

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

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**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**

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September 10, 2012

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**Attachment 1A:** Tables Showing Revisions to NERC 2013 Business Plan and Budget Due to Interdepartmental Transfer

**Attachment 2A:** Updated NERC 2013 Business Plan and Budget – Clean Version

**Attachment 2B:** Updated NERC 2013 Business Plan and Budget – Redlined Version

## I. INTRODUCTION

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.<sup>1</sup> This transfer occurred after the 2013 Business Plan and Budget Filing was submitted to the Commission.<sup>2</sup> 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.

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<sup>1</sup> 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).

<sup>2</sup> 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:

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## III. INTER-DEPARTMENTAL TRANSFER AND UPDATED BUDGETS

### A. Description and Purpose of Inter-Departmental Transfer

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. Updated NERC 2013 Business Plan and Budget Document**

**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.<sup>3</sup>

#### 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,

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<sup>3</sup> 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	-
<b>Total Budget</b>	<b>54,286,256</b>	<b>54,286,256</b>	<b>(0)</b>

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
<b>STATUTORY</b>				
<b>Operational Programs</b>				
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	-
<b>Total FTEs Operational Programs</b>	<b>133.50</b>	<b>-</b>	<b>133.50</b>	<b>-</b>
<b>Administrative Programs</b>				
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	-
<b>Total FTEs Administrative Programs</b>	<b>52.75</b>	<b>-</b>	<b>52.75</b>	<b>-</b>
<b>Total FTEs</b>	<b>186.25</b>	<b>-</b>	<b>186.25</b>	<b>-</b>

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

**COMPLIANCE OPERATIONS, INVESTIGATIONS and ORGANIZATION REGISTRATION and CERTIFICATION**

	2013 Budget as Filed 8/24/2012	2013 Budget per Reorganization	Variance 2013 Budget per Reorganization v as Filed 8/24/12
<b>Funding</b>			
<b>ERO Funding</b>			
NERC Assessments	\$ 6,254,353	\$ 8,422,798	\$ 2,168,445
Penalty Sanctions	346,951	462,601	115,650
<b>Total NERC Funding</b>	<b>\$ 6,601,303</b>	<b>\$ 8,885,399</b>	<b>\$ 2,284,095</b>
Membership Dues	-	-	-
Testing Fees	-	-	-
Services & Software	-	-	-
Workshops	40,000	40,000	-
Interest	2,697	3,596	899
Miscellaneous	-	-	-
<b>Total Funding (A)</b>	<b>\$ 6,644,000</b>	<b>\$ 8,928,994</b>	<b>\$ 2,284,994</b>
<b>Expenses</b>			
<b>Personnel Expenses</b>			
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
<b>Total Personnel Expenses</b>	<b>\$ 2,995,829</b>	<b>\$ 4,097,754</b>	<b>\$ 1,101,925</b>
<b>Meeting Expenses</b>			
Meetings	\$ 80,000	\$ 80,000	\$ -
Travel	325,500	440,500	115,000
Conference Calls	34,235	34,235	-
<b>Total Meeting Expenses</b>	<b>\$ 439,735</b>	<b>\$ 554,735</b>	<b>\$ 115,000</b>
<b>Operating Expenses</b>			
Consultants & Contracts	\$ -	\$ -	\$ -
Office Rent	-	-	-
Office Costs	56,000	73,424	17,424
Professional Services	-	-	-
Miscellaneous	500	500	-
Depreciation	60,630	60,630	-
<b>Total Operating Expenses</b>	<b>\$ 117,130</b>	<b>\$ 134,554</b>	<b>\$ 17,424</b>
<b>Total Direct Expenses</b>	<b>\$ 3,552,694</b>	<b>\$ 4,787,043</b>	<b>\$ 1,234,349</b>
<b>Indirect Expenses</b>	<b>\$ 3,111,786</b>	<b>\$ 4,149,048</b>	<b>\$ 1,037,262</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 6,664,480</b>	<b>\$ 8,936,092</b>	<b>\$ 2,271,611</b>
<b>Change in Assets</b>	<b>\$ (20,481)</b>	<b>\$ (7,098)</b>	<b>\$ 13,383</b>
<b>Fixed Assets</b>			
Depreciation	(60,630)	(60,630)	-
Computer & Software CapEx	-	-	-
Furniture & Fixtures CapEx	-	-	0
Equipment CapEx	-	-	0
Leasehold Improvements	-	-	0
Allocation of Fixed Assets	\$ 40,149	53,532	13,383
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>\$ (20,481)</b>	<b>\$ (7,098)</b>	<b>\$ 13,383</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 6,644,000</b>	<b>\$ 8,928,994</b>	<b>\$ 2,284,994</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTEs</b>	<b>18.00</b>	<b>24.00</b>	<b>6.00</b>

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

**EVENTS ANALYSIS**

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

**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**

**NERC**

NORTH AMERICAN ELECTRIC  
RELIABILITY CORPORATION

# 2013 Business Plan and Budget

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

**RELIABILITY | ACCOUNTABILITY**



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## About NERC

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### 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 2005<sup>1</sup> 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."<sup>2</sup> 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."<sup>3</sup> 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."<sup>4</sup>

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.<sup>5</sup> 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

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

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

<sup>3</sup> *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)..

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

<sup>5</sup> *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.<sup>6</sup> 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

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<sup>6</sup> 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.<sup>7</sup>

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.<sup>8</sup>

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.

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<sup>7</sup> 2008 ERO Budget Order at P 21.

<sup>8</sup> *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 NERC<sup>9</sup>. 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.<sup>10</sup>

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., ReliabilityFirst 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.

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<sup>9</sup> 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).

<sup>10</sup> The 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,<sup>11</sup> and the Commission accepted this filing in an order issued March 15, 2012.<sup>12</sup> 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

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<sup>11</sup> *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.

<sup>12</sup> *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"<sup>13</sup> 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."<sup>14</sup>

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."<sup>15</sup>

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.<sup>16</sup> 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

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<sup>13</sup> FFT Order at P 41.

<sup>14</sup> FFT Order at P 40.

<sup>15</sup> *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.

<sup>16</sup> 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				
<b>Total FTEs</b>	186.25			
Statutory Expenses	\$ 54,093,957			
Non-Statutory Expenses	\$ -			
<b>Total Expenses</b>	\$ 54,093,957			
Statutory Inc(Dec) in Fixed Assets	\$ 192,299			
Non-Statutory Inc(Dec) in Fixed Assets	\$ -			
<b>Total Inc(Dec) in Fixed Assets</b>	\$ 192,299			
Statutory Working Capital Requirement	\$ (2,033,600)			
Non-Statutory Working Capital Requirement				
<b>Total Working Capital Requirement</b>	\$ (2,033,600)			
Total Statutory Funding Requirement	\$ 52,252,656			
Total Non-Statutory Funding Requirement	\$ -			
<b>Total Funding Requirement</b>	\$ 52,252,656			
<b>Statutory Funding Assessments</b>	\$ 47,604,156	\$ 43,036,224	\$ 4,443,246	\$ 124,686
<b>Non-Statutory Fees</b>				
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.
- b) 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:

1. There will be no material changes in the legal framework under which NERC and the Regional Entities operate;
2. 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;
7. 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.<sup>17</sup>
- 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.

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<sup>17</sup> [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 funds<sup>18</sup>, the allocation of certain compliance and enforcement costs<sup>19</sup>, and using 2011 net energy for load data, assessments will be

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

<sup>19</sup> 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.

A		B		C		= B + C	
2012 Base Operating Budget		2013 Projected Change in Base Operating Budget	Projected inc(dec) in Staffing and Programs	Total Projected Increase 2013 v 2012 Budget	Total Projected 2013 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
\$	<b>33,005,812</b>	<b>Total Personnel Expense</b>	<b>\$ (2,774,867)</b>	<b>\$ 1,067,460</b>	<b>\$ (1,707,407)</b>		<b>\$ 31,298,405</b>
\$	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
\$	<b>3,872,780</b>	<b>Total Meeting Expense</b>	<b>\$ 150,530</b>	<b>\$ 75,000</b>	<b>\$ 225,530</b>		<b>\$ 4,098,310</b>
\$	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
\$	<b>8,287,314</b>	<b>Contracts and Consultants</b>	<b>\$ (1,555,560)</b>	<b>\$ 2,084,500</b>	<b>\$ 528,940</b>		<b>\$ 8,816,254</b>
\$	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
\$	<b>7,174,276</b>	<b>Operating Expenses</b>	<b>\$ 665,734</b>	<b>\$ 411,176</b>	<b>\$ 1,076,910</b>		<b>\$ 8,251,186</b>
\$	-	<b>Non-Operating Expenses</b>	<b>50,000</b>		<b>\$ 50,000</b>		<b>\$ 50,000</b>
\$	772,090	Computer & Software CapEx	\$ -	\$ 784,010	\$ 784,010		1,556,100
	-	Network Equipment	-	216,000	216,000		216,000
		Furniture & Fixtures			-		-
\$	<b>772,090</b>	<b>Capital Expenditures</b>	<b>\$ -</b>	<b>\$ 1,000,010</b>	<b>\$ 1,000,010</b>		<b>\$ 1,772,100</b>
\$	<b>53,112,272</b>	<b>Total Base Operating Budget</b>	<b>\$ (3,464,163)</b>	<b>\$ 4,638,146</b>	<b>\$ 1,173,983</b>		<b>\$ 54,286,255</b>

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 projected<sup>20</sup>. 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

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<sup>20</sup> 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.<sup>21</sup> 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.

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<sup>21</sup> 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.



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

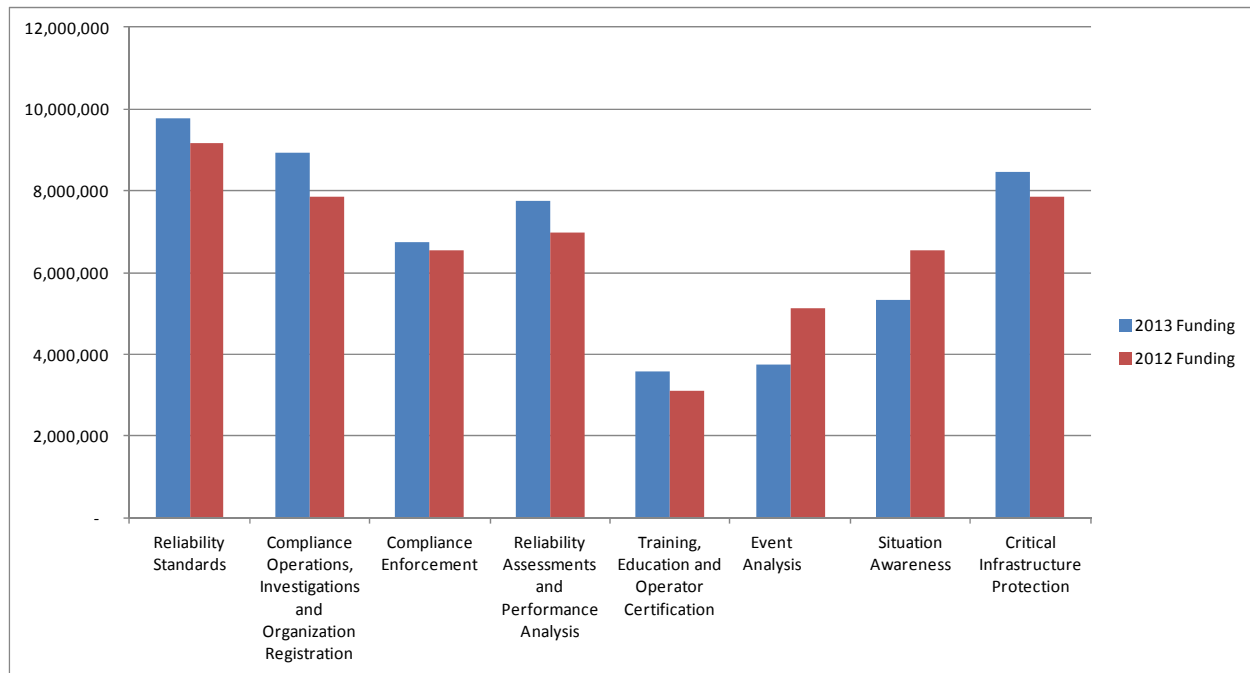
  

<b>Increase (Decrease) in 2013 Assessment</b>		<b>% of 2012 Assessments</b>
Due to current operations	\$ (3,464,163)	
Due to proposed resource additions	4,638,145	
Due to Penalty Offset	(2,512,500)	
Due to Reduction in Working Capital	(1,686,309)	
Use of Working Capital - System Operator Testing and 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	
<b>Total</b>	<b>\$ (3,057,116)</b>	<b>-6.0%</b>
<b>Decrease for US entities</b>	<b>(3,095,965)</b>	<b>-6.8%</b>
<b>Increase for Canadian entities</b>	<b>31,783</b>	<b>1.5%</b>
<b>Increase for Mexico entities</b>	<b>7,066</b>	<b>5.9%</b>

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%
<b>Total Budget</b>	<b>53,112,272</b>	<b>51,663,132</b>	<b>54,286,256</b>	<b>1,173,984</b>	<b>2.2%</b>

\*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
<b>STATUTORY</b>					
<b>Operational Programs</b>					
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
<b>Total FTEs Operational Programs</b>	<b>129.00</b>	<b>(5.00)</b>	<b>118.26</b>	<b>133.50</b>	<b>4.50</b>
<b>Administrative Programs</b>					
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
<b>Total FTEs Administrative Programs</b>	<b>47.75</b>	<b>5.00</b>	<b>52.55</b>	<b>52.75</b>	<b>5.00</b>
<b>Total FTEs</b>	<b>176.75</b>	<b>-</b>	<b>170.81</b>	<b>186.25</b>	<b>9.50</b>

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>STATUTORY</b>					
	<b>2012</b>	<b>2012</b>	<b>Variance</b>	<b>2013</b>	<b>Variance</b>
	<b>Budget</b>	<b>Projection</b>	<b>2012 Projection</b>	<b>Budget</b>	<b>2013 Budget</b>
			<b>v 2012 Budget</b>		<b>v 2012 Budget</b>
			<b>Over(Under)</b>		<b>Over(Under)</b>
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 50,661,272	\$ 50,661,271	\$ (1)	\$ 47,604,156	\$ (3,057,116)
Penalty Sanctions	-	-	-	2,512,500	2,512,500
<b>Total NERC Funding</b>	<b>\$ 50,661,272</b>	<b>\$ 50,661,271</b>	<b>\$ (1)</b>	<b>\$ 50,116,656</b>	<b>\$ (544,616)</b>
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	-	-
<b>Total Funding (A)</b>	<b>\$ 53,112,272</b>	<b>\$ 53,267,477</b>	<b>\$ 155,205</b>	<b>\$ 52,252,656</b>	<b>\$ (859,616)</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 24,800,833	\$ 23,245,401	\$ (1,555,432)	\$ 24,056,166	\$ (744,667)
Payroll Taxes	1,524,935	1,397,780	(127,155)	1,459,710	(65,225)
Benefits	3,190,308	2,479,453	(710,855)	3,079,941	(110,367)
Retirement Costs	3,489,736	2,420,586	(1,069,150)	2,702,588	(787,148)
<b>Total Personnel Expenses</b>	<b>\$ 33,005,812</b>	<b>\$ 29,543,220</b>	<b>\$ (3,462,592)</b>	<b>\$ 31,298,405</b>	<b>\$ (1,707,407)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 736,000	\$ 896,421	\$ 160,421	\$ 1,042,000	\$ 306,000
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)
<b>Total Meeting Expenses</b>	<b>\$ 3,872,780</b>	<b>\$ 3,454,449</b>	<b>\$ (418,331)</b>	<b>\$ 4,098,310</b>	<b>\$ 225,530</b>
<b>Operating Expenses</b>					
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)
<b>Total Operating Expenses</b>	<b>\$ 17,362,307</b>	<b>\$ 19,268,559</b>	<b>\$ 1,906,252</b>	<b>\$ 18,647,242</b>	<b>\$ 1,284,935</b>
<b>Total Direct Expenses</b>	<b>\$ 54,240,899</b>	<b>\$ 52,266,228</b>	<b>\$ (1,974,671)</b>	<b>\$ 54,043,957</b>	<b>\$ (196,942)</b>
<b>Indirect Expenses</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other Non-Operating Expenses</b>	\$ -	\$ 68,903	\$ 68,903	\$ 50,000	\$ 50,000
<b>Total Expenses (B)</b>	<b>\$ 54,240,899</b>	<b>\$ 52,335,131</b>	<b>\$ (1,905,768)</b>	<b>\$ 54,093,957</b>	<b>\$ (146,942)</b>
<b>Change in Assets</b>	<b>\$ (1,128,627)</b>	<b>\$ 932,345</b>	<b>\$ 2,060,972</b>	<b>\$ (1,841,301)</b>	<b>\$ (712,674)</b>
<b>Fixed Assets</b>					
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	\$ -	\$ -
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>(1,128,627)</b>	<b>(672,000)</b>	<b>456,627</b>	<b>192,299</b>	<b>1,320,926</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 53,112,272</b>	<b>\$ 51,663,132</b>	<b>\$ (1,449,140)</b>	<b>\$ 54,286,256</b>	<b>\$ 1,173,984</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ 1,604,345</b>	<b>\$ 1,604,345</b>	<b>\$ (2,033,600)</b>	<b>\$ (2,033,600)</b>
<b>FTEs</b>	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 of Activities, Fixed Assets Expenditures and Change in Working Capital  
2013 Budget & Projected 2014 and 2015 Budgets**

