mission Valley Power Modern Electric Water Company	U.S.	19,278 11,490	19,278	-		20,244 12,066	12,066			(1,613) (961)	(1,613) (961)					239	401 239			16 17	
2011	WECC	Modesto Irrigation District	U.S.	123,286	123,286	-	-	129,458	129,458	-		(10,312)	(10,312)					2,564	2,564		1,576 1,5	76	
2011 2011	WECC	Montana-Dakota Utilities Co. Mt. Wheeler Power	U.S.	827 25,953	827 25,953	-	-	869 27,252	869 27,252	-	-	(69) (2,171)	(69) (2,171)					17 540	17 540			11 32	
2011	WECC	Municipal Energy Agency of Nebraska	U.S.	8,937	8,937	-	-	9,384	9,384	-	-	(748)	(748)					186	186		114 1		

Appendix 2-0, Regional Entity Assessments

			1																			
				Total Regional Entity	Assessments (Incl	uding WIRAB Asse	essments)	Re	gional Entity NEL As	sessments		Penalty Sanction	ns - US Only	NPCC 40% CORC excluding US Only Staff	NPCC 60% CORC	NPCC 60% CORC Program			ents (ex.AESO)	D) WIRAB Assessments		
	Regional										Mexico					Canada			Canada	Mexico		Canada Mexico
Data Year	Entity ID	Entity	Country	Total	US Total	Canada Total Me	exico Total	Total	US Total	Canada Total	Total	Total	US Total	Total US Total Canada Total	Total US	Total Total	Total	US Total	Total	Total	Total US Tota	Total Total
2011 2011	WECC	Municipal Energy Agency of Nebraska Navajo Tribal Utility Authority	U.S. U.S.	1,390 2,187	1,390 2,187	-	-	1,460 2,297	1,460 2,297	-		(116) (183)	(116) (183)				29 45	29 45			18 18 28 28	
2011	WECC	Navajo Tribal Utility Authority	U.S.	15,304	15,304	-	-	16,070	16,070	-	-	(1,280)	(1,280)				318	318			196 196	
2011 2011	WECC	Navopache Electric Cooperative, Inc. Nebraska Public Power Marketing	U.S. U.S.	21,327 27.136	21,327 27.136	-		22,395 28,495	22,395 28.495	-	-	(1,784) (2,270)	(1,784) (2,270)				444 564	444 564			273 273 347 347	
2011	WECC	Nespelem Valley Electric Cooperative, Inc.	U.S.	2,467	2,467	-	-	2,591	2,591	-	-	(206)	(206)				51	51			32 32	
2011 2011	WECC	Nevada Power Company dba NV Energy Noble Americas Energy Solutions, LLC	U.S. U.S.	1,056,750 46,501	1,056,750 46,501	-	-	1,109,657 48,829	1,109,657 48,829	-	-	(88,392) (3,890)	(88,392) (3,890)				21,978 967	21,978 967	-	-	13,506 13,506 594 594	
2011	WECC	Northern Lights, Inc.	U.S.	1,772	1,772	-	-	1,860	1,860	-	-	(148)	(148)				37	37			23 23	
2011	WECC	Northern Lights, Inc.	U.S. U.S.	14,864 27.948	14,864 27,948	-	-	15,608 29,347	15,608 29,347	-	-	(1,243) (2,338)	(1,243) (2,338)				309	309 581			190 190 357 357	
2011 2011	WECC	Northern Wasco County PUD NorthWestern Corp. dba NorthWestern Energy, LLC	U.S.	439,528	439,528	-	-	461,534	461,534	-	-	(36,765)	(36,765)				581 9,141	9,141			5,618 5,618	
2011	WECC	NorthWestern Corp. dba NorthWestern Energy, LLC	U.S.	14,915	14,915	-		15,661	15,661	-	-	(1,248)	(1,248)				310	310			191 191	
2011 2011	WECC	Ohop Mutual Light Company Orcas Power and Light Cooperative	U.S.	4,337 10,701	4,337 10,701	-		4,555 11,237	4,555 11,237	-		(363) (895)	(363) (895)				90 223	90 223			55 55 137 137	
2011	WECC	Operations Office	U.S.	9,512 16,308	9,512 16,308	-		9,988 17,125	9,988	-	-	(796) (1,364)	(796)				198	198 339			122 122 208 208	