	2013 Budget	2014 Projection	\$ Change 14 v 13	% Change 14 v 13	2015 Projection	\$ Change 15 v 14	% Change 15 v 14
<b>Funding</b>							
<b>ERO Funding</b>							
NERC Assessments	\$ 47,604,156	\$ 52,239,494	\$ 4,635,337	9.74%	\$ 53,209,726	\$ 970,233	1.8%
Penalty Sanctions	2,512,500	-	(2,512,500)	-100.00%	-	-	-
<b>Total NERC Funding</b>	<b>\$ 50,116,656</b>	<b>\$ 52,239,494</b>	<b>\$ 2,122,837</b>	<b>4.2%</b>	<b>\$ 53,209,726</b>	<b>\$ 970,233</b>	<b>1.8%</b>
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	20,000	20,000	-	0.00%	20,000	-	0.0%
Miscellaneous	-	-	-	-	-	-	-
<b>Total Funding (A)</b>	<b>\$ 52,252,656</b>	<b>\$ 54,360,494</b>	<b>\$ 2,107,837</b>	<b>4.0%</b>	<b>\$ 55,315,726</b>	<b>\$ 955,233</b>	<b>1.8%</b>
<b>Expenses</b>							
<b>Personnel Expenses</b>							
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%
<b>Total Personnel Expenses</b>	<b>\$ 31,298,405</b>	<b>\$ 34,074,203</b>	<b>\$ 2,775,797</b>	<b>8.9%</b>	<b>\$ 35,088,450</b>	<b>\$ 1,014,247</b>	<b>3.0%</b>
<b>Meeting Expenses</b>							
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%
<b>Total Meeting Expenses</b>	<b>\$ 4,098,310</b>	<b>\$ 4,098,310</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 4,098,310</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Operating Expenses</b>							
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%
<b>Total Operating Expenses</b>	<b>\$ 18,647,242</b>	<b>\$ 16,295,592</b>	<b>\$ (2,351,650)</b>	<b>-12.6%</b>	<b>\$ 16,438,860</b>	<b>\$ 143,268</b>	<b>0.9%</b>
<b>Total Direct Expenses</b>	<b>\$ 54,043,957</b>	<b>\$ 54,468,105</b>	<b>\$ 424,148</b>	<b>0.8%</b>	<b>\$ 55,625,620</b>	<b>\$ 1,157,516</b>	<b>2.1%</b>
<b>Indirect Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Other Non-Operating Expenses</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Expenses (B)</b>	<b>\$ 54,093,957</b>	<b>\$ 54,518,105</b>	<b>\$ 424,148</b>	<b>0.8%</b>	<b>\$ 55,675,620</b>	<b>\$ 1,157,516</b>	<b>2.1%</b>
<b>Change in Assets</b>	<b>\$ (1,841,301)</b>	<b>\$ (157,611)</b>	<b>\$ 1,683,690</b>	<b>-91.4%</b>	<b>\$ (359,894)</b>	<b>\$ (202,283)</b>	<b>128.3%</b>
<b>Fixed Assets</b>							
Depreciation	\$ (1,579,801)	\$ (1,696,930)	\$ (117,129)	7.4%	\$ (1,969,314)	\$ (272,384)	16.1%
Computer & Software CapEx	1,556,100	1,556,100	-	0.0%	1,556,100	-	0.0%
Furniture & Fixtures CapEx	-	-	-	-	-	-	-
Equipment CapEx	216,000	216,000	-	0.0%	216,000	-	0.0%
Leasehold Improvements	-	-	-	-	-	-	-
Allocation of Fixed Assets	-	-	-	-	-	-	-
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ 192,299</b>	<b>\$ 75,170</b>	<b>\$ (117,129)</b>	<b>-60.9%</b>	<b>\$ (197,214)</b>	<b>\$ (202,283)</b>	<b>0.0%</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 54,286,256</b>	<b>\$ 54,593,275</b>	<b>\$ 307,019</b>	<b>0.6%</b>	<b>\$ 55,478,406</b>	<b>\$ 1,157,516</b>	<b>2.1%</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ (2,033,600)</b>	<b>\$ (232,781)</b>	<b>\$ 1,800,819</b>	<b>-88.6%</b>	<b>\$ (162,680)</b>	<b>\$ 70,101</b>	<b>-30.1%</b>
<b>FTEs</b>	186.25	191.75	5.50		194.00	2.25	

## Section A — 2013 Business Plan and Budget

### Reliability Standards

<b>Reliability Standards Program</b> (in whole dollars)			
	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
<b>TOTAL BUDGET</b>	<b>\$ 9,156,602</b>	<b>\$ 9,775,088</b>	<b>\$ 618,486</b>

#### 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.<sup>22</sup>

### **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 proposal<sup>23</sup> 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.

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<sup>22</sup> [http://www.nerc.com/files/2012\\_Directives\\_Report\\_complete.pdf](http://www.nerc.com/files/2012_Directives_Report_complete.pdf)

<sup>23</sup> [http://www.nerc.com/docs/mrc/Standard\\_Process\\_Input\\_Group-May\\_9\\_2012\\_FINAL.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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>RELIABILITY STANDARDS</b>					
	<b>2012</b>	<b>2012</b>	<b>Variance</b>	<b>2013</b>	<b>Variance</b>
	<b>Budget</b>	<b>Projection</b>	<b>2012 Projection</b>	<b>Budget</b>	<b>2013 Budget</b>
			<b>v 2012 Budget</b>		<b>v 2012 Budget</b>
			<b>Over(Under)</b>		<b>Over(Under)</b>
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 9,152,737	\$ 9,152,737	\$ -	\$ 9,156,330	\$ 3,593
Penalty Sanctions	-	-	-	510,788	510,788
<b>Total NERC Funding</b>	<b>\$ 9,152,737</b>	<b>\$ 9,152,737</b>	<b>\$ -</b>	<b>\$ 9,667,118</b>	<b>\$ 514,381</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	40,500	40,500	104,000	104,000
Interest	3,864	3,773	(91)	3,970	106
Miscellaneous	-	341	341	-	-
<b>Total Funding (A)</b>	<b>\$ 9,156,601</b>	<b>\$ 9,197,351</b>	<b>\$ 40,750</b>	<b>\$ 9,775,088</b>	<b>\$ 618,487</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 3,454,036	\$ 2,923,323	\$ (530,713)	\$ 3,335,519	\$ (118,517)
Payroll Taxes	222,559	187,744	(34,815)	213,052	(9,507)
Benefits	403,907	318,533	(85,374)	350,484	(53,423)
Retirement Costs	489,648	339,904	(149,744)	362,334	(127,314)
<b>Total Personnel Expenses</b>	<b>\$ 4,570,150</b>	<b>\$ 3,769,504</b>	<b>\$ (800,646)</b>	<b>\$ 4,261,388</b>	<b>\$ (308,762)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 107,850	\$ 148,350	\$ 40,500	\$ 164,000	\$ 56,150
Travel	447,625	305,674	(141,951)	372,500	(75,125)
Conference Calls	108,500	72,795	(35,705)	108,500	-
<b>Total Meeting Expenses</b>	<b>\$ 663,975</b>	<b>\$ 526,818</b>	<b>\$ (137,157)</b>	<b>\$ 645,000</b>	<b>\$ (18,975)</b>
<b>Operating Expenses</b>					
Consultants & Contracts	\$ 15,000	\$ -	\$ (15,000)	\$ 150,000	\$ 135,000
Office Rent	-	-	-	-	-
Office Costs	57,818	88,046	30,228	77,850	20,032
Professional Services	-	684	684	-	-
Miscellaneous	1,000	1,000	-	500	(500)
Depreciation	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 73,818</b>	<b>\$ 89,730</b>	<b>\$ 15,912</b>	<b>\$ 228,350</b>	<b>\$ 154,532</b>
<b>Total Direct Expenses</b>	<b>\$ 5,307,943</b>	<b>\$ 4,386,052</b>	<b>\$ (921,891)</b>	<b>\$ 5,134,738</b>	<b>\$ (173,205)</b>
<b>Indirect Expenses</b>	<b>\$ 4,011,842</b>	<b>\$ 4,165,963</b>	<b>\$ 154,121</b>	<b>\$ 4,581,241</b>	<b>\$ 569,399</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 9,319,785</b>	<b>\$ 8,552,015</b>	<b>\$ (767,770)</b>	<b>\$ 9,715,979</b>	<b>\$ 396,194</b>
<b>Change in Assets</b>	<b>\$ (163,184)</b>	<b>\$ 645,336</b>	<b>\$ 808,520</b>	<b>\$ 59,109</b>	<b>\$ 222,293</b>
<b>Fixed Assets</b>					
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets	\$ (163,184)	(82,689)	80,495	59,109	222,293
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>(163,184)</b>	<b>(82,689)</b>	<b>80,495</b>	<b>59,109</b>	<b>222,293</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 9,156,601</b>	<b>\$ 8,469,326</b>	<b>\$ (687,275)</b>	<b>\$ 9,775,088</b>	<b>\$ 618,487</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ 728,025</b>	<b>\$ 728,025</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTEs</b>	24.92	22.31	(2.61)	26.50	1.58

### **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

<b>Compliance Operations</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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
<b>TOTAL BUDGET</b>	<b>\$ 7,860,024</b>	<b>\$ 8,928,994</b>	<b>\$ 1,068,971</b>

### 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.

### ***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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>COMPLIANCE OPERATIONS, INVESTIGATIONS and ORGANIZATION REGISTRATION and CERTIFICATION</b>					
	2012 Budget*	2012 Projection*	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 7,990,371	\$ 7,990,371	\$ -	\$ 8,422,798	\$ 432,427
Penalty Sanctions	-	-	-	462,601	462,601
<b>Total NERC Funding</b>	<b>\$ 7,990,371</b>	<b>\$ 7,990,371</b>	<b>\$ -</b>	<b>\$ 8,885,399</b>	<b>\$ 895,028</b>
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	-	-
<b>Total Funding (A)</b>	<b>\$ 7,993,729</b>	<b>\$ 8,029,752</b>	<b>\$ 36,023</b>	<b>\$ 8,928,994</b>	<b>\$ 935,265</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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	423,911	262,416	(161,495)	368,031	(55,880)
<b>Total Personnel Expenses</b>	<b>\$ 3,992,369</b>	<b>\$ 3,064,159</b>	<b>\$ (928,210)</b>	<b>\$ 4,097,754</b>	<b>\$ 105,385</b>
<b>Meeting Expenses</b>					
Meetings	\$ 31,175	\$ 84,785	\$ 53,610	\$ 80,000	\$ 48,825
Travel	416,000	252,022	(163,978)	440,500	24,500
Conference Calls	34,235	27,327	(6,908)	34,235	-
<b>Total Meeting Expenses</b>	<b>\$ 481,410</b>	<b>\$ 364,134</b>	<b>\$ (117,276)</b>	<b>\$ 554,735</b>	<b>\$ 73,325</b>
<b>Operating Expenses</b>					
Consultants & Contracts	\$ -	\$ 9,780	\$ 9,780	\$ -	\$ -
Office Rent	-	-	-	-	-
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)
<b>Total Operating Expenses</b>	<b>\$ 259,945</b>	<b>\$ 259,399</b>	<b>\$ (546)</b>	<b>\$ 134,554</b>	<b>\$ (125,391)</b>
<b>Total Direct Expenses</b>	<b>\$ 4,733,724</b>	<b>\$ 3,687,691</b>	<b>\$ (1,046,033)</b>	<b>\$ 4,787,043</b>	<b>\$ 53,319</b>
<b>Indirect Expenses</b>	<b>\$ 3,487,018</b>	<b>\$ 3,398,500</b>	<b>\$ (88,518)</b>	<b>\$ 4,149,048</b>	<b>\$ 662,030</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 8,220,742</b>	<b>\$ 7,086,191</b>	<b>\$ (1,134,551)</b>	<b>\$ 8,936,092</b>	<b>\$ 715,349</b>
<b>Change in Assets</b>	<b>\$ (227,013)</b>	<b>\$ 943,561</b>	<b>\$ 1,170,574</b>	<b>\$ (7,098)</b>	<b>\$ 219,916</b>
<b>Fixed Assets</b>					
Depreciation	(218,882)	(197,203)	21,679	(60,630)	158,252
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	0
Equipment CapEx	-	-	-	-	0
Leasehold Improvements	-	-	-	-	0
Allocation of Fixed Assets	\$ (141,836)	\$ (67,456)	74,380	53,532	195,369
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ (360,718)</b>	<b>\$ (264,659)</b>	<b>\$ 96,059</b>	<b>\$ (7,098)</b>	<b>\$ 353,621</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 7,860,024</b>	<b>\$ 6,821,532</b>	<b>\$ (1,038,492)</b>	<b>\$ 8,928,994</b>	<b>\$ 1,068,970</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ 133,705</b>	<b>\$ 1,208,220</b>	<b>\$ 1,074,515</b>	<b>\$ -</b>	<b>\$ (133,705)</b>
<b>FTEs</b>	<b>21.66</b>	<b>18.20</b>	<b>(3.46)</b>	<b>24.00</b>	<b>2.34</b>

\*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 transferrals 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

<b>Compliance Enforcement</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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
<b>TOTAL BUDGET</b>	<b>\$ 6,528,039</b>	<b>\$ 6,725,004</b>	<b>\$ 196,966</b>

## Background and Scope

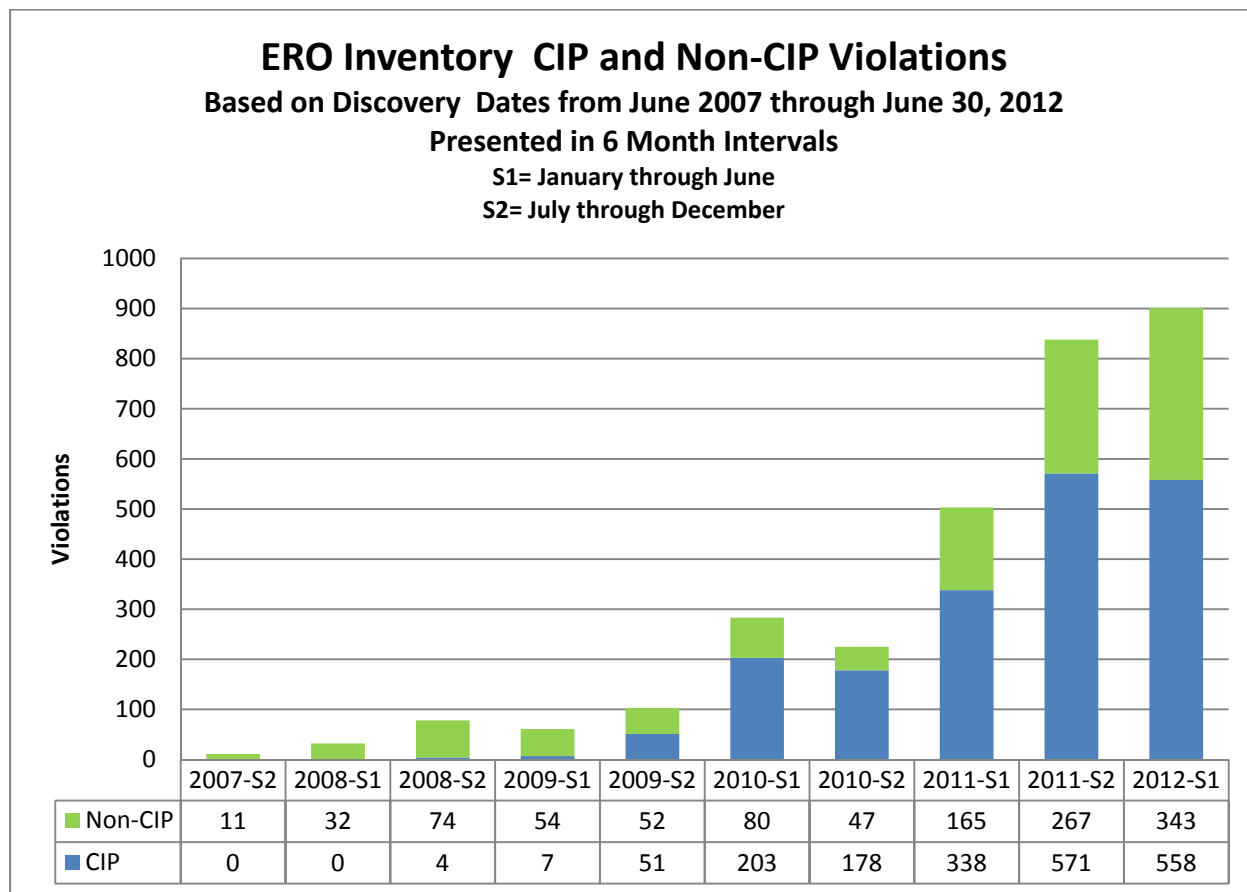
NERC’s Compliance Enforcement department conducts all of NERC’s enforcement activities, including:

- 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).<sup>24</sup> 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

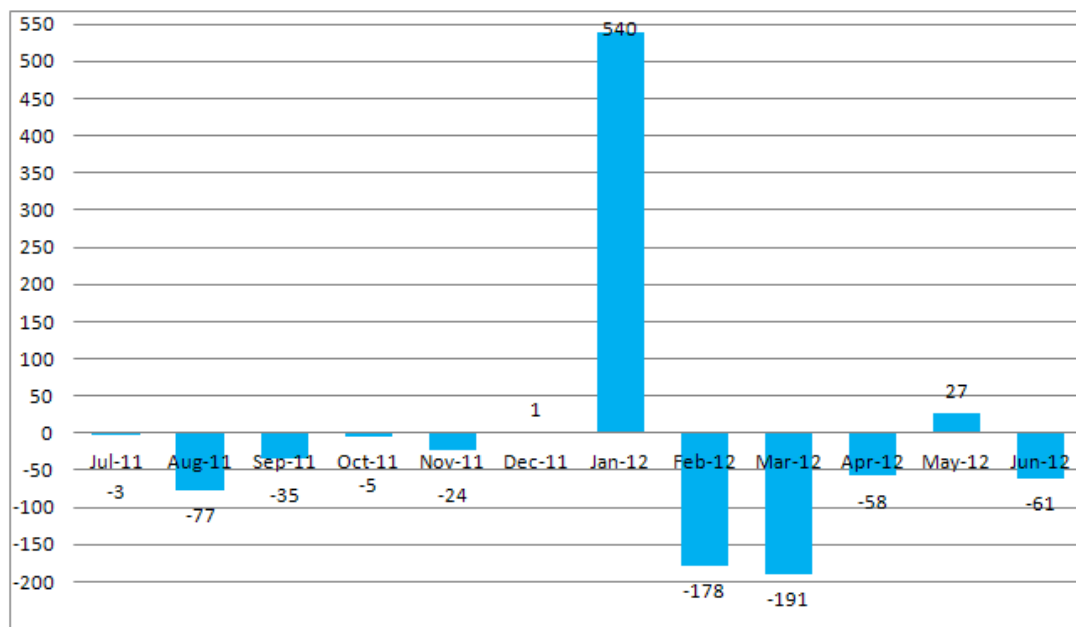
### *Increased Processing Efficiencies*

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

<sup>24</sup> 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
<b>New</b>	211	166	262	247	212	203	693	229	168	106	194	149
<b>Dismissed</b>	89	123	79	93	105	57	24	269	209	39	53	68
<b>Filed</b>	125	120	218	159	131	145	129	138	150	125	114	142
<b>Total Dismissed and Filed</b>	214	243	297	252	236	202	153	407	359	164	167	210
<b>Violation Processing</b>	-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 re-evaluated. 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.

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

### 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 Enforceable Alleged Violations Summarized by Enforcement Process State As of June 30, 2012							
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
<b>TOTAL</b>	<b>2197</b>	<b>257</b>	<b>581</b>	<b>638</b>	<b>3509</b>	<b>2921</b>	<b>10103</b>

## Reliability Assessment and Performance Analysis

<b>Reliability Assessments and Performance Analysis</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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
<b>TOTAL BUDGET</b>	<b>\$ 6,968,860</b>	<b>\$ 7,762,436</b>	<b>\$ 793,575</b>

### 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 re-programmed 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
    - 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.<sup>25</sup> 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 pre-specified 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.