2011 2011	WECC	Oregon Trail Electric Consumers Cooperative, Inc. Overton Power District No. 5	U.S. U.S.	18,499	18,499	-	-	19,425	17,125 19,425	-	-	(1,547)	(1,364) (1,547)				339 385	385			236 236	
2011	WECC	PacifiCorp	U.S.	2,834	2,834	-	-	2,976	2,976	-	-	(237)	(237)				59	59			36 36	
2011 2011	WECC	PacifiCorp PacifiCorp	U.S. U.S.	102 2,337,157	102 2,337,157	-		107 2,454,170	107 2,454,170	-		(9) (195,493)	(9) (195,493)				2 48,608	2 48,608			1 1 29,871 29,871	
2011	WECC	PacifiCorp	U.S.	88	88	-		92	92	-	-	(7)	(7)				2	2			1 1	
2011 2011	WECC	PacifiCorp PacifiCorp West (PACW)	U.S. U.S.	185 1.019.863	185 1.019.863	-	-	195 1.070.924	195 1.070.924	-	-	(16) (85,307)	(16) (85,307)				4 21,211	4 21,211			2 2	
2011	WECC	Page Electric Utility	U.S.	729	729	-	-	765	765	-	-	(61)	(61)				15	15			9 9	
2011 2011	WECC	Parkland Light and Water Company Pend Oreille County PUD No. 1	U.S. U.S.	6,035 48,780	6,035 48,780	-	-	6,337 51,222	6,337 51,222	-		(505) (4,080)	(505) (4,080)				126 1,015	126 1,015			77 77 623 623	
2011	WECC	Peninsula Light Company, Inc.	U.S.	30,287	30,287	-	-	31,804	31,804	-	-	(2,533)	(2,533)				630	630			387 387	
2011 2011	WECC	Platte River Power Authority Port of Seattle - Seattle-Tacoma International Airpo	U.S. U.S.	158,736 7,079	158,736 7,079	-	-	166,683 7,434	166,683 7,434	-		(13,278) (592)	(13,278) (592)				3,301 147	3,301 147			2,029 2,029 90 90	
2011	WECC	Port Townsend Paper Corporation	U.S.	9,885	9,885	-	-	10,380	10,380	-	-	(827)	(827)				206	206			126 126	
2011 2011	WECC	Portland General Electric Company Portland General Electric Company	U.S. U.S.	2,323 931,037	2,323 931,037			2,440 977,651	2,440 977,651		-	(194) (77,877)	(194) (77,877)				48 19,364	48 19,364			30 30 11,900 11,900	
2011	WECC	Public Service Company of Colorado (Xcel)	U.S.	1,538,497	1,538,497	-	-	1,615,525	1,615,525	-	-	(128,688)	(128,688)				31,997	31,997			19,664 19,664	
2011 2011	WECC	Public Service Company of Colorado (Xcel) Public Service Company of New Mexico	U.S. U.S.	8,403 531,866	8,403 531,866	-	-	8,824 558,495	8,824 558,495	-	-	(703) (44,488)	(703) (44,488)				175 11,062	175 11,062			107 107 6,798 6,798	
2011	WECC	Public Utility District No. 1 of Chelan County	U.S.	184,719	184,719	-	-	193,967	193,967	-	-	(15,451)	(15,451)				3,842	3,842			2,361 2,361	
2011 2011	WECC	PUD No. 1 of Asotin County PUD No. 1 of Asotin County	U.S. U.S.	219 15	219 15	-	-	230 16	230 16	-	-	(18)	(18)				5	5			3 3	
2011	WECC	PUD No. 1 of Benton County	U.S.	83,132	83,132	-	-	87,294	87,294	-	-	(6,954)	(6,954)				1,729	1,729			1,063 1,063	
2011 2011	WECC	PUD No. 1 of Clallam County PUD No. 1 of Cowlitz County	U.S. U.S.	33,959 249,784	33,959 249,784			35,659 262,290	35,659 262,290		-	(2,841) (20,893)	(2,841) (20,893)				706 5,195	706 5,195			434 434 3,192 3,192	
2011	WECC	PUD No. 1 of Cowlitz County	U.S.	234	234	-	-	246	246	-	-	(20)	(20)				5	5			3 3	
2011 2011	WECC	PUD No. 1 of Douglas County PUD No. 1 of Douglas County	U.S. U.S.	441 70,102	441 70,102	-	-	463 73,612	463 73,612	-	-	(37) (5,864)	(37) (5,864)				9 1,458	9 1,458			6 6 896 896	
2011	WECC	PUD No. 1 of Ferry County	U.S.	5,261	5,261	-		5,524	5,524	-	-	(440)	(440)				109	109			67 67	
2011 2011	WECC	PUD No. 1 of Franklin County PUD No. 1 of Grays Harbor	U.S. U.S.	50,066 57,846	50,066 57,846	-	-	52,573 60,742	52,573 60,742	-	-	(4,188) (4,839)	(4,188) (4,839)				1,041 1,203	1,041			640 640 739 739	
2011	WECC	PUD No. 1 of Kittitas County	U.S.	3,440	3,440	-	-	3,612	3,612	-	-	(288)	(288)				72	72			44 44	
2011 2011	WECC	PUD No. 1 of Kittitas County PUD No. 1 of Kittitas County	U.S. U.S.	385 830	385 830	-	-	404 871	404 871	-	-	(32)	(32)				8 17	8 17			5 5 11 11	
2011	WECC	PUD No. 1 of Klickitat County	U.S.	12,906	12,906	-		13,553	13,553	-	-	(1,080)	(1,080)				268	268			165 165	
2011 2011	WECC	PUD No. 1 of Lewis County PUD No. 1 of Mason County	U.S. U.S.	47,877 3,950	47,877 3,950	-	-	50,274 4,148	50,274 4,148	-	-	(4,005) (330)	(4,005) (330)				996 82	996 82			612 612 50 50	
2011	WECC	PUD No. 1 of Skamania County	U.S.	6,679	6,679	-		7,014	7,014	-	-	(559)	(559)				139	139			85 85	
2011 2011	WECC	PUD No. 1 of Snohomish County PUD No. 1 of Wahkiakum County	U.S. U.S.	351,384 2.224	351,384 2.224	-	-	368,976 2.335	368,976 2.335	-	-	(29,392) (186)	(29,392) (186)				7,308 46	7,308 46			4,491 4,491 28 28	
2011	WECC	PUD No. 1 of Whatcom County	U.S.	10,742	10,742		-	11,279	11,279	-	-	(898)	(898)				223	223			137 137	
2011 2011	WECC	PUD No. 1 of Whatcom County PUD No. 2 of Grant County	U.S. U.S.	534 4,186	534 4,186	-	-	561 4,395	561 4,395	-	-	(45) (350)	(45) (350)				11 87	11 87			7 7 53 53	
2011	WECC	PUD No. 2 of Grant County	U.S.	2,390	2,390	-	-	2,510	2,510	-	-	(200)	(200)				50	50			31 31	
2011	WECC	PUD No. 2 of Grant County	U.S.	193,099	193,099	-	-	202,767	202,767	-	-	(16,152)	(16,152)				4,016	4,016			2,468 2,468	
2011 2011	WECC	PUD No. 2 of Pacific County PUD No. 3 of Mason County	U.S. U.S.	15,228 34,244	15,228 34,244	-	-	15,990 35,958	15,990 35,958	-		(1,274) (2,864)	(1,274) (2,864)				317 712	317 712			195 195 438 438	
2011	WECC	Puget Sound Energy, Inc. Rocky Mountain Generation Cooperative, Inc.	U.S.	1,210,342	1,210,342	-	-	1,270,939	1,270,939	-	-	(101,240)	(101,240)				25,173	25,173			15,469 15,469	
2011 2011	WECC	Rocky Mountain Generation Cooperative, Inc. Sacramento Municipal Utility District	U.S. U.S.	1,614 546,669	1,614 546,669	-	-	1,695 574,039	1,695 574,039	-		(135) (45,726)	(135) (45,726)				34 11,370	34 11,370			21 21 6,987 6,987	
2011 2011	WECC	Salem Electric Salt River Project	U.S. U.S.	16,138 1,392,574	16,138 1,392,574	-	-	16,946 1,462,295	16,946 1,462,295	-	-	(1,350) (116,483)	(1,350) (116,483)				336 28,963	336 28,963			206 206 17,799 17,799	
2011	WECC	San Carlos Indian Irrigation Project	U.S.	5	5	-	-	6	6	-		(0)	(0)				0	0			0 0	
2011 2011	WECC	Seattle City Light Sierra Pacific Power Company dba NV Energy	U.S. U.S.	497,575 426,551	497,575 426,551	-	-	522,487 447,907	522,487 447,907	-	-	(41,620) (35,679)	(41,620) (35,679)				10,349 8,871	10,349 8,871			6,360 6,360 5,452 5,452	
2011	WECC	Southern Montana Electric Generation & Transmiss	U.S.	426,551 9,221	426,551 9,221	-	-	9,683	9,683	-	-	(35,679)	(35,679)				192	8,871 192			5,452 5,452 118 118	
2011	WECC	Southern Montana Electric Generation & Transmiss	U.S.	34,082	34,082	-	-	35,788	35,788	-	-	(2,851)	(2,851)				709	709			436 436	