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<sup>25</sup> **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,<sup>26</sup> 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.

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<sup>26</sup> 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>RELIABILITY ASSESSMENTS and PERFORMANCE ANALYSIS</b>					
	<b>2012</b>	<b>2012</b>	<b>Variance</b>	<b>2013</b>	<b>Variance</b>
	<b>Budget</b>	<b>Projection</b>	<b>v 2012 Budget</b>	<b>Budget</b>	<b>v 2012 Budget</b>
			<b>Over(Under)</b>		<b>Over(Under)</b>
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 6,716,302	\$ 6,716,302	\$ -	\$ 7,358,220	\$ 641,918
Penalty Sanctions	-	-	-	361,407	361,407
<b>Total NERC Funding</b>	<b>\$ 6,716,302</b>	<b>\$ 6,716,302</b>	<b>\$ -</b>	<b>\$ 7,719,627</b>	<b>\$ 1,003,325</b>
Membership 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	-	-
<b>Total Funding (A)</b>	<b>\$ 6,968,860</b>	<b>\$ 6,844,396</b>	<b>\$ (124,464)</b>	<b>\$ 7,762,436</b>	<b>\$ 793,576</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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	266,523	224,362	(42,161)	262,762	(3,761)
Retirement Costs	313,238	258,614	(54,624)	269,736	(43,502)
<b>Total Personnel Expenses</b>	<b>\$ 2,911,090</b>	<b>\$ 2,874,019</b>	<b>\$ (37,071)</b>	<b>\$ 3,112,303</b>	<b>\$ 201,213</b>
<b>Meeting Expenses</b>					
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	-
<b>Total Meeting Expenses</b>	<b>\$ 413,825</b>	<b>\$ 459,546</b>	<b>\$ 45,721</b>	<b>\$ 519,950</b>	<b>\$ 106,125</b>
<b>Operating Expenses</b>					
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	-	498	498	-	-
Miscellaneous	4,000	597	(3,404)	500	(3,500)
Depreciation	17,161	44,713	27,552	37,450	20,289
<b>Total Operating Expenses</b>	<b>\$ 1,112,837</b>	<b>\$ 1,174,516</b>	<b>\$ 61,679</b>	<b>\$ 884,366</b>	<b>\$ (228,471)</b>
<b>Total Direct Expenses</b>	<b>\$ 4,437,752</b>	<b>\$ 4,508,081</b>	<b>\$ 70,329</b>	<b>\$ 4,516,620</b>	<b>\$ 78,868</b>
<b>Indirect Expenses</b>	<b>\$ 2,656,316</b>	<b>\$ 3,133,342</b>	<b>\$ 477,026</b>	<b>\$ 3,241,444</b>	<b>\$ 585,128</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 7,094,068</b>	<b>\$ 7,641,423</b>	<b>\$ 547,355</b>	<b>\$ 7,758,064</b>	<b>\$ 663,996</b>
<b>Change in Assets</b>	<b>\$ (125,208)</b>	<b>\$ (797,027)</b>	<b>\$ (671,819)</b>	<b>\$ 4,372</b>	<b>\$ 129,580</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ (125,208)</b>	<b>\$ (91,180)</b>	<b>\$ 34,028</b>	<b>\$ 4,372</b>	<b>\$ 129,580</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 6,968,860</b>	<b>\$ 7,550,243</b>	<b>\$ 581,383</b>	<b>\$ 7,762,436</b>	<b>\$ 793,576</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ (705,847)</b>	<b>\$ (705,847)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTEs</b>	<b>16.50</b>	<b>16.78</b>	<b>0.28</b>	<b>18.75</b>	<b>2.25</b>

### **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 Department<sup>27</sup> and the Event Analysis ns Department<sup>28</sup>. 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.

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

<sup>28</sup> 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 (in whole dollars)			
	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 FNet<sup>29</sup> 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

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<sup>29</sup> **FNet** – Operated by the [Power Information Technology Laboratory](#) at the [University of Tennessee](#), 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 [Virginia Tech](#).



- 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>SITUATION AWARENESS</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 6,974,096	\$ 6,974,096	\$ -	\$ 5,093,049	\$ (1,881,047)
Penalty Sanctions	-	-	-	125,288	125,288
<b>Total NERC Funding</b>	<b>\$ 6,974,096</b>	<b>\$ 6,974,096</b>	<b>\$ -</b>	<b>\$ 5,218,337</b>	<b>\$ (1,755,759)</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	10,500	10,500	-	-
Workshops	-	103,175	103,175	105,000	105,000
Interest	3,902	3,902	-	974	(2,928)
Miscellaneous	-	87	87	-	-
<b>Total Funding (A)</b>	<b>\$ 6,977,998</b>	<b>\$ 7,091,760</b>	<b>\$ 113,762</b>	<b>\$ 5,324,311</b>	<b>\$ (1,653,687)</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 1,029,015	\$ 747,475	\$ (281,540)	\$ 856,927	\$ (172,088)
Payroll Taxes	68,901	51,029	(17,872)	56,925	(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)
<b>Total Personnel Expenses</b>	<b>\$ 1,372,307</b>	<b>\$ 997,084</b>	<b>\$ (375,223)</b>	<b>\$ 1,100,007</b>	<b>\$ (272,300)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 104,570	\$ 98,700	\$ (5,870)	\$ 198,000	\$ 93,430
Travel	131,000	50,499	(80,501)	72,500	(58,500)
Conference Calls	24,175	3,076	(21,099)	24,175	-
<b>Total Meeting Expenses</b>	<b>\$ 259,745</b>	<b>\$ 152,274</b>	<b>\$ (107,471)</b>	<b>\$ 294,675</b>	<b>\$ 34,930</b>
<b>Operating Expenses</b>					
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)
<b>Total Operating Expenses</b>	<b>\$ 3,688,419</b>	<b>\$ 4,161,397</b>	<b>\$ 472,978</b>	<b>\$ 2,798,825</b>	<b>\$ (889,594)</b>
<b>Total Direct Expenses</b>	<b>\$ 5,320,471</b>	<b>\$ 5,310,756</b>	<b>\$ (9,715)</b>	<b>\$ 4,193,507</b>	<b>\$ (1,126,964)</b>
<b>Indirect Expenses</b>	<b>\$ 1,315,279</b>	<b>\$ 1,058,763</b>	<b>\$ (256,516)</b>	<b>\$ 1,123,701</b>	<b>\$ (191,578)</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 6,635,750</b>	<b>\$ 6,369,519</b>	<b>\$ (266,231)</b>	<b>\$ 5,317,208</b>	<b>\$ (1,318,542)</b>
<b>Change in Assets</b>	<b>\$ 342,248</b>	<b>\$ 722,241</b>	<b>\$ 379,992</b>	<b>\$ 7,103</b>	<b>\$ (335,145)</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ (101,353)</b>	<b>\$ (64,967)</b>	<b>\$ 36,386</b>	<b>\$ 7,103</b>	<b>\$ 108,456</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 6,534,397</b>	<b>\$ 6,304,552</b>	<b>\$ (229,845)</b>	<b>\$ 5,324,311</b>	<b>\$ (1,210,086)</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ 443,601</b>	<b>\$ 787,208</b>	<b>\$ 343,606</b>	<b>\$ -</b>	<b>\$ (443,601)</b>
<b>FTEs</b>	<b>8.17</b>	<b>5.67</b>	<b>(2.50)</b>	<b>6.50</b>	<b>(1.67)</b>

## 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)			
	2012 Budget	2013 Budget	Increase (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
<b>TOTAL BUDGET</b>	<b>\$ 5,126,472</b>	<b>\$ 3,738,430</b>	<b>\$ (1,388,042)</b>

## 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.<sup>30</sup>

## 2013 Goals and Deliverables

<sup>30</sup> 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 support 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>EVENT ANALYSIS</b>					
	<b>2012</b>	<b>2012</b>	<b>Variance</b>		<b>Variance</b>
	<b>Budget*</b>	<b>Projection*</b>	<b>2012 Projection</b>	<b>2013</b>	<b>2013 Budget</b>
			<b>v 2012 Budget</b>	<b>Budget</b>	<b>v 2012 Budget</b>
			<b>Over(Under)</b>		<b>Over(Under)</b>
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 5,073,333	\$ 5,073,333	\$ 0	\$ 3,501,894	\$ (1,571,439)
Penalty Sanctions	-	-		183,113	183,113
<b>Total NERC Funding</b>	<b>\$ 5,073,333</b>	<b>\$ 5,073,333</b>	<b>\$ 0</b>	<b>\$ 3,685,006</b>	<b>\$ (1,388,326)</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	66,000	66,000	52,000	52,000
Interest	2,016	2,410	394	1,423	(593)
Miscellaneous	-	218	218	-	-
<b>Total Funding (A)</b>	<b>\$ 5,075,349</b>	<b>\$ 5,141,961</b>	<b>\$ 66,612</b>	<b>\$ 3,738,430</b>	<b>\$ (1,336,919)</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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	228,459	(50,467)	153,189	(125,737)
<b>Total Personnel Expenses</b>	<b>\$ 2,560,130</b>	<b>\$ 2,647,740</b>	<b>\$ 87,610</b>	<b>\$ 1,701,309</b>	<b>\$ (858,821)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 10,000	\$ 66,584	\$ 56,584	\$ 62,000	\$ 52,000
Travel	395,000	201,058	(193,942)	155,000	(240,000)
Conference Calls	-	16,440	16,440	-	-
<b>Total Meeting Expenses</b>	<b>\$ 405,000</b>	<b>\$ 284,082</b>	<b>\$ (120,918)</b>	<b>\$ 217,000</b>	<b>\$ (188,000)</b>
<b>Operating Expenses</b>					
Consultants & Contracts	\$ 120,000	\$ 150,552	\$ 30,552	\$ 120,000	\$ -
Office Rent	-	-	-	-	-
Office Costs	31,614	47,491	15,877	36,100	4,486
Professional Services	-	438	438	-	-
Miscellaneous	2,000	1,000	(1,000)	500	(1,500)
Depreciation	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 153,614</b>	<b>\$ 199,481</b>	<b>\$ 45,867</b>	<b>\$ 156,600</b>	<b>\$ 2,986</b>
<b>Total Direct Expenses</b>	<b>\$ 3,118,744</b>	<b>\$ 3,131,303</b>	<b>\$ 12,559</b>	<b>\$ 2,074,908</b>	<b>\$ (1,043,836)</b>
<b>Indirect Expenses</b>	<b>\$ 2,092,855</b>	<b>\$ 2,660,913</b>	<b>\$ 568,058</b>	<b>\$ 1,642,332</b>	<b>\$ (450,523)</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 5,211,599</b>	<b>\$ 5,792,217</b>	<b>\$ 580,618</b>	<b>\$ 3,717,240</b>	<b>\$ (1,494,359)</b>
<b>Change in Assets</b>	<b>\$ (136,250)</b>	<b>\$ (650,256)</b>	<b>\$ (514,006)</b>	<b>\$ 21,190</b>	<b>\$ 157,440</b>
<b>Fixed Assets</b>					
Depreciation	-	-	-	-	-
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets	\$ (85,127)	\$ (52,816)	32,311	21,190	106,317
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>\$ (85,127)</b>	<b>\$ (52,816)</b>	<b>\$ 32,311</b>	<b>\$ 21,190</b>	<b>\$ 106,317</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 5,126,472</b>	<b>\$ 5,739,401</b>	<b>\$ 612,929</b>	<b>\$ 3,738,430</b>	<b>\$ (1,388,042)</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ (51,123)</b>	<b>\$ (597,440)</b>	<b>\$ (546,317)</b>	<b>\$ -</b>	<b>\$ 51,123</b>
<b>FTEs</b>	<b>13.00</b>	<b>14.25</b>	<b>1.25</b>	<b>9.50</b>	<b>(3.50)</b>

\*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

<b>Critical Infrastructure Department</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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
<b>TOTAL BUDGET</b>	<b>\$ 7,839,749</b>	<b>\$ 8,460,227</b>	<b>\$ 620,478</b>

### 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."<sup>31</sup> 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

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<sup>31</sup> 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 Sub-sector, 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>CRITICAL INFRASTRUCTURE DEPARTMENT</b>					
	2012	2012	Variance	2013	Variance
	Budget	Projection	2012 Projection v 2012 Budget Over(Under)	Budget	2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 7,396,148	\$ 7,396,148	\$ -	\$ 7,991,299	\$ 595,151
Penalty Sanctions	-	-	-	371,044	371,044
<b>Total NERC Funding</b>	<b>\$ 7,396,148</b>	<b>\$ 7,396,148</b>	<b>\$ -</b>	<b>\$ 8,362,343</b>	<b>\$ 966,195</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	95,000	95,000	95,000	95,000
Interest	-	-	-	2,884	2,884
Miscellaneous	-	245	245	-	-
<b>Total Funding (A)</b>	<b>\$ 7,396,148</b>	<b>\$ 7,491,393</b>	<b>\$ 95,245</b>	<b>\$ 8,460,227</b>	<b>\$ 1,064,079</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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)
<b>Total Personnel Expenses</b>	<b>\$ 3,805,690</b>	<b>\$ 3,228,242</b>	<b>\$ (577,448)</b>	<b>\$ 3,589,657</b>	<b>\$ (216,033)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 104,570	\$ 143,000	\$ 38,430	\$ 145,000	\$ 40,430
Travel	440,000	316,785	(123,215)	420,000	(20,000)
Conference Calls	24,000	32,000	8,000	24,000	-
<b>Total Meeting Expenses</b>	<b>\$ 568,570</b>	<b>\$ 491,785</b>	<b>\$ (76,785)</b>	<b>\$ 589,000</b>	<b>\$ 20,430</b>
<b>Operating Expenses</b>					
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	-	-
<b>Total Operating Expenses</b>	<b>\$ 840,000</b>	<b>\$ 706,464</b>	<b>\$ (133,536)</b>	<b>\$ 910,750</b>	<b>\$ 70,750</b>
<b>Total Direct Expenses</b>	<b>\$ 5,214,260</b>	<b>\$ 4,426,491</b>	<b>\$ (787,769)</b>	<b>\$ 5,089,407</b>	<b>\$ (124,853)</b>
<b>Indirect Expenses</b>	<b>\$ 2,736,810</b>	<b>\$ 2,993,294</b>	<b>\$ 256,484</b>	<b>\$ 3,327,882</b>	<b>\$ 591,072</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 7,951,070</b>	<b>\$ 7,419,785</b>	<b>\$ (531,285)</b>	<b>\$ 8,417,290</b>	<b>\$ 466,220</b>
<b>Change in Assets</b>	<b>\$ (554,922)</b>	<b>\$ 71,608</b>	<b>\$ 626,529</b>	<b>\$ 42,937</b>	<b>\$ 597,859</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>\$ (111,321)</b>	<b>\$ (22,955)</b>	<b>\$ 88,366</b>	<b>\$ 42,937</b>	<b>\$ 154,258</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 7,839,749</b>	<b>\$ 7,396,830</b>	<b>\$ (442,919)</b>	<b>\$ 8,460,227</b>	<b>\$ 620,478</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ (443,601)</b>	<b>\$ 94,562</b>	<b>\$ 538,163</b>	<b>\$ -</b>	<b>\$ 443,601</b>
<b>FTEs</b>	<b>17.00</b>	<b>16.03</b>	<b>(0.97)</b>	<b>19.25</b>	<b>2.25</b>



### **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

<b>Training, Education and Operator Certification</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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
<b>TOTAL BUDGET</b>	<b>\$ 3,098,130</b>	<b>\$ 3,571,766</b>	<b>\$ 473,637</b>

### 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.<sup>32</sup>
- 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

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<sup>32</sup> 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 education 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>TRAINING, EDUCATION and OPERATOR CERTIFICATION</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 916,083	\$ 916,083	\$ 1	\$ 1,449,793	\$ 533,711
Penalty Sanctions	-	-		93,484	93,484
<b>Total NERC Funding</b>	<b>\$ 916,083</b>	<b>\$ 916,083</b>	<b>\$ 1</b>	<b>\$ 1,543,277</b>	<b>\$ 627,195</b>
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	1,199	152
Miscellaneous	-	100	100	-	-
<b>Total Funding (A)</b>	<b>\$ 3,098,129</b>	<b>\$ 3,025,488</b>	<b>\$ (72,641)</b>	<b>\$ 3,224,476</b>	<b>\$ 126,347</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 879,333	\$ 792,205	\$ (87,128)	\$ 837,645	\$ (41,688)
Payroll Taxes	57,024	50,428	(6,596)	54,087	(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)
<b>Total Personnel Expenses</b>	<b>\$ 1,164,807</b>	<b>\$ 1,020,640</b>	<b>\$ (144,167)</b>	<b>\$ 1,098,332</b>	<b>\$ (66,475)</b>
<b>Meeting Expenses</b>					
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)
<b>Total Meeting Expenses</b>	<b>\$ 230,550</b>	<b>\$ 125,220</b>	<b>\$ (105,330)</b>	<b>\$ 127,000</b>	<b>\$ (103,550)</b>
<b>Operating Expenses</b>					
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	-	-
Miscellaneous	250	250		500	250
Depreciation	-	-		-	-
<b>Total Operating Expenses</b>	<b>\$ 660,298</b>	<b>\$ 911,042</b>	<b>\$ 250,744</b>	<b>\$ 945,574</b>	<b>\$ 285,276</b>
<b>Total Direct Expenses</b>	<b>\$ 2,055,655</b>	<b>\$ 2,056,901</b>	<b>\$ 1,246</b>	<b>\$ 2,170,906</b>	<b>\$ 115,251</b>
<b>Indirect Expenses</b>	<b>\$ 1,086,675</b>	<b>\$ 1,221,219</b>	<b>\$ 134,544</b>	<b>\$ 1,383,016</b>	<b>\$ 296,341</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 3,142,330</b>	<b>\$ 3,278,120</b>	<b>\$ 135,790</b>	<b>\$ 3,553,922</b>	<b>\$ 411,592</b>
<b>Change in Assets</b>	<b>\$ (44,201)</b>	<b>\$ (252,632)</b>	<b>\$ (208,431)</b>	<b>\$ (329,446)</b>	<b>\$ (285,245)</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>\$ (44,201)</b>	<b>\$ (24,240)</b>	<b>\$ 19,961</b>	<b>\$ 17,844</b>	<b>\$ 62,045</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 3,098,129</b>	<b>\$ 3,253,881</b>	<b>\$ 155,752</b>	<b>\$ 3,571,766</b>	<b>\$ 473,637</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ (228,392)</b>	<b>\$ (228,392)</b>	<b>\$ (347,290)</b>	<b>\$ (347,290)</b>
<b>FTEs</b>	<b>6.75</b>	<b>6.54</b>	<b>(0.21)</b>	<b>8.00</b>	<b>1.25</b>

### **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

<b>Administrative Services</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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

<b>General and Administrative</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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	2013 v 2012 Budget	Variance %
<b>Meetings and Travel Expenses</b>					
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%
<b>Total Board of Trustees Meetings and Travel Expenses</b>	<b>334,000</b>	<b>379,000</b>	<b>389,000</b>	<b>55,000</b>	<b>16.47%</b>
<b>Professional Services</b>					
Independent Trustee Fees	980,000	980,000	980,000	-	0.00%
Trustee Search Fees	75,000	75,000	-	(75,000)	-100.00%
<b>Total Board of Trustee Professional Services Expenses</b>	<b>1,055,000</b>	<b>1,055,000</b>	<b>980,000</b>	<b>(75,000)</b>	<b>-7.11%</b>
<b>Total Board of Trustee Expenses</b>	<b>\$ 1,389,000</b>	<b>\$ 1,434,000</b>	<b>\$ 1,369,000</b>	<b>\$ (20,000)</b>	<b>-1.44%</b>

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>GENERAL and ADMINISTRATIVE</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ (1,686,309)	\$ (1,686,309)
Penalty Sanctions	-	-	-	-	-
<b>Total NERC Funding</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,686,309)</b>	<b>\$ (1,686,309)</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,686,309)</b>	<b>\$ (1,686,309)</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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)
<b>Total Personnel Expenses</b>	<b>\$ 2,073,097</b>	<b>\$ 2,153,106</b>	<b>\$ 80,010</b>	<b>\$ 1,734,136</b>	<b>\$ (338,960)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 224,000	\$ 224,600	\$ 600	\$ 260,000	\$ 36,000
Travel	265,120	321,651	56,531	322,000	56,880
Conference Calls	57,500	50,292	(7,208)	57,500	-
<b>Total Meeting Expenses</b>	<b>\$ 546,620</b>	<b>\$ 596,543</b>	<b>\$ 49,923</b>	<b>\$ 639,500</b>	<b>\$ 92,880</b>
<b>Operating Expenses</b>					
Consultants & Contracts	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
Office Rent	2,304,257	2,784,036	479,779	2,756,840	452,583
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
<b>Total Operating Expenses</b>	<b>\$ 4,180,532</b>	<b>\$ 4,894,947</b>	<b>\$ 714,415</b>	<b>\$ 4,901,919</b>	<b>\$ 721,387</b>
<b>Total Direct Expenses</b>	<b>\$ 6,800,249</b>	<b>\$ 7,644,597</b>	<b>\$ 844,348</b>	<b>\$ 7,275,556</b>	<b>\$ 475,307</b>
<b>Indirect Expenses</b>	<b>\$ (6,800,249)</b>	<b>\$ (7,705,597)</b>	<b>\$ (905,348)</b>	<b>\$ (7,325,556)</b>	<b>\$ (525,307)</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ 61,000</b>	<b>\$ 61,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>Total Expenses (B)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>Change in Assets</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (1,686,309)</b>	<b>\$ (1,686,309)</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (1,686,309)</b>	<b>\$ (1,686,309)</b>
<b>FTEs</b>	<b>7.00</b>	<b>9.40</b>	<b>2.40</b>	<b>8.00</b>	<b>1.00</b>

### 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

<b>Legal and Regulatory</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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**

	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ -	\$ -
Penalty Sanctions		\$ -		-	
<b>Total NERC Funding</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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)
Retirement Costs	327,545	243,161	(84,384)	261,724	(65,821)
<b>Total Personnel Expenses</b>	<u>\$ 3,013,679</u>	<u>\$ 2,794,370</u>	<u>\$ (219,309)</u>	<u>\$ 2,892,029</u>	<u>\$ (121,650)</u>
<b>Meeting Expenses</b>					
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	-
<b>Total Meeting Expenses</b>	<u>\$ 82,200</u>	<u>\$ 119,963</u>	<u>\$ 37,763</u>	<u>\$ 152,700</u>	<u>\$ 70,500</u>
<b>Operating Expenses</b>					
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	-	-	-	-	-
<b>Total Operating Expenses</b>	<u>\$ 925,415</u>	<u>\$ 1,548,459</u>	<u>\$ 623,044</u>	<u>\$ 1,001,000</u>	<u>\$ 75,585</u>
<b>Total Direct Expenses</b>	<u>\$ 4,021,294</u>	<u>\$ 4,462,792</u>	<u>\$ 441,498</u>	<u>\$ 4,045,729</u>	<u>\$ 24,435</u>
<b>Indirect Expenses</b>	<u>\$ (4,021,294)</u>	<u>\$ (4,462,792)</u>	<u>\$ (441,498)</u>	<u>\$ (4,045,729)</u>	<u>\$ (24,435)</u>
<b>Other Non-Operating Expenses</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Expenses (B)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>Change in Assets</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>Fixed Assets</b>					
Depreciation	-	-	-	-	-
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets		\$ -		-	
<b>Inc(Dec) in Fixed Assets (C)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TOTAL BUDGET (=B + C)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>FTEs</b>	<b>13.00</b>	<b>12.39</b>	<b>(0.61)</b>	<b>14.00</b>	<b>1.00</b>

### 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

<b>Information Technology</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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 in-depth business analysis of requirements, development of request for proposal and consideration of in-house development, or outsourced development by contract and consultant resources, as applicable. Several of the applications identified during the survey are 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
<b>Total Office Costs</b>	<b>\$ 1,893,725</b>

### ***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 co-location 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-filerservers, 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
<b>Computer &amp; Software CapEx</b>	
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
<b>Total Computer &amp; Software CapEx</b>	<b><u>\$ 1,556,100</u></b>
<b>Equipment CapEx</b>	
ERO Single Application (2)	\$ 63,000
Network Devices (8)	153,000
<b>Total Equipment CapEx</b>	<b><u>\$ 216,000</u></b>

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 hierarchical 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>INFORMATION TECHNOLOGY</b>					
	<b>2012</b>	<b>2012</b>	<b>Variance</b>	<b>2013</b>	<b>Variance</b>
	<b>Budget</b>	<b>Projection</b>	<b>v 2012 Budget</b>	<b>Budget</b>	<b>v 2012 Budget</b>
			<b>Over(Under)</b>		<b>Over(Under)</b>
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ -	\$ -
Penalty Sanctions					
<b>Total NERC Funding</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 1,412,180	\$ 1,673,683	\$ 261,504	\$ 1,651,076	\$ 238,897
Payroll Taxes	100,329	113,726	13,397	114,954	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)
<b>Total Personnel Expenses</b>	<u>\$ 1,919,684</u>	<u>\$ 2,160,757</u>	<u>\$ 241,073</u>	<u>\$ 2,168,678</u>	<u>\$ 248,994</u>
<b>Meeting Expenses</b>					
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	-
<b>Total Meeting Expenses</b>	<u>\$ 31,550</u>	<u>\$ 92,349</u>	<u>\$ 60,799</u>	<u>\$ 71,800</u>	<u>\$ 40,250</u>
<b>Operating Expenses</b>					
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)
<b>Total Operating Expenses</b>	<u>\$ 4,678,345</u>	<u>\$ 4,302,566</u>	<u>\$ (375,779)</u>	<u>\$ 5,738,227</u>	<u>\$ 1,059,882</u>
<b>Total Direct Expenses</b>	<u>\$ 6,629,579</u>	<u>\$ 6,555,672</u>	<u>\$ (73,907)</u>	<u>\$ 7,978,705</u>	<u>\$ 1,349,126</u>
<b>Indirect Expenses</b>	<u>(6,629,579)</u>	<u>(6,563,575)</u>	<u>\$ 66,004</u>	<u>(7,978,705)</u>	<u>(1,349,126)</u>
<b>Other Non-Operating Expenses</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenses (B)</b>	<u>\$ 0</u>	<u>\$ (7,903)</u>	<u>\$ (7,904)</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>Change in Assets</b>	<u>\$ (0)</u>	<u>\$ 7,903</u>	<u>\$ 7,904</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>Fixed Assets</b>					
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)
<b>Inc(Dec) in Fixed Assets (C)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TOTAL BUDGET (=B + C)</b>	<u>\$ 0</u>	<u>\$ (7,903)</u>	<u>\$ (7,904)</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<u>\$ (0)</u>	<u>\$ 7,903</u>	<u>\$ 7,904</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>FTEs</b>	<b>12.75</b>	<b>15.97</b>	<b>3.22</b>	<b>16.75</b>	<b>4.00</b>

### **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

<b>Human Resources</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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-learning platform, SkillsSoft, to provide staff resources for improving soft and technical skills. Second, HR will provide staff development training through 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>HUMAN RESOURCES</b>					
	<b>2012</b>	<b>2012</b>	<b>Variance</b>	<b>2013</b>	<b>Variance</b>
<b>Funding</b>	<b>Budget</b>	<b>Projection</b>	<b>v 2012 Budget</b>	<b>Budget</b>	<b>v 2012 Budget</b>
			<b>Over(Under)</b>		<b>Over(Under)</b>
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ -	\$ -
Penalty Sanctions	-	-	-	-	-
<b>Total NERC Funding</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 711,539	\$ 572,531	\$ (139,008)	\$ 498,724	\$ (212,815)
Payroll Taxes	37,353	28,299	(9,054)	22,610	(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)
<b>Total Personnel Expenses</b>	<b>\$ 1,114,062</b>	<b>\$ 746,669</b>	<b>\$ (367,393)</b>	<b>\$ 1,136,419</b>	<b>\$ 22,357</b>
<b>Meeting Expenses</b>					
Meetings	\$ 11,385	\$ 11,385	\$ -	\$ 5,000	\$ (6,385)
Travel	7,000	16,607	9,607	21,000	14,000
Conference Calls	600	2,472	1,872	600	-
<b>Total Meeting Expenses</b>	<b>\$ 18,985</b>	<b>\$ 30,465</b>	<b>\$ 11,480</b>	<b>\$ 26,600</b>	<b>\$ 7,615</b>
<b>Operating Expenses</b>					
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	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 311,094</b>	<b>\$ 384,288</b>	<b>\$ 73,194</b>	<b>\$ 364,778</b>	<b>\$ 53,684</b>
<b>Total Direct Expenses</b>	<b>\$ 1,444,141</b>	<b>\$ 1,161,422</b>	<b>\$ (282,719)</b>	<b>\$ 1,527,797</b>	<b>\$ 83,656</b>
<b>Indirect Expenses</b>	<b>\$ (1,444,141)</b>	<b>\$ (1,161,422)</b>	<b>\$ 282,719</b>	<b>\$ (1,527,797)</b>	<b>\$ (83,656)</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>Change in Assets</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>
<b>Fixed Assets</b>					
Depreciation	-	-	-	-	-
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets	\$ -	\$ -	\$ -	-	-
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>
<b>FTEs</b>	<b>6.00</b>	<b>4.00</b>	<b>(2.00)</b>	<b>3.00</b>	<b>(3.00)</b>

### 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

<b>Accounting and Finance</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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 administrative 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 Infrastructure 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>FINANCE and ACCOUNTING</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ -	\$ -
Penalty Sanctions		-		-	
<b>Total NERC Funding</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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	142,111	137,107	(5,004)	149,964	7,853
Retirement Costs	144,750	132,414	(12,336)	140,368	(4,382)
<b>Total Personnel Expenses</b>	<u>\$ 1,375,285</u>	<u>\$ 1,536,365</u>	<u>\$ 161,081</u>	<u>\$ 1,591,146</u>	<u>\$ 215,862</u>
<b>Meeting Expenses</b>					
Meetings	\$ 500	\$ 500	\$ -	\$ 5,000	\$ 4,500
Travel	40,000	54,566	14,566	62,500	22,500
Conference Calls	1,850	1,000	(850)	1,850	-
<b>Total Meeting Expenses</b>	<u>\$ 42,350</u>	<u>\$ 56,066</u>	<u>\$ 13,716</u>	<u>\$ 69,350</u>	<u>\$ 27,000</u>
<b>Operating Expenses</b>					
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	120,000	120,000	-	186,000	66,000
Miscellaneous	100	100	-	500	400
Depreciation	771	798	27	798	27
<b>Total Operating Expenses</b>	<u>\$ 454,661</u>	<u>\$ 596,962</u>	<u>\$ 142,301</u>	<u>\$ 540,798</u>	<u>\$ 86,137</u>
<b>Total Direct Expenses</b>	<u>\$ 1,872,296</u>	<u>\$ 2,189,394</u>	<u>\$ 317,099</u>	<u>\$ 2,201,294</u>	<u>\$ 328,999</u>
<b>Indirect Expenses</b>	<u>\$ (1,872,296)</u>	<u>\$ (2,189,394)</u>	<u>\$ (317,098)</u>	<u>\$ (2,201,294)</u>	<u>\$ (328,998)</u>
<b>Other Non-Operating Expenses</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Expenses (B)</b>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>Change in Assets</b>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>Fixed Assets</b>					
Depreciation	(771)	(798)	(27)	(798)	(27)
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets	\$ 771	\$ 798	\$ 27	\$ 798	\$ 27
<b>Inc(Dec) in Fixed Assets (C)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TOTAL BUDGET (=B + C)</b>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>FTEs</b>	<b>9.00</b>	<b>10.79</b>	<b>1.79</b>	<b>11.00</b>	<b>2.00</b>

### **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 an 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					
STATUTORY					
	Total Reserve	Working Capital	Operating Reserve	Contingency Reserve	System Operator Testing-PCGC
<b>Beginning Working Capital Reserve (Deficit), December 31, 2011</b>	<b>3,836,373</b>	2,403,271			1,433,102
Plus: 2012 Funding (from LSEs or designees)	50,661,271	50,661,271			
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)
<b>Projected Working Capital Reserve (Deficit), December 31, 2012</b>	<b>5,440,748</b>	<b>3,686,309</b>	<b>0</b>	<b>0</b>	<b>1,754,439</b>
<b>Desired Working Capital Reserve, December 31, 2013</b> <sup>1</sup>	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
<b>Increase(decrease) in funding requirement to achieve Working Capital Reserve</b>	<b>(2,033,600)</b>	<b>(3,686,309)</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>(347,290)</b>
2013 Expenses and Capital Expenditures	54,286,256				
Less: Penalty Sanctions <sup>2</sup>	(2,512,500)				
Less: Other Funding Sources	(2,136,000)				
Adjustment to achieve desired Working Capital Reserve	(2,033,600)				
<b>2013 NERC Assessment</b>	<b>47,604,156</b>				

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

<sup>2</sup> Represents collections on or prior to June 30, 2012.

### 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

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**

<b>Penalty Sanctions Received On or Prior to June 30, 2012</b>		
	<b>Date Received</b>	<b>Amount Received</b>
	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
<b>Total Penalties Received</b>		<u>\$ 2,512,500</u>

## Supplemental Funding

Table B-3

Outside Funding Breakdown By Program (Excluding Penalty Sanction)	Budget 2012	Projection 2012	Budget 2013	Variance 2013 Budget v 2012 Budget
<b>Reliability Standards</b>				
Workshops		\$ 40,500	\$ 104,000	\$ 104,000
Interest Allocation	3,864	3,773	3,970	106
<b>Total</b>	<b>\$ 3,864</b>	<b>\$ 44,273</b>	<b>\$ 107,970</b>	<b>\$ 104,106</b>
<b>Compliance Operations, Investigations and Enforcement</b>				
Workshops	\$ -	\$ 36,025	\$ 40,000	\$ 40,000
Interest Allocation	6,614	6,203	6,742	128
<b>Total</b>	<b>\$ 6,614</b>	<b>\$ 42,228</b>	<b>\$ 46,742</b>	<b>\$ 40,128</b>
<b>Reliability Assessments and Performance Analysis</b>				
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
<b>Total</b>	<b>\$ 252,558</b>	<b>\$ 127,838</b>	<b>\$ 42,809</b>	<b>\$ (209,749)</b>
<b>Training and Education</b>				
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
<b>Total</b>	<b>\$ 2,182,047</b>	<b>\$ 2,109,306</b>	<b>\$ 1,681,199</b>	<b>\$ (500,848)</b>
<b>Event Analysis</b>				
Workshops	\$ -	\$ 66,000	\$ 52,000	\$ 52,000
Interest Allocation	2,016	2,410	1,423	(593)
<b>Total</b>	<b>\$ 2,016</b>	<b>\$ 68,410</b>	<b>\$ 53,423</b>	<b>\$ 51,407</b>
<b>Situation Awareness</b>				
Workshops	\$ -	\$ 103,175	\$ 105,000	\$ 105,000
FIST Royalties		10,500		-
Interest Allocation	3,902	959	974	(2,928)
<b>Total</b>	<b>\$ 3,902</b>	<b>\$ 114,634</b>	<b>\$ 105,974</b>	<b>\$ 102,072</b>
<b>Critical Infrastructure Protection</b>				
Workshops	\$ -	\$ 95,000	\$ 95,000	\$ 95,000
Interest Allocation	-	2,711	2,884	2,884
<b>Total</b>	<b>\$ -</b>	<b>\$ 97,711</b>	<b>\$ 97,884</b>	<b>\$ 97,884</b>
<b>General and Administrative</b>				
Miscellaneous Income	\$ -	\$ 1,806	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,806</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Outside Funding</b>	<b>\$ 2,451,001</b>	<b>\$ 2,606,206</b>	<b>\$ 2,136,000</b>	<b>\$ (315,001)</b>

### 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 2013 Budget v 2012 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%
<b>Total Personnel Costs</b>	<b>\$ 33,005,812</b>	<b>\$ 29,543,220</b>	<b>\$ 31,298,405</b>	<b>\$ (1,707,407)</b>	<b>-5.2%</b>
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%
<b>Total Cost per FTE</b>	<b>\$ 186,737</b>	<b>\$ 172,960</b>	<b>\$ 168,045</b>	<b>\$ (18,692)</b>	<b>-10.0%</b>

- **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	Variance 2013 Budget v 2012 Budget	Variance %
Office Rent	\$ 2,304,257	\$ 2,784,036	\$ 2,756,840	\$ 452,583	19.64%
Utilities			-	-	
Maintenance			-	-	
<b>Total Office Rent</b>	<b>\$ 2,304,257</b>	<b>\$ 2,784,036</b>	<b>\$ 2,756,840</b>	<b>\$ 452,583</b>	<b>19.64%</b>

**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	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%
<b>Total Office Costs</b>	<b>\$ 2,838,819</b>	<b>\$ 3,062,803</b>	<b>\$ 3,181,515</b>	<b>\$ 342,696</b>	<b>12.07%</b>

## 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 2013 Budget v 2012 Budget	Variance %
Independent Trustee Fees	\$ 980,000	\$ 980,000	\$ 980,000	\$ -	0.00%
Trustee Search Fee	75,000	75,000	-	(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%
<b>Total Services</b>	<b>\$ 2,005,000</b>	<b>\$ 2,767,025</b>	<b>\$ 2,282,278</b>	<b>\$ 277,278</b>	<b>13.83%</b>