2011 2011	WECC	Southern Nevada Water Authority Southwest Transmission Cooperative, Inc.	U.S. U.S.	38,628 131,453	38,628 131,453	-	-	40,562 138,035	40,562 138,035	-		(3,231) (10,995)	(3,231) (10,995)				803 2,734	803 2,734			494 494 1,680 1,680	
2011	WECC	Springfield Utility Board	U.S.	41,375	41,375	-	-	43,447	43,447	-	-	(3,461)	(3,461)				861	861			529 529	
2011 2011	WECC	Surprise Valley Electrification Corporation Tanner Electric Cooperative	U.S.	1,508 4,717	1,508 4,717	-	-	1,583 4,953	1,583 4,953	-		(126)	(126) (395)				31 98	31 98			19 19 60 60	
2011	WECC	The Incorporated County of Los Alamos	U.S.	18,014	18,014	-	-	18,916	18,916	-	-	(1,507)	(1,507)				375	375			230 230	
2011 2011	WECC	Tillamook People's Utility District Tohono O'Odham Utility Authority	U.S. U.S.	18,458 3,373	18,458 3,373	-	-	19,382 3,542	19,382 3,542	-		(1,544) (282)	(1,544) (282)				384 70	384 70			236 236 43 43	
2011	WECC	Town of Center	U.S.	511	511	-	-	537	537	-	-	(43)	(43)				11	11			7 7	
2011 2011	WECC	Town of Coulee Town of Eatonville	U.S. U.S.	860 1,503	860 1,503	-	-	903 1,578	903 1,578	-		(72) (126)	(72) (126)				18 31	18 31			11 11 19 19	
2011	WECC	Town of Fredonia	U.S.	76	76	-	-	80	80	-	-	(6)	(6)				2	2			1 1	
2011 2011	WECC	Town of Steilacoom Town of Wickenburg	U.S. U.S.	2,071 1,390	2,071 1,390	-	-	2,175 1,460	2,175 1,460	-		(173) (116)	(173) (116)				43 29	43 29			26 26 18 18	
2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	101,141	101,141	-	-	106,205	106,205	-	-	(8,460)	(8,460)				2,104	2,104			1,293 1,293	
2011 2011	WECC	Tri-State Generation & Transmission Assoc. Inc - Rel Tri-State Generation & Transmission Assoc. Inc - Rel		2,153 1,629	2,153 1,629	-	-	2,261 1,711	2,261 1,711	-		(180) (136)	(180) (136)				45 34	45 34			28 28 21 21	
2011	WECC	Tri-State Generation & Transmission Association, In	U.S.	125,436	125,436	-	-	131,717	131,717	-	-	(10,492)	(10,492)				2,609	2,609			1,603 1,603	
2011 2011	WECC	Truckee Donner Public Utility District Tucson Electric Power Company	U.S. U.S.	7,422 663,873	7,422 663,873	-	-	7,794 697,111	7,794 697,111	-		(621) (55,530)	(621) (55,530)				154 13,807	154 13.807			95 95 8,485 8,485	
2011	WECC	Turlock Irrigation District	U.S.	99,863	99,863	-	-	104,863	104,863	-	-	(8,353)	(8,353)				2,077	2,077			1,276 1,276	
2011 2011	WECC	U.S. Army Yuma Proving Ground U.S. BOR Columbia Basin	U.S. U.S.	219 1,401	219 1,401	-	-	230 1,471	230 1,471	-		(18) (117)	(18) (117)				5 29	5 29			3 3 18 18	
2011	WECC	U.S. BOR East Greenacres (Rathdrum)	U.S.	174	174	-	-	183	183	-	-	(15)	(15)				4	4			2 2	

Appendix 2-D, Regional Entitiy Assessments

																ſ											
				Total Desired Falls				Regional Entity NEL Assessments				Penalty Sanctions - US Only		NPCC 40% CORC excluding US Only Staff			NPCC 60% CORC Program			WECC Compliance Assessments (ex.AESO)				WIRAB Assessments			
				Total Regional Entity Assessments (Including WIRAB Assessments)		Regional Entity NEL Assessments			Penalty Sanctions - US Only		NPCC 40% CORC excluding OS Only Staff			NPCC	60% CORC Progra	am	WELL Compliance Assessments (ex.AESO)				WIKAD ASSESSMENTS						