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

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

**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**

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**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
<b>ASSETS</b>			
Cash - unrestricted	16,603,649	14,614,351	12,288,295
Cash - restricted	2,412,500	2,512,500	
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	<b>28,596,769</b>	<b>26,035,471</b>	<b>21,389,213</b>
<b>LIABILITIES AND NET ASSETS</b>			
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	<b>17,259,010</b>	<b>13,665,367</b>	<b>13,372,910</b>
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	<b>28,596,768</b>	<b>26,035,471</b>	<b>21,389,213</b>



## **Exhibit A — Common Assumptions**

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### **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](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***

1. 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.
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***

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**

1. 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.<sup>33</sup>

### **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**

1. 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

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<sup>33</sup> 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

Program	Consultants & Contracts	2013 BUDGET	INC (DEC) OVER 2012
<b>Reliability Standards</b>	Subject Matter Experts -Std Development	-	(15,000)
	SPIG Recommendations	150,000	150,000
	<b>Total Reliability Standards</b>	<b>150,000</b>	<b>135,000</b>
<b>Event Analysis &amp; Investigations</b>	SME's - Event Analysis	120,000	-
		<b>120,000</b>	<b>-</b>
<b>Reliability Assessments, System Analysis, GADS, TADS, &amp; DADS</b>			
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	-	(5,000)
	Probabilistic Assessment		(50,000)
		<b>470,000</b>	<b>(105,000)</b>
System Analysis	Modeling Initiative		(50,000)
		<b>-</b>	<b>(50,000)</b>
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	-
		<b>215,000</b>	<b>(158,000)</b>
	<b>Total Reliability Assessments and Performance Analysis</b>	<b>685,000</b>	<b>(313,000)</b>

Program	Consultants & Contracts	INC (DEC) OVER	
		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		(92,386)
	Secure Alert Change Management	50,000	-
	SAFNR - Phase II	725,500	251,904
	<b>Total Situation Awareness (excluding IDC and Frame Relay)</b>	<b>1,985,500</b>	<b>316,698</b>
			-
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
	<b>ES-ISAC</b>		
	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
	<b>TOTAL ES-ISAC</b>	<b>305,000</b>	<b>(245,000)</b>
	<b>Total Critical Infrastructure Department</b>	<b>785,000</b>	<b>(10,000)</b>



Program	Consultants & Contracts	INC (DEC) OVER	
		2013 BUDGET	2012
<b>Operator Certification</b>	System Operator Testing Expenses 2011 1,025 @ \$70)	63,124	(8,626)
	System Operator Examination Development	113,690	25,454
	Examination Analysis (750 exams@\$17 per exam)	13,600	850
	<b>System Operator Certification and Continuing Education Database</b>		
	Database Development	20,000	(20,000)
	Database Maintenance	12,330	474
	SOCCEd Database Improvement Project (funded from Working Capital generated from fees in excess of expenses)	250,000	250,000
	<b>Total Operator Certification</b>	<b>472,744</b>	<b>248,152</b>
<b>Training &amp; Education</b>	<b>Continuing Education Program</b>		
	Individual Learning Activity Reviewers	120,000	20,000
	Database Development	20,000	(20,000)
	Database Maintenance	12,330	474
	<b>Web-based course hosting (Learning Management System)</b>	26,500	(73,500)
	<b>Web-based course development</b>		(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
	<b>Training Services-NERC and Regional Entities</b>		
	Regional Entity and NERC Auditor staff communications training	20,000	20,000
	Regional Entity and NERC Auditor certification training	27,000	27,000
	<b>Training Services-NERC Staff Only Technical Training</b>		
	NERC Staff BPS system training	30,000	30,000
	<b>Total CE, Training &amp; Education</b>	<b>375,830</b>	<b>3,974</b>
	<b>Total Training, Education and Operator Certification</b>	<b>848,574</b>	<b>252,126</b>
<b>Government Relations</b>	External Affairs	150,000	150,000
	<b>Total Government Relations</b>	<b>150,000</b>	<b>150,000</b>
<b>Legal and Regulatory</b>	External Affairs	-	(141,750)
	<b>Total Legal</b>	<b>-</b>	<b>(141,750)</b>

Program	Consultants & Contracts	INC (DEC) OVER	
		2013 BUDGET	2012
			-
<b>Information Technology</b>	NERC Website Re-Design	175,000	75,000
	Security vulnerability testing of NERC website & 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	-
		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)
	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
		<b>2,721,000</b>	<b>1,303,000</b>
<b>Human Resources</b>	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)
	<b>Instruction Technologists-Staff Development</b>		(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
	<b>HR Process Improvements</b>		
	Single sign-on employee self-service	20,000	20,000
	Paperless HR	7,500	7,500
		<b>288,500</b>	<b>(1,500)</b>

Exhibit B – 2013 Contractor and Consultant Budget Detail

Program	Consultants & Contracts	INC (DEC) OVER	
		2013 BUDGET	2012
<b>Finance and Accounting</b>	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
		<b>325,000</b>	<b>-</b>
<b>Situation Awareness</b>	<b>Contract - IDC</b>		
	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)		
	<b>Contracts - IDC Total</b>	<b>457,586</b>	<b>(1,161,634)</b>
<b>Situation Awareness</b>	Frame Relay Billing (46100)		
	Frame Relay-RC's	300,094	
	<b>Contracts - Total Frame Relay</b>	<b>300,094</b>	<b>-</b>
	<b>TOTAL CONSULTANTS, CONTRACTS, IDC AND FRAME RELAY</b>	<b>8,816,254</b>	<b>528,940</b>

## **Exhibit C - Working Capital and Operating Reserve Policy**

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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) Unforeseen Contingencies

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.
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:
  - i. 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 1<sup>st</sup> 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 uncertain<sup>34</sup> — \$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
    - i. 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

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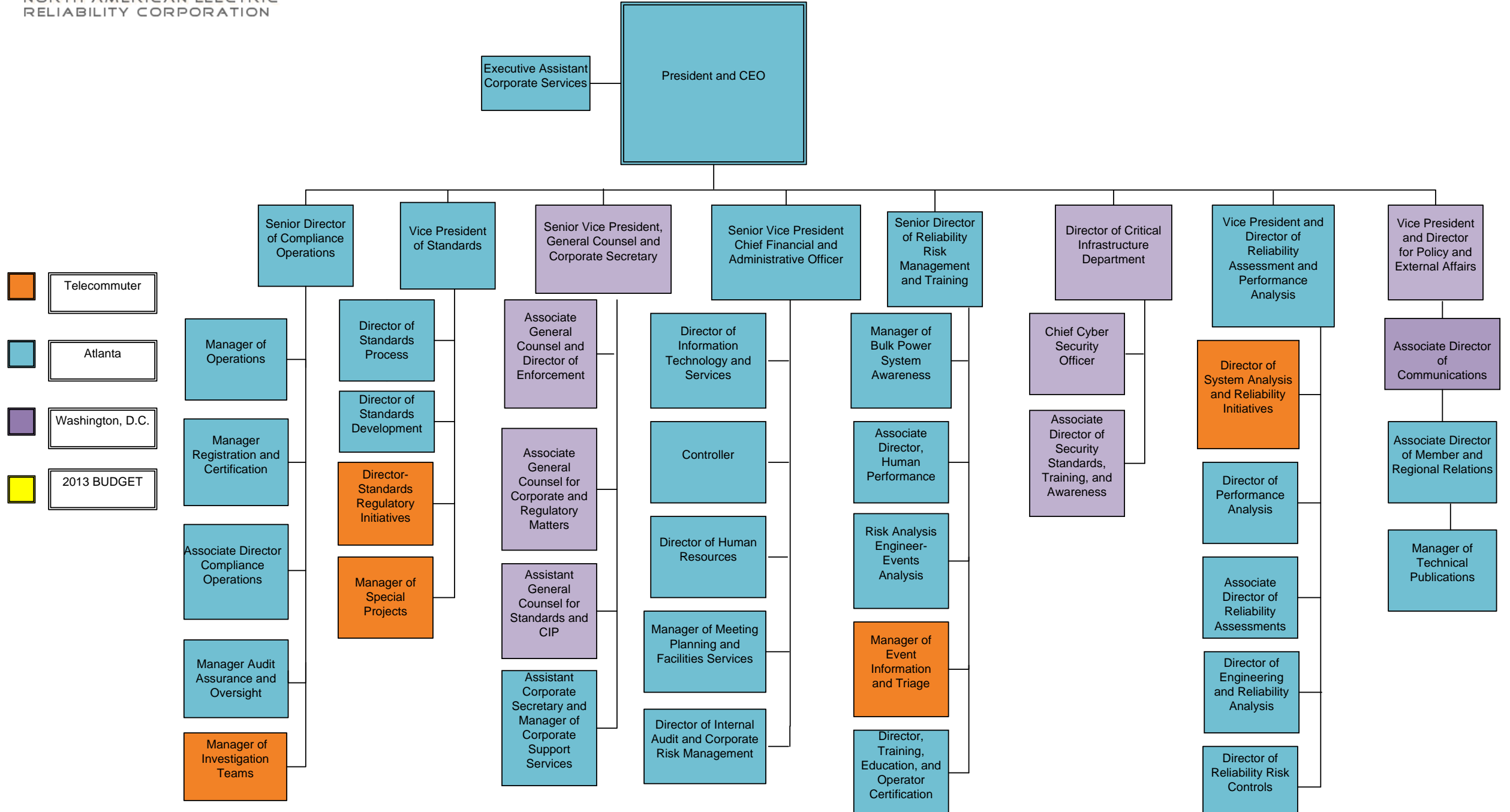
<sup>34</sup> To the extent that proposed reserves in this category become unnecessary due, for example, the terms and conditions of a FERC order, pursuant to the proposed Working Capital and Operating Reserve Policy management could make a request to the NERC Finance and Audit Committee and Board of 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.

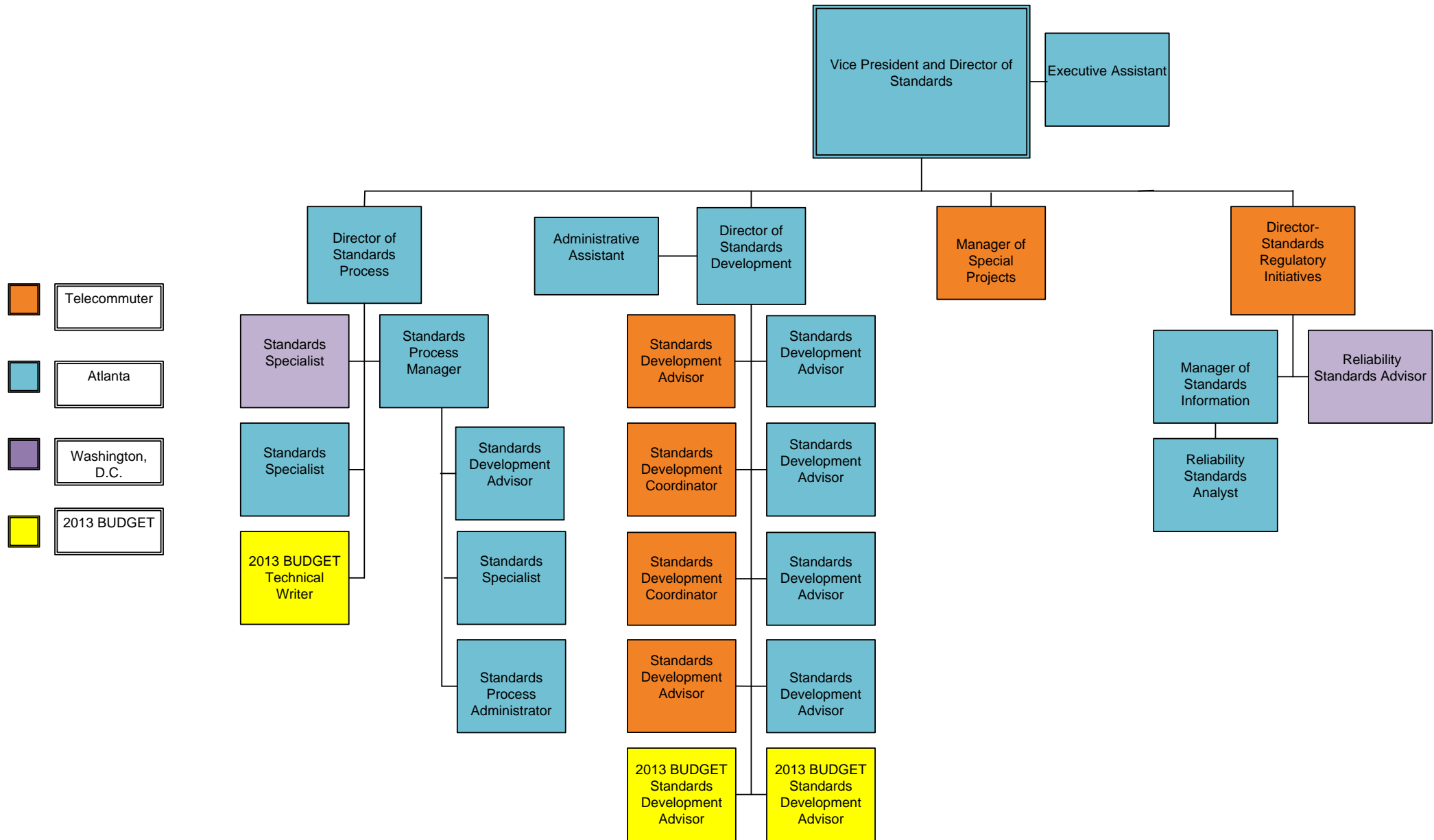
**Total Working Capital + Operating Reserves – \$3.4M**



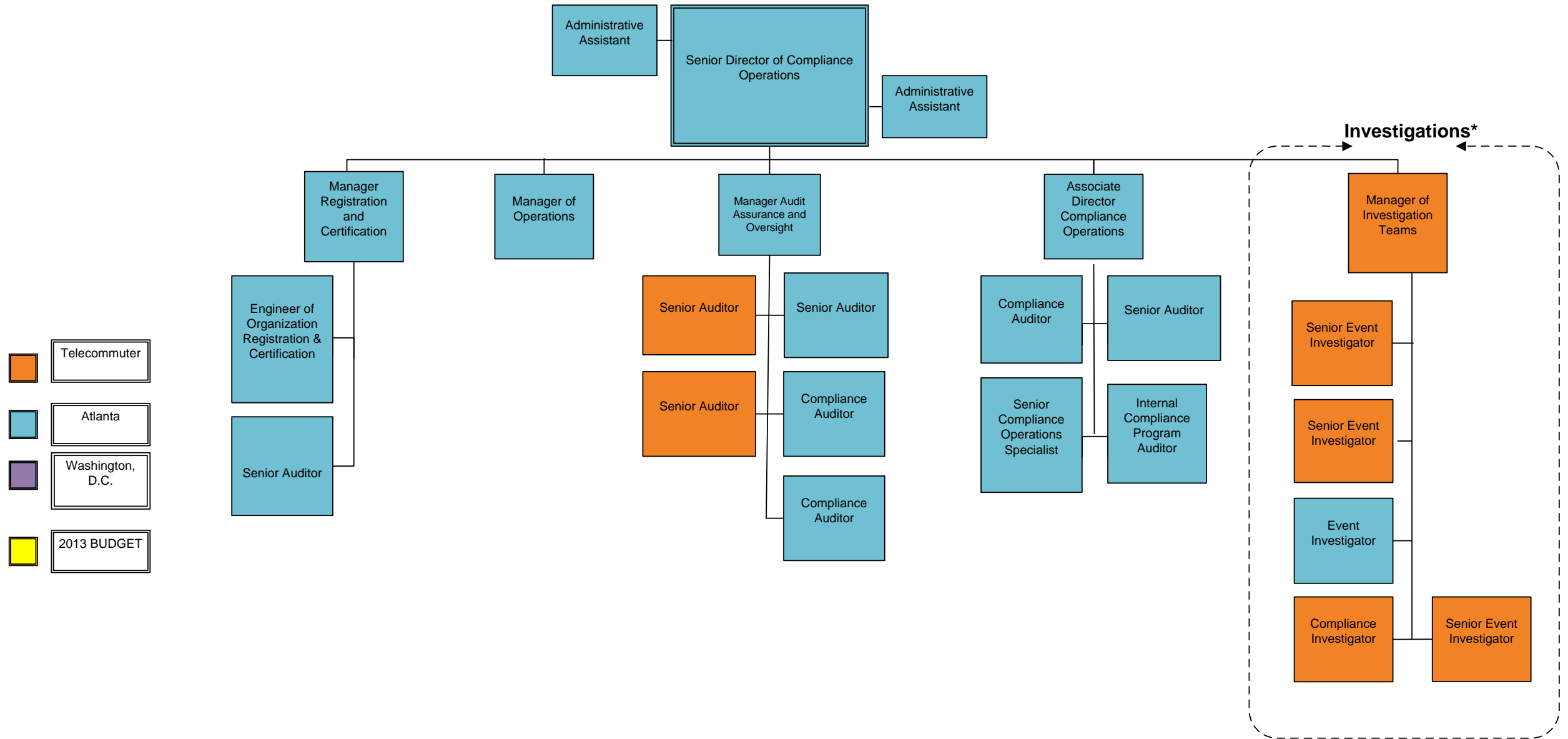
# NERC Staff Organization Chart 2012 - 2013 Budget per Reorganizaton