Data Year	Regional Fortity	ID Entity	Country	Total	US Total	Canada Total	Mavico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	IIS Total	Canada Total	Total	US Total	Canada	Total	IIS Total	Canada	Mexico	Total	US Total	Canada	Mexico Total
Data Ica	Linuty	io Entry	Country	10.01	OJ TOTAL	Communa rottur	INICARCO TOTAL	Total	03 10111	Contact Total	TOTAL	Total	OJ TOTAL	iotai	OJ TOLAN	Contact Total	10131	03 10101	Total	- IOLUI	03 10101	10101	TOTAL	TOTAL	03 10001	TOTAL	
2011	WECC	U.S. Bor Spokane Indian Development'	U.S.	161	161	-	-	169	169		-	(13)	(13)							3	3			2	2		
2011	WECC	U.S. BOR The Dalles Project	U.S.	797	797	-	-	837	837	-	-	(67)	(67)							17	17			10	10		
2011	WECC	U.S. DOE National Energy Technology Laboratory	U.S.	231	231	-	-	242	242	-	-	(19)	(19)							5	5			3	3		
2011	WECC	Umatilla Electric Cooperative Association	U.S.	47,335	47,335	-	-	49,705	49,705	-	-	(3,959)	(3,959)							984	984			605	605		
2011	WECC	Unit B Irrigation District	U.S.	1	1	-	-	1	1	-	-	(0)	(0)							0	0			0	0		
2011	WECC	US Air Force Base, Fairchild	U.S.	2,439	2,439	-	-	2,562	2,562	-	-	(204)	(204)							51	51			31	31		
2011	WECC	US Dept of Energy - Kirtland AFB	U.S.	20,699	20,699	-	-	21,735	21,735	-	-	(1,731)	(1,731)							430	430			265	265		
2011	WECC	USN Naval Station, Bremerton	U.S.	12,553	12,553	-	-	13,181	13,181	-	-	(1,050)	(1,050)							261	261			160	160		
2011	WECC	USN Naval Station, Everett	U.S.	647	647	-	-	680	680	-	-	(54)	(54)							13	13			8	8		
2011	WECC	USN Submarine Base, Bangor	U.S.	8,832	8,832	-	-	9,274	9,274	-	-	(739)	(739)							184	184			113	113		
2011	WECC	Valley Electric Association, Inc.	U.S.	20,195	20,195	-	-	21,206	21,206	-	-	(1,689)	(1,689)							420	420			258	258		
2011	WECC	Vera Water and Power	U.S.	11,327	11,327	-	-	11,895	11,895	-	-	(947)	(947)							236	236			145	145		
2011	WECC	Vigilante Electric Cooperative, Inc.	U.S.	788	788	-	-	828	828	-	-	(66)	(66)							16	16			10	10		
2011	WECC	Wasco Electric Cooperative	U.S.	4,684	4,684	-	-	4,919	4,919		-	(392)	(392)							97	97			60	60		
2011	WECC	Wells Rural Electric Cooperative	U.S.	31,538	31,538	-	-	33,117	33,117	-	-	(2,638)	(2,638)							656	656 20			403	403		
2011	WECC	Wellton-Mohawk Irrigation & Drainage District	U.S.	939 2.683	939 2.683	-	-	986 2.817	986 2.817	-	-	(79)	(79)							20 56	20 56			12	12 34		
2011	WECC	West Oregon Electric Cooperative, Inc.	U.S. U.S.	2,683 652	,	-		2,817	2,817	-	-	(224) (55)	(224)							56 14	56 14			34	34 8		
2011 2011	WECC	West Oregon Electric Cooperative, Inc.	U.S.	16.710	652 16.710	-		17.546	17.546	-	-									14 348	14 348			8 214	214		
2011	WECC	Western Area Power - Loveland, CO Western Area Power - Loveland, CO	U.S.	12,025	12,025	-		17,546	17,546	-	-	(1,398)	(1,398)							250	348 250			154	154		
2011	WECC	Western Area Power - Loveland, CO Western Area Power Administration - CRSP	U.S.	12,025 85,957	85,957	-		90,260	90,260	-	-	(7,190)	(7,190)							1,788	1,788			1.099	1.099		
2011	WECC	Western Area Power Administration - Cicir Western Area Power Administration - Sierra Nevada		74,636	74,636			78,373	78,373			(6,243)	(6,243)							1,552	1,552			954	954		