# Reliability Standards 2012 - 2013

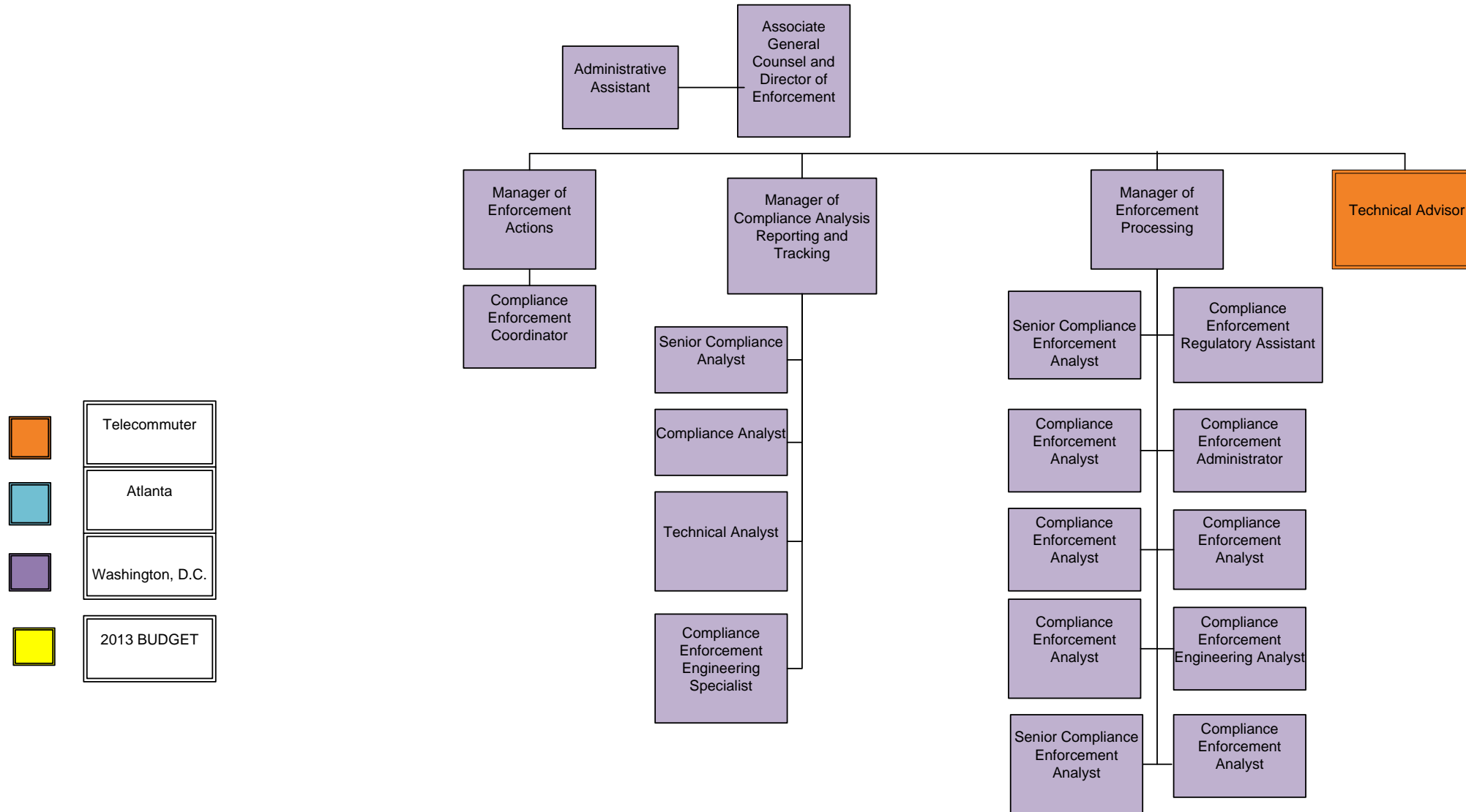


# Compliance Operations 2012 - 2013

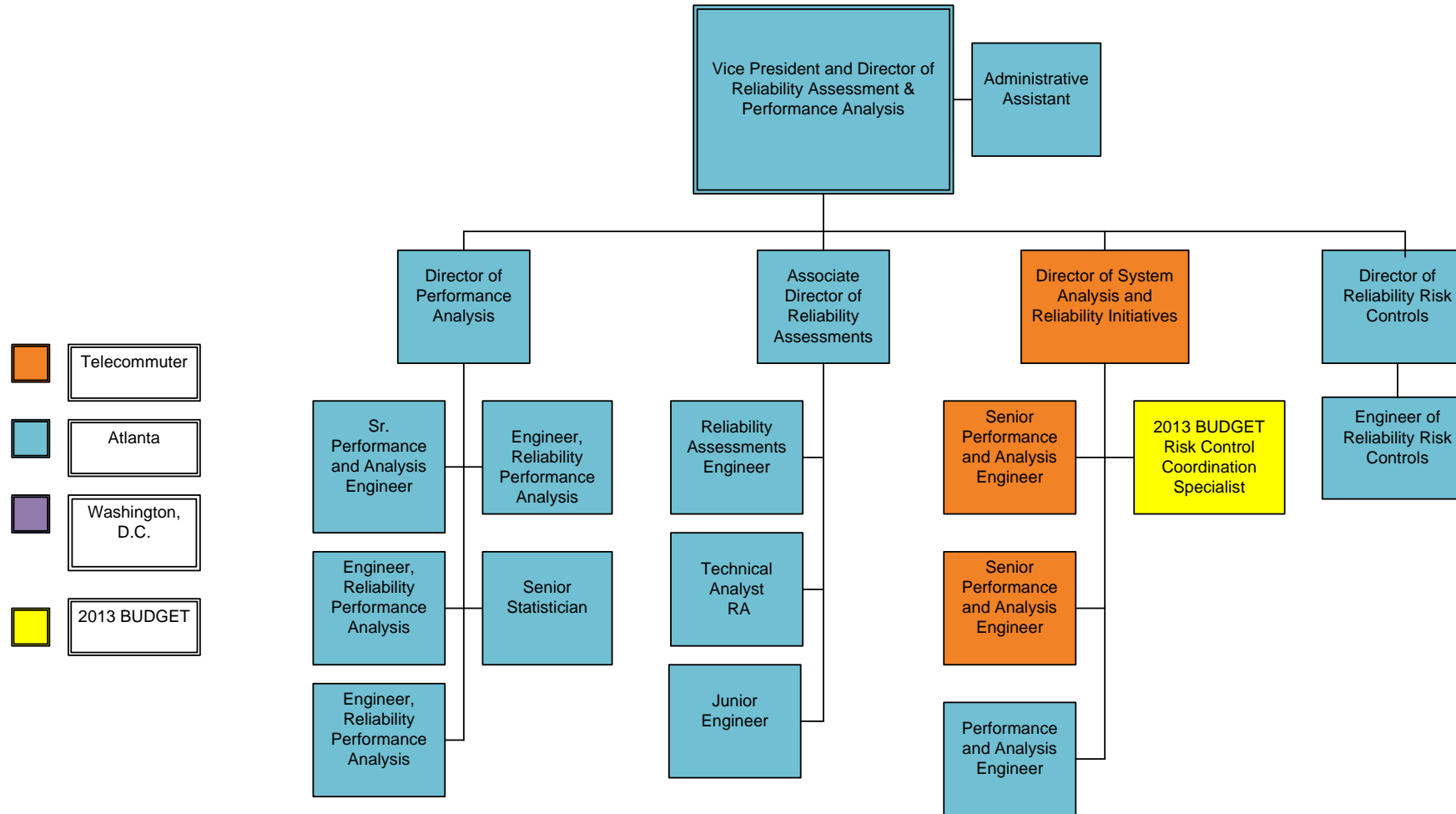


\*Staff originally budgeted with Events Analysis and Investigations

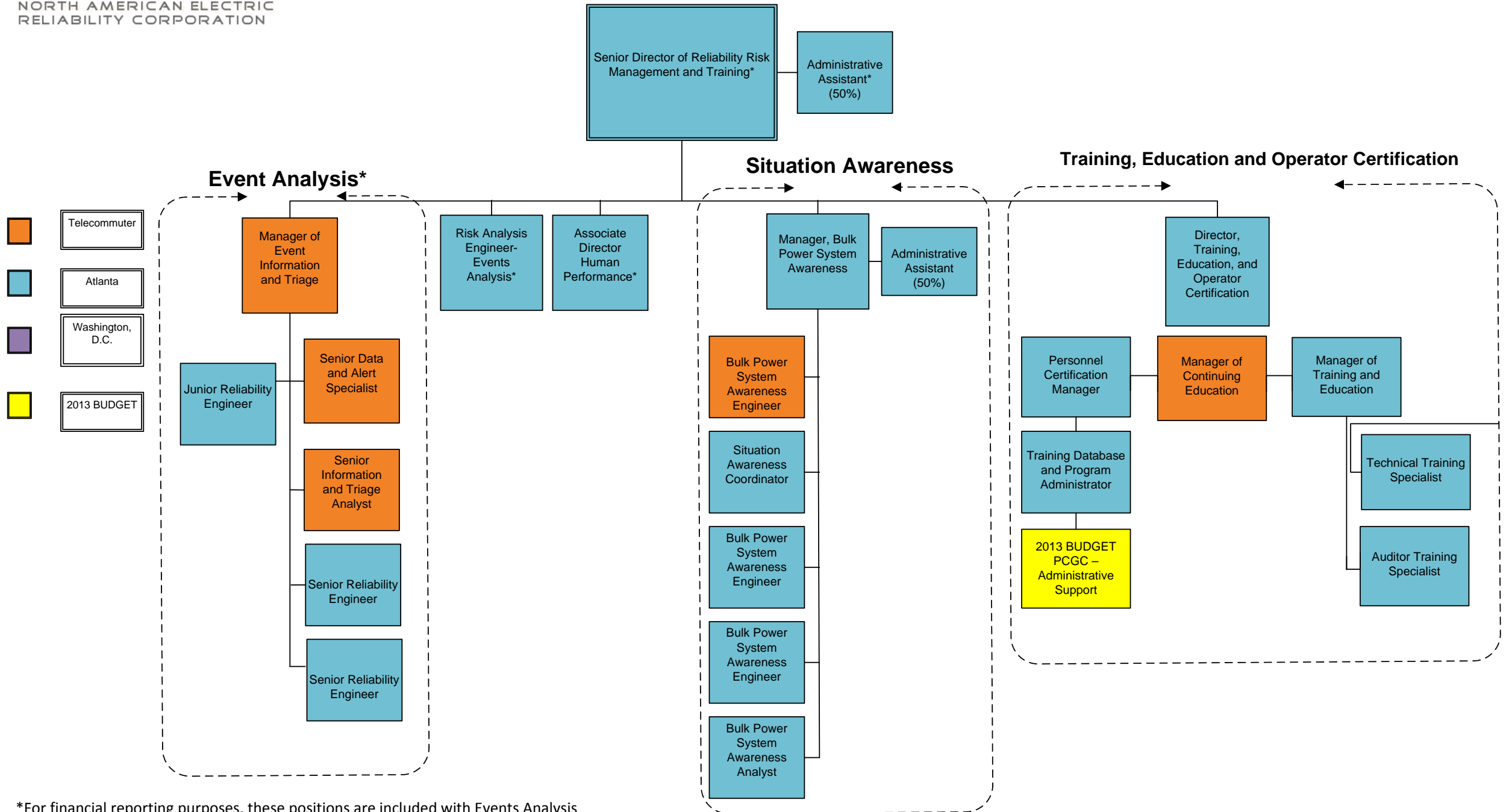
# Compliance Enforcement 2012 - 2013



# Reliability Assessment & Performance Analysis 2012-2013

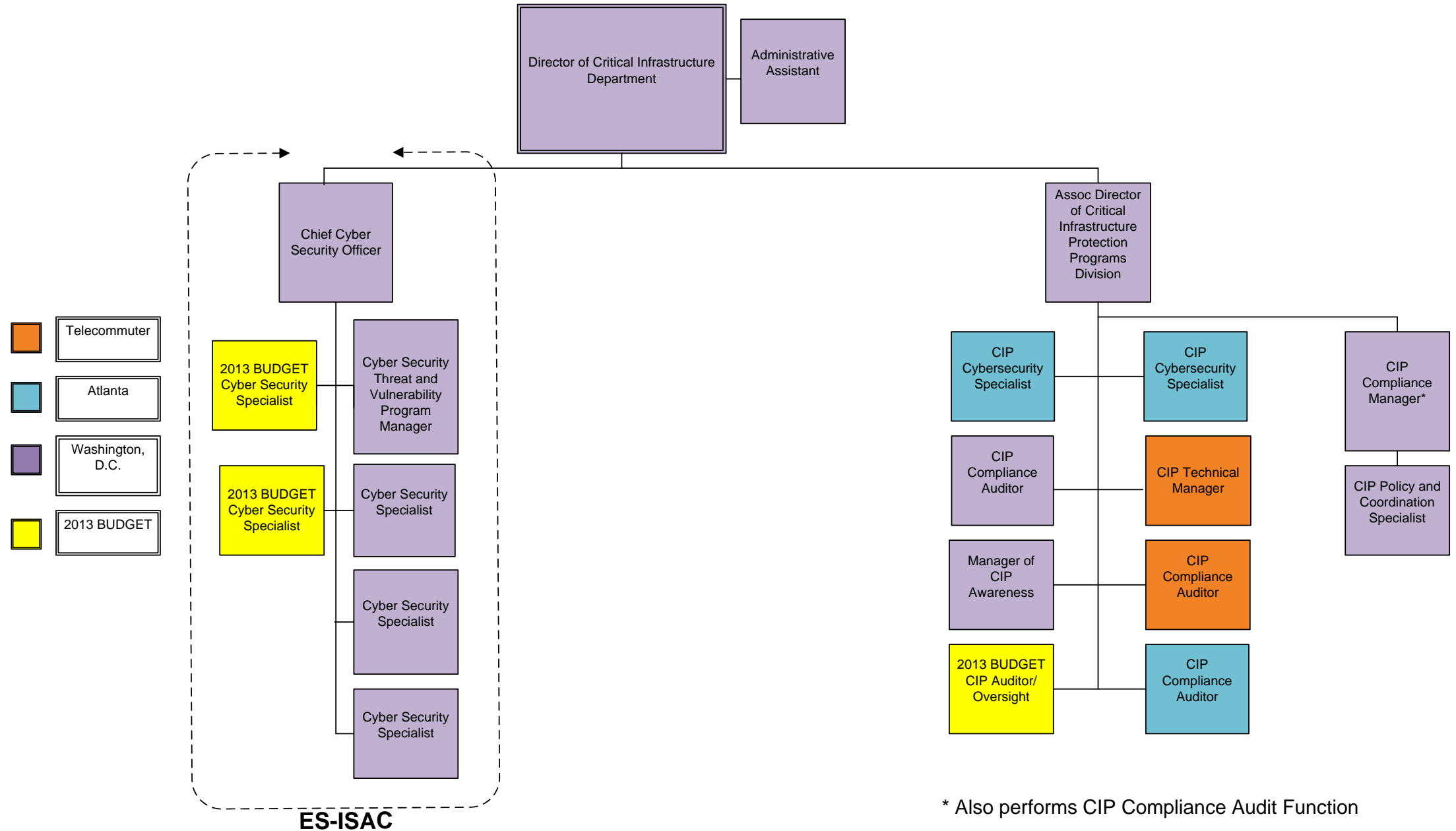


# Reliability Risk Management 2012 - 2013

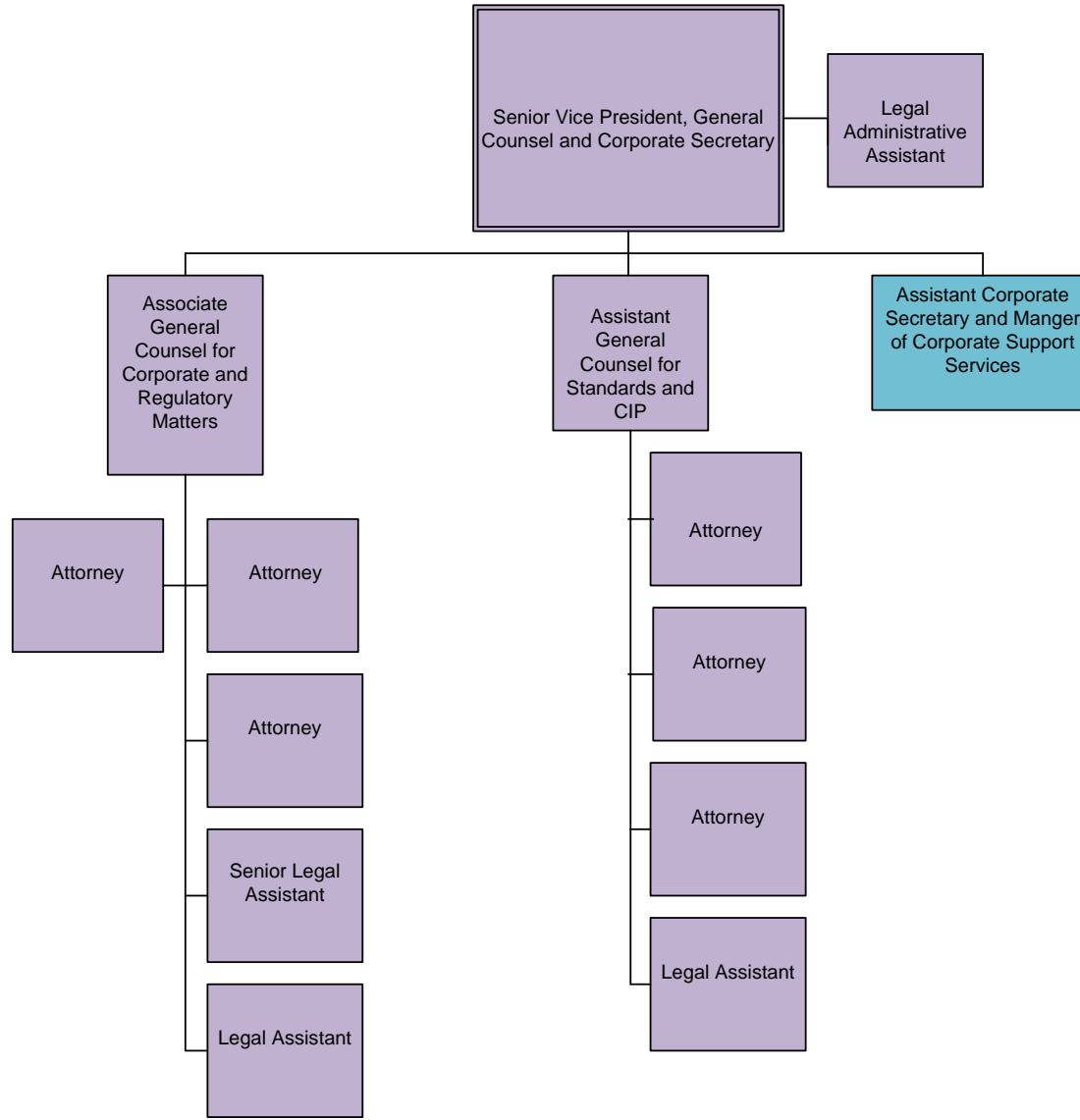


\*For financial reporting purposes, these positions are included with Events Analysis

# Critical Infrastructure Department 2012 - 2013



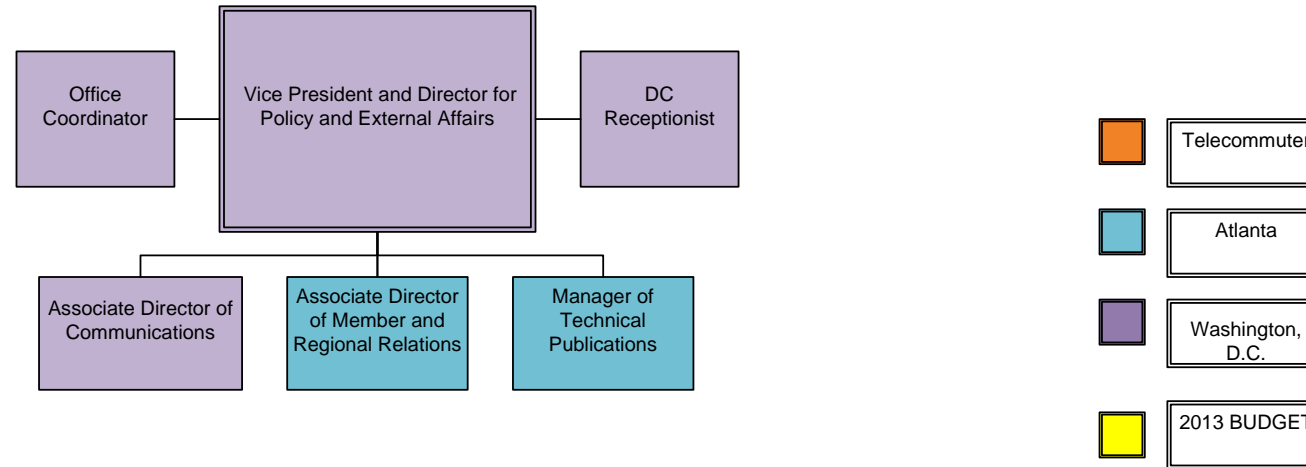
# Legal and Regulatory 2012 - 2013



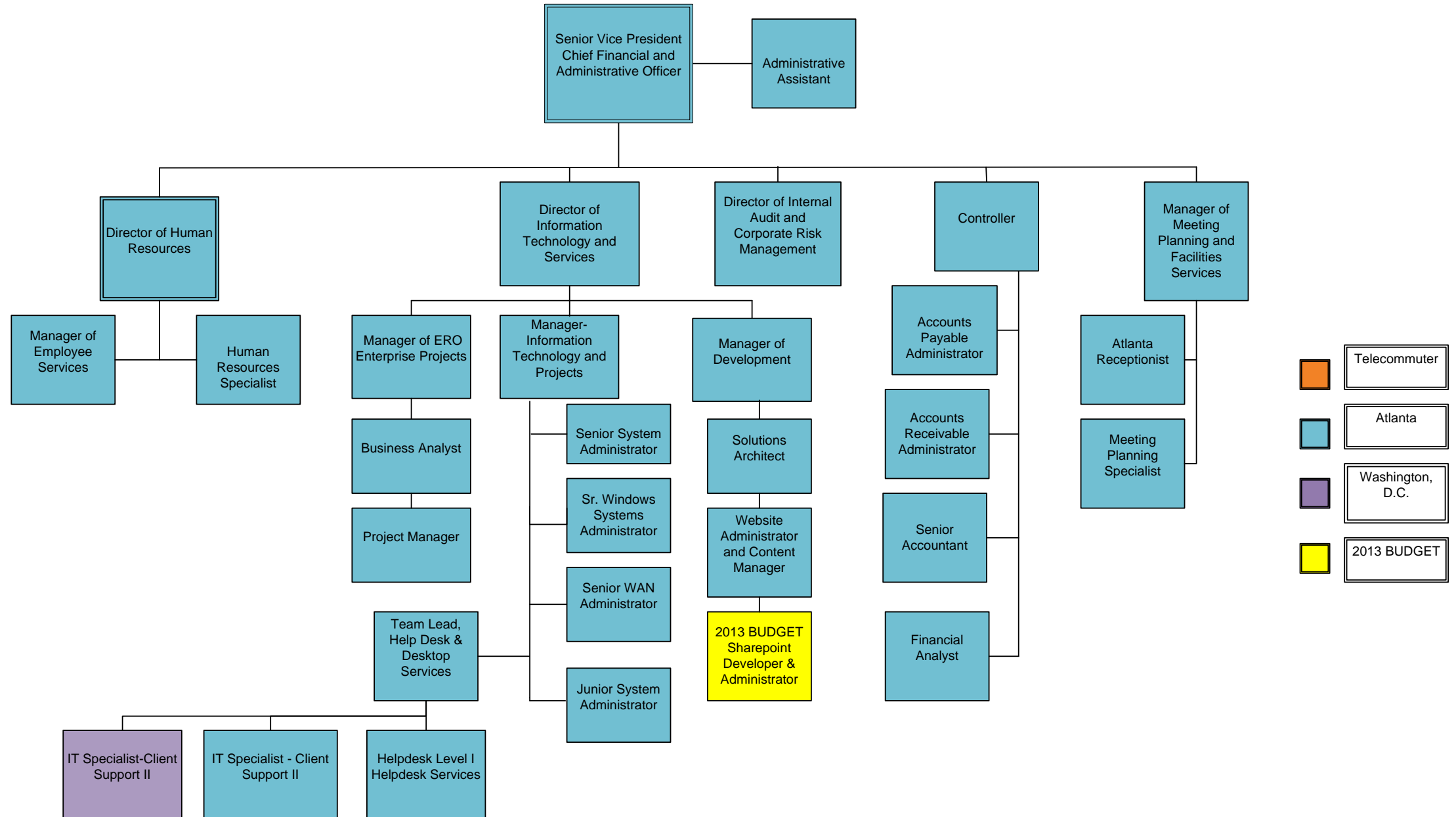
	Telecommuter
	Atlanta
	Washington, D.C.
	2013 BUDGET



# Governmental Relations 2012 - 2013



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



2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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%	0.007%
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	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	FRCC	1090	St. Cloud, City of (OUC)	U.S.	590,000	590,000			0.264%	0.264%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.015%
2011	FRCC	1091	Tallahassee, City of	U.S.	2,799,000	2,799,000			1.250%	1.250%	0.000%	0.000%	0.062%	0.062%	0.000%	0.000%	0.070%
2011	FRCC	1092	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%
2011	MRO	1210	Great River Energy	U.S.	13,485,724	13,485,724	-	-	4.766%	4.766%	0.000%	0.000%	0.298%	0.298%	0.000%	0.000%	0.337%
2011	MRO	1222	Minnkota Power Cooperative, Inc.	U.S.	4,041,580	4,041,580	-	-	1.428%	1.428%	0.000%	0.000%	0.089%	0.089%	0.000%	0.000%	0.101%
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	Integrus 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	MRO	1244	Xcel Energy Company (NSP)	U.S.	46,149,635	46,149,635	-	-	16.310%	16.310%	0.000%	0.000%	1.020%	1.020%	0.000%	0.000%	1.155%
2011	MRO	1196	Ames Municipal Electric System	U.S.	776,022	776,022	-	-	0.274%	0.274%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	MRO	1604	Atlantic Municipal Utilities	U.S.	70,850	70,850	-	-	0.025%	0.025%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	MRO	1476	Badger Power Marketing Authority of Wisconsin, In	U.S.	412,684	412,684	-	-	0.146%	0.146%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	MRO	1200	Cedar Falls Municipal Utilities	U.S.	518,347	518,347	-	-	0.183%	0.183%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.013%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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 region)	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	New England	U.S.	134,915,000	134,915,000	-	-	20.647%	20.647%	0.000%	0.000%	2.980%	2.980%	0.000%	0.000%	3.376%
2011	NPCC	1339	New York	U.S.	162,787,000	162,787,000	-	-	24.913%	24.913%	0.000%	0.000%	3.596%	3.596%	0.000%	0.000%	4.074%
2011	NPCC	1337	Ontario	Canada	143,343,000	-	143,343,000	-	21.937%	0.000%	21.937%	0.000%	3.167%	0.000%	3.167%	0.000%	0.000%
2011	NPCC	1341	Quebec	Canada	186,613,000	-	186,613,000	-	28.559%	0.000%	28.559%	0.000%	4.123%	0.000%	4.123%	0.000%	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%	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%	0.000%
TOTAL 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%
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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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-DET)	U.S.	1,204,038	1,204,038			0.132%	0.132%	0.000%	0.000%	0.027%	0.027%	0.000%	0.000%	0.030%
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	Integrus 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	Integrus 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%
2011	RFC	1614	Just Energy (MECS-DET)	U.S.	20,088	20,088			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	RFC	1154	Michigan Public Power Agency	U.S.	1,217,681	1,217,681			0.133%	0.133%	0.000%	0.000%	0.027%	0.027%	0.000%	0.000%	0.030%
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%	0.014%
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 Sebawaing	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	RFC	1185	Wisconsin Electric Power Co.	U.S.	29,113,348	29,113,348			3.188%	3.188%	0.000%	0.000%	0.643%	0.643%	0.000%	0.000%	0.729%
2011	RFC	1189	Wolverine Power Marketing Cooperative	U.S.	1,048,142	1,048,142			0.115%	0.115%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	RFC	1191	Wolverine Power Supply Cooperative	U.S.	2,505,464	2,505,464			0.274%	0.274%	0.000%	0.000%	0.055%	0.055%	0.000%	0.000%	0.063%
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%
			TOTAL RELIABILITYFIRST		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%





2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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		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 GMOCC (Greater Missouri Operations Comp	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	SPP	1638	Nemaha Marshall Electric Cooperative (NMEC)	U.S.	61,376	61,376			0.028%	0.028%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	SPP	1442	Northeast Texas Electric Cooperative, Inc.	U.S.	3,409,158	3,409,158			1.562%	1.562%	0.000%	0.000%	0.075%	0.075%	0.000%	0.000%	0.085%
2011	SPP	1255	Oklahoma Gas and Electric Co.	U.S.	29,341,893	29,341,893			13.443%	13.443%	0.000%	0.000%	0.648%	0.648%	0.000%	0.000%	0.734%
2011	SPP	1444	Oklahoma Municipal Power Auth	U.S.	2,992,564	2,992,564			1.371%	1.371%	0.000%	0.000%	0.066%	0.066%	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		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	U.S.	2,988,130	2,988,130			1.369%	1.369%	0.000%	0.000%	0.066%	0.066%	0.000%	0.000%	0.075%
			TOTAL 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%
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%
					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%



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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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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	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	WECC		Majority Districts	U.S.	669,890	669,890			0.078%	0.078%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		Merced Irrigation District	U.S.	454,316	454,316			0.053%	0.053%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	WECC		Midstate Electric Cooperative, Inc.	U.S.	403,143	403,143			0.047%	0.047%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	WECC		Mission Valley Power	U.S.	394,767	394,767			0.046%	0.046%	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%	0.027%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
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	U.S.	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	U.S.	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	WECC		Overton Power District No. 5	U.S.	378,808	378,808			0.044%	0.044%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC		PacifiCorp	U.S.	58,032	58,032			0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		PacifiCorp	U.S.	2,095	2,095			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PacifiCorp	U.S.	47,858,167	47,858,167			5.587%	5.587%	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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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%	1.80%
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%	6.20%
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%	2.80%
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%	7.14%
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%	2.55%
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%	2.19%
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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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%

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
<b>Summary by Regional Entity</b>					<b>Total NEL (MWh)</b>	<b>U.S. NEL</b>	<b>Canada NEL</b>	<b>Mexico NEL</b>									
2011	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				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%
2011	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%
2011	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%
2011	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				218,273,305	218,273,305	-	-	100.000%	100.000%	0.000%	0.000%	4.822%	4.822%	0.000%	0.000%	5.462%
2011	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%
2011	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%
<b>Total</b>					<b>4,526,616,128</b>	<b>3,996,240,765</b>	<b>519,333,921</b>	<b>11,041,442</b>	<b>800.000%</b>	<b>714.621%</b>	<b>84.049%</b>	<b>1.330%</b>	<b>100.000%</b>	<b>88.276%</b>	<b>11.478%</b>	<b>0.246%</b>	<b>100.000%</b>

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

APPENDIX 2-B

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					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	FRCC	1076	Chattahoochee, City of	U.S.	1,535	1,535	-	-	443	443	-	-	1,092	1,092	-	-
2011	FRCC	1077	Florida Keys Electric Cooperative Assn	U.S.	26,153	26,153	-	-	7,553	7,553	-	-	18,600	18,600	-	-
2011	FRCC	1078	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	1079	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	FRCC	1092	Tampa Electric Company	U.S.	718,570	718,570	-	-	207,514	207,514	-	-	511,056	511,056	-	-
2011	FRCC	1603	City of Vero Beach	U.S.	27,724	27,724	-	-	8,006	8,006	-	-	19,718	19,718	-	-
2011	FRCC	1093	Wauchula, City of	U.S.	2,357	2,357	-	-	681	681	-	-	1,676	1,676	-	-
2011	FRCC	1094	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	MRO	1230	Nebraska Public Power District	U.S.	551,218	551,218	-	-	139,974	139,974	-	-	411,244	411,244	-	-
2011	MRO	1232	Omaha Public Power District	U.S.	486,677	486,677	-	-	123,585	123,585	-	-	363,093	363,093	-	-
2011	MRO	1237	Southern Montana Generation and Transmission	U.S.	177	177	-	-	45	45	-	-	132	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 (LM)	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	-	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	Integrus 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	U.S.	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	5,672	-	-	16,664	16,664	-	-
2011	MRO	1477	Central Minnesota Municipal Power Agency (CMMP)	U.S.	20,387	20,387	-	-	5,177	5,177	-	-	15,210	15,210	-	-
2011	MRO	1605	City of Pella	U.S.	8,556	8,556	-	-	2,173	2,173	-	-	6,384	6,384	-	-
2011	MRO	1203	Escanaba Municipal Electric Utility	U.S.	6,582	6,582	-	-	1,671	1,671	-	-	4,911	4,911	-	-
2011	MRO	1205	Falls City Water & Light Department	U.S.	2,434	2,434	-	-	618	618	-	-	1,816	1,816	-	-
2011	MRO	1206	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	-	-

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	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)	U.S.	234,518	234,518	-	-	59,552	59,552	-	-	174,966	174,966	-	-
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	-	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	-	-	1,516	1,516	-	-
2011	RFC	1106	City of Crosswell	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 (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	RFC	1553	Integrus Energy Services (MECS-CONS)	U.S.	12,619	12,619	-	-	5,179	5,179	-	-	7,440	7,440	-	-
2011	RFC	1554	Integrus Energy Services (MECS-DET)	U.S.	9,510	9,510	-	-	3,903	3,903	-	-	5,607	5,607	-	-
2011	RFC	1614	Just Energy (MECS-DET)	U.S.	528	528	-	-	217	217	-	-	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	-	-



2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					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	RFC	1265	PJM Interconnection, LLC	U.S.	18,432,718	18,432,718	-	-	7,565,244	7,565,244	-	-	10,867,474	10,867,474	-	-
2011	RFC	1172	Sempra Energy Solutions (MECS-CONS)	U.S.	29,943	29,943	-	-	12,289	12,289	-	-	17,654	17,654	-	-
2011	RFC	1171	Sempra Energy Solutions (MECS-DET)	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)	U.S.	237	237	-	-	97	97	-	-	140	140	-	-
2011	RFC	1174	Direct Energy (fka:Strategic Energy,LLC) (MECS-DET)	U.S.	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 Sebawaing	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	-	-	42,212	42,212	-	-
2011	RFC	1487	Wabash Valley Power Association Inc. (MECS CONS)	U.S.	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	RFC	1191	Wolverine Power Supply Cooperative	U.S.	65,915	65,915	-	-	27,053	27,053	-	-	38,862	38,862	-	-
2011	RFC	1190	Wolverine Power Marketing Cooperative	U.S.	3,381	3,381	-	-	1,388	1,388	-	-	1,993	1,993	-	-
<b>TOTAL RELIABILITYFIRST</b>					<b>24,027,209</b>	<b>24,027,209</b>	<b>-</b>	<b>-</b>	<b>9,861,361</b>	<b>9,861,361</b>	<b>-</b>	<b>-</b>	<b>14,165,848</b>	<b>14,165,848</b>	<b>-</b>	<b>-</b>
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	-	-	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	SERC	1277	Central Electric Power Cooperative Inc.	U.S.	384,968	384,968	-	-	172,594	172,594	-	-	212,374	212,374	-	-
2011	SERC	1278	City of Blountstown FL	U.S.	979	979	-	-	439	439	-	-	540	540	-	-
2011	SERC	1279	City of Camden SC	U.S.	4,927	4,927	-	-	2,209	2,209	-	-	2,718	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	U.S.	18,201	18,201	-	-	8,160	8,160	-	-	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 Troy AL	U.S.	10,074	10,074	-	-	4,517	4,517	-	-	5,557	5,557	-	-
2011	SERC	1294	City of West Memphis AR (West Memphis Utilities)	U.S.	9,476	9,476	-	-	4,248	4,248	-	-	5,228	5,228	-	-
2011	SERC	1583	Claiborne Electric Cooperative, Inc.	U.S.	16,349	16,349	-	-	7,330	7,330	-	-	9,019	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	-	-

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	SERC	1298	East Mississippi Electric Power Association	U.S.	11,438	11,438	-	-	5,128	5,128	-	-	6,310	6,310	-	-
2011	SERC	1629	East Texas Electric Cooperative Inc	U.S.	50,469	50,469	-	-	22,627	22,627	-	-	27,842	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	1306	Georgia System Optns Corporation	U.S.	940,788	940,788	-	-	421,786	421,786	-	-	519,002	519,002	-	-
2011	SERC	1479	Greenwood (MS) Utilities Commission	U.S.	6,825	6,825	-	-	3,060	3,060	-	-	3,765	3,765	-	-
2011	SERC	1307	Greenwood (SC) Commissioners of Public Works	U.S.	6,396	6,396	-	-	2,867	2,867	-	-	3,528	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	SERC	1313	McCormick Commission of Public Works	U.S.	425	425	-	-	191	191	-	-	234	234	-	-
2011	SERC	1314	Mississippi Power Company	U.S.	258,726	258,726	-	-	115,995	115,995	-	-	142,731	142,731	-	-
2011	SERC	1630	Mt. Carmel Public Utility	U.S.	2,659	2,659	-	-	1,192	1,192	-	-	1,467	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	SERC	1320	Owensboro (KY) Municipal Utilities	U.S.	21,826	21,826	-	-	9,785	9,785	-	-	12,041	12,041	-	-
2011	SERC	1322	Piedmont EMC in Duke and Progress Areas	U.S.	12,232	12,232	-	-	5,484	5,484	-	-	6,748	6,748	-	-
2011	SERC	1323	Piedmont Municipal Power Agency (PMPA)	U.S.	56,670	56,670	-	-	25,407	25,407	-	-	31,263	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	SERC	1590	South Louisiana Electric Cooperative Association	U.S.	15,638	15,638	-	-	7,011	7,011	-	-	8,627	8,627	-	-
2011	SERC	1328	South Mississippi Electric Power Association	U.S.	248,646	248,646	-	-	111,476	111,476	-	-	137,170	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	U.S.	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 Stantonburg, N.C.	U.S.	552	552	-	-	248	248	-	-	305	305	-	-
2011	SERC	1333	Town of Waynesville NC	U.S.	2,191	2,191	-	-	982	982	-	-	1,208	1,208	-	-
2011	SERC	1334	Town of Winnsboro SC	U.S.	1,315	1,315	-	-	589	589	-	-	725	725	-	-
2011	SERC	1335	Town of Winterville NC	U.S.	1,281	1,281	-	-	574	574	-	-	706	706	-	-
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	-	-