2011	WECC	Western Area Power Administration-Desert Southw	U.S.	131.604	131.604		_	138,193	138.193			(11,008)	(11,008)							2,737	2,737			1.682	1.682		
2011	WECC	Western Area Power Administration-Upper Great P		9,354	9,354			9,823	9,823			(782)	(782)							195	195			120	120		
2011	WECC	Western Area Power Administration-Upper Great P	U.S.	71,990	71,990		_	75,595	75,595			(6,022)	(6,022)							1,497	1,497			920	920		
2011	WECC	Western Area Power Administration-Upper Great P	U.S.	10.470	10.470	_	_	10.994	10.994	-	_	(876)	(876)							218	218			134	134		
2011	WECC	Wyoming Municipal Power Agency	U.S.	360,887	360,887	_	_	378,955	378,955	_	_	(30,187)	(30,187)							7,506	7,506			4,612	4,612		
2011	WECC	Yakama Power	U.S.	949	949	-	-	997	997	_		(79)	(79)							20	20			12	12		
2011	WECC	Yampa Valley Electric Association	U.S.	28,601	28,601	-	-	30,033	30,033	_		(2,392)	(2,392)							595	595			366	366		
2011	WECC	Yuma Irrigation District	U.S.	151	151	-	-	159	159		-	(13)	(13)							3	3			2	2		
2011	WECC	Yuma-Mesa Irrigation District	U.S.	7	7	-	-	8	8	-	-	(1)	(1)							0	0			0	0		
		TOTAL WECC		41,497,239	35,469,348	5,443,579	584,312	43,929,397	37,245,176	6,118,015	566,206	(2,966,850)	(2,966,850)							(0)	737,687	(748,902)	11,214	534,692	453,334	74,466	6,892
	TOTAL ERO			113,584,701	101,219,556	11,780,833	584,312	113,730,146	102,966,790	10,197,150	566,206	(8,457,470)	(8,457,470)	3,110,933	1,417,333	1,693,600	4,666,400	4,101,881	564,519	(0)	737,687	(748,902)	11,214	534,692	453,334	74,466	6,892
Summary	by Regional Ent	ity																									
2011	FRCC			5,957,971	5,957,971	-	-	6,262,471	6,262,471	-	-	(304,500)	(304,500)	-	-	-	-	-		-	-	-		-	-	-	
2011	MRO			9,098,927	7,672,246	1,426,681	-	9,112,927	7,686,246	1,426,681	-	(14,000)	(14,000)	-	-	-	-	-	-	-	-	-		-	-	-	
2011				12,352,264	7,441,691	4,910,573	-	4,872,231	2,219,776	2,652,455	-	(297,300)	(297,300)	3,110,933	1,417,333	1,693,600	4,666,400	4,101,881	564,519	-	-	-		-	-	-	
2011				14,165,848	14,165,848	-	-	17,145,648	17,145,648	-	-	(2,979,800)	(2,979,800)	-	-	-	-	-	-	-	-	-		-	-	-	
2011				13,829,878	13,829,878	-	-	13,880,878	13,880,878	-	-	(51,000)	(51,000)	-	-	-	-	-	-	-	-	-		-	-	-	
2011				8,530,054	8,530,054	-	-	9,525,074	9,525,074	-	-	(995,020)	(995,020)	-	-	-	-	-	-		-	-		-	-	-	
2011				8,152,520	8,152,520	-	-	9,001,520	9,001,520	-	-	(849,000)	(849,000)	-	-	-	-	-	-	-	-	-		-	-	-	
2011	WECC			41,497,239	35,469,348	5,443,579	584,312	43,929,397	37,245,176	6,118,015	566,206	(2,966,850)	(2,966,850)	-	-	-	-	-	-	(0)	737,687	(748,902)	11,214	534,692	453,334	74,466	6,892
Total				113,584,701	101,219,556	11,780,833	584,312	113,730,146	102,966,790	10,197,150	566,206	(8,457,470)	(8,457,470)	3,110,933	1,417,333	1,693,600	4,666,400	4,101,881	564,519	(0)	737,687	(748,902)	11,214	534,692	453,334	74,466	6,892

Appendix 2-D, Regional Entity Assessments

CERTIFICATE OF SERVICE

I hereby certify that I have served a copy of the foregoing document upon all parties listed on the official service list compiled by the Secretary in this proceeding.

Dated at Chicago, Illinois, this 10th day of September, 2012.

/s/ Owen E. MacBride Owen E. MacBride

Attorney for North American Electric Reliability Corporation