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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					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	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	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	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	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	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 Commissio	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	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	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	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	-	-	8,530,054	8,530,054	-	-
2011	TRE	1019	ERCOT	U.S.	11,724,917	11,724,917	-	-	3,572,397	3,572,397	-	-	8,152,520	8,152,520	-	-
					11,724,917	11,724,917	-	-	3,572,397	3,572,397	-	-	8,152,520	8,152,520	-	-

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					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	WECC		Alcoa Inc	U.S.	190,816	190,816	-	-	34,200	34,200	-	-	156,616	156,616	-	-
2011	WECC		Arizona Public Service Company	U.S.	1,819,240	1,819,240	-	-	326,058	326,058	-	-	1,493,182	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	WECC		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	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	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	-	-	67	67	-	-
2011	WECC		Bureau of Reclamation (Wellfield) - c/o DSW EMMO	U.S.	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	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	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	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	WECC		City of Ellensburg	U.S.	12,242	12,242	-	-	2,194	2,194	-	-	10,048	10,048	-	-
2011	WECC		City of Fallon	U.S.	6,924	6,924	-	-	1,241	1,241	-	-	5,683	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 McMinville	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	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	-	-

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					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico 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	WECC		City of Richland	U.S.	52,489	52,489	-	-	9,407	9,407	-	-	43,081	43,081	-	-
2011	WECC		City of Roseville	U.S.	47,490	47,490	-	-	8,511	8,511	-	-	38,978	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	WECC		Clark Public Utilities	U.S.	268,386	268,386	-	-	48,102	48,102	-	-	220,284	220,284	-	-
2011	WECC		Clatskanie PUD	U.S.	47,289	47,289	-	-	8,475	8,475	-	-	38,813	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	WECC		Columbia Power Cooperative Association	U.S.	1,269	1,269	-	-	227	227	-	-	1,041	1,041	-	-
2011	WECC		Columbia River PUD	U.S.	10,131	10,131	-	-	1,816	1,816	-	-	8,316	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	WECC		Douglas Palisades	U.S.	1,067	1,067	-	-	191	191	-	-	876	876	-	-
2011	WECC		El Paso Electric Company	U.S.	496,354	496,354	-	-	88,961	88,961	-	-	407,394	407,394	-	-
2011	WECC		Electrical District #2	U.S.	10,867	10,867	-	-	1,948	1,948	-	-	8,919	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.	310	310	-	-	56	56	-	-	254	254	-	-
2011	WECC		Grand Valley Power	U.S.	13,568	13,568	-	-	2,432	2,432	-	-	11,136	11,136	-	-
2011	WECC		Harney Electric Cooperative, Inc.	U.S.	6,608	6,608	-	-	1,184	1,184	-	-	5,424	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	U.S.	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	WECC		Inland Power and Light Company	U.S.	28,871	28,871	-	-	5,175	5,175	-	-	23,697	23,697	-	-
2011	WECC		Intermountain Rural Electric Association	U.S.	66,392	66,392	-	-	11,899	11,899	-	-	54,493	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	-	-

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	WECC		Las Vegas Valley Water District	U.S.	5,389	5,389	-	-	966	966	-	-	4,423	4,423	-	-
2011	WECC		Lincoln County Power District No. 1	U.S.	5,369	5,369	-	-	962	962	-	-	4,407	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	-	-	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.	1,008	1,008	-	-	181	181	-	-	827	827	-	-
2011	WECC		Mt. Wheeler Power	U.S.	31,620	31,620	-	-	5,667	5,667	-	-	25,953	25,953	-	-
2011	WECC		Municipal Energy Agency of Nebraska	U.S.	10,888	10,888	-	-	1,951	1,951	-	-	8,937	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	WECC		Northern Lights, Inc.	U.S.	18,110	18,110	-	-	3,246	3,246	-	-	14,864	14,864	-	-
2011	WECC		Northern Wasco County PUD	U.S.	34,051	34,051	-	-	6,103	6,103	-	-	27,948	27,948	-	-
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC	U.S.	535,505	535,505	-	-	95,977	95,977	-	-	439,528	439,528	-	-
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC	U.S.	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	WECC		PacifiCorp	U.S.	2,847,510	2,847,510	-	-	510,353	510,353	-	-	2,337,157	2,337,157	-	-
2011	WECC		PacifiCorp	U.S.	107	107	-	-	19	19	-	-	88	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	WECC		Port Townsend Paper Corporation	U.S.	12,043	12,043	-	-	2,158	2,158	-	-	9,885	9,885	-	-
2011	WECC		Portland General Electric Company	U.S.	2,831	2,831	-	-	507	507	-	-	2,323	2,323	-	-
2011	WECC		Portland General Electric Company	U.S.	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	WECC		PUD No. 1 of Cowlitz County	U.S.	285	285	-	-	51	51	-	-	234	234	-	-
2011	WECC		PUD No. 1 of Douglas County	U.S.	537	537	-	-	96	96	-	-	441	441	-	-
2011	WECC		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	-	-

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					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	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	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 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	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	-	-
2011	WECC		San Carlos Indian Irrigation Project	U.S.	7	7	-	-	1	1	-	-	5	5	-	-
2011	WECC		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	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	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	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	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	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	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.	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	WECC		US Air Force Base, Fairchild	U.S.	2,972	2,972	-	-	533	533	-	-	2,439	2,439	-	-
2011	WECC		US Dept of Energy - Kirtland AFB	U.S.	25,218	25,218	-	-	4,520	4,520	-	-	20,699	20,699	-	-
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	-	-

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					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	-	-
<b>TOTAL WECC</b>					<b>50,517,596</b>	<b>43,214,609</b>	<b>6,593,988</b>	<b>708,998</b>	<b>9,020,357</b>	<b>7,745,261</b>	<b>1,150,409</b>	<b>124,686</b>	<b>41,497,239</b>	<b>35,469,348</b>	<b>5,443,579</b>	<b>584,312</b>
<b>TOTAL ERO</b>					<b>161,188,857</b>	<b>144,255,780</b>	<b>16,224,079</b>	<b>708,998</b>	<b>47,604,156</b>	<b>43,036,224</b>	<b>4,443,246</b>	<b>124,686</b>	<b>113,584,701</b>	<b>101,219,556</b>	<b>11,780,833</b>	<b>584,312</b>
<b>Summary by Regional Entity</b>																
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
<b>Total</b>					<b>161,188,857</b>	<b>144,255,780</b>	<b>16,224,079</b>	<b>708,998</b>	<b>47,604,156</b>	<b>43,036,224</b>	<b>4,443,246</b>	<b>124,686</b>	<b>113,584,701</b>	<b>101,219,556</b>	<b>11,780,833</b>	<b>584,312</b>









2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total NERC Assessments				NERC NEL Assessments				Penalty Sanctions		NERC Compliance Credits				NERC IDC Assessments		
					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	
<b>TOTAL SERC</b>					<b>11,239,354</b>	<b>11,239,354</b>	<b>-</b>	<b>-</b>	<b>11,443,399</b>	<b>11,443,399</b>	<b>-</b>	<b>-</b>	<b>(655,820)</b>	<b>(655,820)</b>	<b>336,006</b>	<b>336,006</b>	<b>-</b>	<b>-</b>	<b>115,769</b>	<b>115,769</b>	<b>-</b>











2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total NERC Assessments				NERC NEL Assessments				Penalty Sanctions		NERC Compliance Credits				NERC IDC Assessments		
					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	U.S.	2,626	2,626	-	-	2,701	2,701	-	-	(155)	(155)	79	79	-	-	-	-	-
2011	WECC		Western Area Power Administration - CRSP	U.S.	18,770	18,770	-	-	19,310	19,310	-	-	(1,107)	(1,107)	567	567	-	-	-	-	-
2011	WECC		Western Area Power Administration - Sierra Nevad	U.S.	16,298	16,298	-	-	16,766	16,766	-	-	(961)	(961)	492	492	-	-	-	-	-
2011	WECC		Western Area Power Administration-Desert South	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	U.S.	2,043	2,043	-	-	2,101	2,101	-	-	(120)	(120)	62	62	-	-	-	-	-
2011	WECC		Western Area Power Administration-Upper Great F	U.S.	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)	6	6	-	-	-	-	-
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)	1	1	-	-	-	-	-
2011	WECC		Yuma-Mesa Irrigation District	U.S.	2	2	-	-	2	2	-	-	(0)	(0)	0	0	-	-	-	-	-
<b>TOTAL WECC</b>					<b>9,020,357</b>	<b>7,745,261</b>	<b>1,150,409</b>	<b>124,686</b>	<b>9,397,916</b>	<b>7,967,946</b>	<b>1,308,841</b>	<b>121,130</b>	<b>(456,642)</b>	<b>(456,642)</b>	<b>79,083</b>	<b>233,958</b>	<b>(158,432)</b>	<b>3,557</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL ERO</b>					<b>47,604,156</b>	<b>43,036,224</b>	<b>4,443,246</b>	<b>124,686</b>	<b>49,659,070</b>	<b>43,840,607</b>	<b>5,697,333</b>	<b>121,130</b>	<b>(2,512,500)</b>	<b>(2,512,500)</b>	<b>-</b>	<b>1,287,265</b>	<b>(1,290,822)</b>	<b>3,557</b>	<b>457,586</b>	<b>420,851</b>	<b>36,735</b>
<b>Summary by Regional Entity</b>																					
2011	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	-	-	-
<b>Total</b>					<b>47,604,156</b>	<b>43,036,224</b>	<b>4,443,246</b>	<b>124,686</b>	<b>49,659,070</b>	<b>43,840,607</b>	<b>5,697,333</b>	<b>121,130</b>	<b>(2,512,500)</b>	<b>(2,512,500)</b>	<b>-</b>	<b>1,287,265</b>	<b>(1,290,822)</b>	<b>3,557</b>	<b>457,586</b>	<b>420,851</b>	<b>36,735</b>





2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total Regional Entity Assessments (Including WIRAB Assessments)				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	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	SERC	1586	Haywood EMC	U.S.	4,001	4,001	-	-	4,016	4,016	-	-	(15)	(15)															
2011	SERC	1509	Illinois Municipal Electric Agency	U.S.	25,708	25,708	-	-	25,803	25,803	-	-	(95)	(95)															
2011	SERC	1480	Rta 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	SERC	1319	Old Dominion Electric Cooperative	U.S.	78,691	78,691	-	-	78,981	78,981	-	-	(290)	(290)															
2011	SERC	1618	Oceola (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	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	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	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	SERC	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 Wintnsboro 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)															











**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**

**NERC**

NORTH AMERICAN ELECTRIC  
RELIABILITY CORPORATION

# 2013 Business Plan and Budget

Board of Trustees Approved: August 16, 2012

[Updated September 10, 2012](#)

**RELIABILITY | ACCOUNTABILITY**



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## About NERC

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### 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 2005<sup>1</sup> 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."<sup>2</sup> 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."<sup>3</sup> 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."<sup>4</sup>

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.<sup>5</sup> 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

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

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

<sup>3</sup> *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)..

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

<sup>5</sup> *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.<sup>6</sup> 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

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<sup>6</sup> 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.<sup>7</sup>

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.<sup>8</sup>

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.

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<sup>7</sup> 2008 ERO Budget Order at P 21.

<sup>8</sup> *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 NERC<sup>9</sup>. 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.<sup>10</sup>

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., ReliabilityFirst 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.

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<sup>9</sup> 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).

<sup>10</sup> The 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,<sup>11</sup> and the Commission accepted this filing in an order issued March 15, 2012.<sup>12</sup> 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

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<sup>11</sup> *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.

<sup>12</sup> *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”<sup>13</sup> 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.”<sup>14</sup>

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.”<sup>15</sup>

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.<sup>16</sup> 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

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<sup>13</sup> FFT Order at P 41.

<sup>14</sup> FFT Order at P 40.

<sup>15</sup> *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.

<sup>16</sup> 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				
<b>Total FTEs</b>	186.25			
Statutory Expenses	\$ 54,093,957			
Non-Statutory Expenses	\$ -			
<b>Total Expenses</b>	\$ 54,093,957			
Statutory Inc(Dec) in Fixed Assets	\$ 192,299			
Non-Statutory Inc(Dec) in Fixed Assets	\$ -			
<b>Total Inc(Dec) in Fixed Assets</b>	\$ 192,299			
Statutory Working Capital Requirement	\$ (2,033,600)			
Non-Statutory Working Capital Requirement				
<b>Total Working Capital Requirement</b>	\$ (2,033,600)			
Total Statutory Funding Requirement	\$ 52,252,656			
Total Non-Statutory Funding Requirement	\$ -			
<b>Total Funding Requirement</b>	\$ 52,252,656			
<b>Statutory Funding Assessments</b>	\$ 47,604,156	\$ 43,036,224	\$ 4,443,246	\$ 124,686
<b>Non-Statutory Fees</b>				
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.
- b) 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:

1. There will be no material changes in the legal framework under which NERC and the Regional Entities operate;
2. 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;
7. 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.<sup>17</sup>
- 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.

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<sup>17</sup> [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 funds<sup>18</sup>, the allocation of certain compliance and enforcement costs<sup>19</sup>, and using 2011 net energy for load data, assessments will be

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

<sup>19</sup> 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.

A		B		C		= B + C		
2012 Base Operating Budget		2013 Projected Change in Base Operating Budget	Projected inc(dec) in Staffing and Programs	Total Projected Increase 2013 v 2012 Budget	Total Projected 2013 Budget			
\$	24,800,833	\$	(1,585,329)	\$	840,662	\$	(744,667)	24,056,166
	1,524,935		(126,804)		61,579		(65,225)	1,459,710
	3,190,308		(222,801)		112,434		(110,367)	3,079,941
	3,489,736		(839,932)		52,784		(787,148)	2,702,588
<b>\$</b>	<b>33,005,812</b>	<b>\$</b>	<b>(2,774,867)</b>	<b>\$</b>	<b>1,067,460</b>	<b>\$</b>	<b>(1,707,407)</b>	<b>\$ 31,298,405</b>
\$	736,000	\$	306,000	\$	-	\$	306,000	1,042,000
	2,787,870		(124,370)		75,000		(49,370)	2,738,500
	348,910		(31,100)		-		(31,100)	317,810
<b>\$</b>	<b>3,872,780</b>	<b>\$</b>	<b>150,530</b>	<b>\$</b>	<b>75,000</b>	<b>\$</b>	<b>225,530</b>	<b>\$ 4,098,310</b>
\$	6,368,000	\$	(393,926)	\$	2,084,500	\$	1,690,574	8,058,574
	300,094		-		-		-	300,094
	1,619,220		(1,161,634)		-		(1,161,634)	457,586
<b>\$</b>	<b>8,287,314</b>	<b>\$</b>	<b>(1,555,560)</b>	<b>\$</b>	<b>2,084,500</b>	<b>\$</b>	<b>528,940</b>	<b>\$ 8,816,254</b>
\$	2,304,257	\$	191,407	\$	261,176	\$	452,583	2,756,840
	2,838,819		342,696				342,696	3,181,515
	2,005,000		136,331		150,000		286,331	2,291,331
	26,200		(4,700)		-		(4,700)	21,500
<b>\$</b>	<b>7,174,276</b>	<b>\$</b>	<b>665,734</b>	<b>\$</b>	<b>411,176</b>	<b>\$</b>	<b>1,076,910</b>	<b>\$ 8,251,186</b>
\$	-	\$	50,000	\$	-	\$	50,000	50,000
\$	772,090	\$	-	\$	784,010	\$	784,010	1,556,100
	-		-		216,000		216,000	216,000
<b>\$</b>	<b>772,090</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>1,000,010</b>	<b>\$</b>	<b>1,000,010</b>	<b>\$ 1,772,100</b>
<b>\$</b>	<b>53,112,272</b>	<b>\$</b>	<b>(3,464,163)</b>	<b>\$</b>	<b>4,638,146</b>	<b>\$</b>	<b>1,173,983</b>	<b>\$ 54,286,255</b>

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 projected<sup>20</sup>. 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

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<sup>20</sup> 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 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.<sup>21</sup> 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.

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<sup>21</sup> 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 policies regarding the allocation of certain compliance and enforcement costs. The following preliminary calculation of proposed changes in assessments reflects these policies.

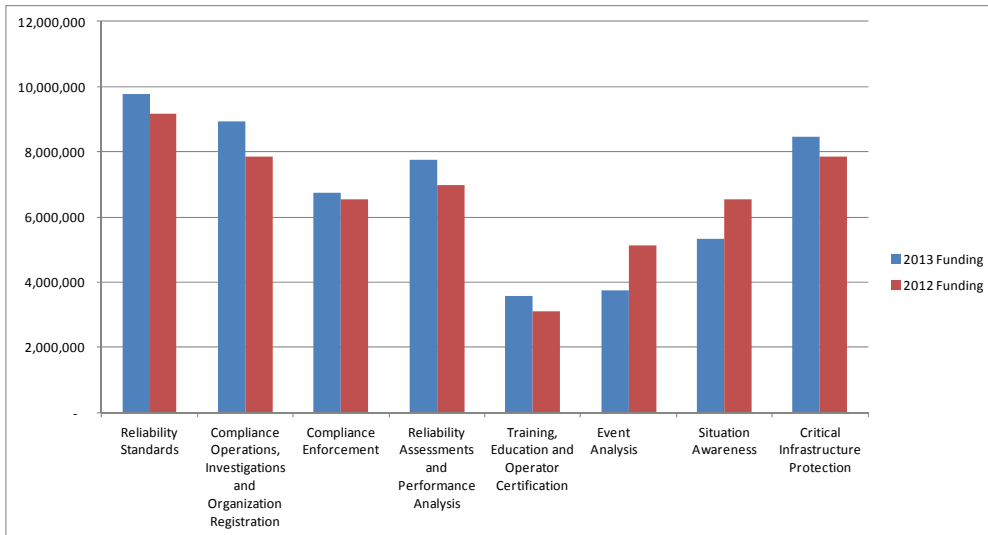
<b>Change in Total Budget 2013 v 2012</b>		<b>% of Total 2012 Budget</b>
<b>Current Operations</b>	<b>\$ (3,464,163)</b>	<b>-6.5%</b>
<b>Proposed 2013 Resource additions</b>	<b>\$ 4,638,146</b>	<b>8.7%</b>
	<b>\$ 1,173,983</b>	<b>2.2%</b>

<b>Increase (Decrease) in 2013 Assessment</b>		<b>% of 2012 Assessments</b>
Due to current operations	\$ (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	
<b>Total</b>	<b>\$ (3,057,116)</b>	<b>-6.0%</b>
<b>Decrease for US entities</b>	<b>(3,095,965)</b>	<b>-6.8%</b>
<b>Increase for Canadian entities</b>	<b>31,783</b>	<b>1.5%</b>
<b>Increase for Mexico entities</b>	<b>7,066</b>	<b>5.9%</b>

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%
<b>Total Budget</b>	<b>53,112,272</b>	<b>51,663,132</b>	<b>54,286,256</b>	<b>1,173,984</b>	<b>2.2%</b>

\*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
<b>STATUTORY</b>					
<b>Operational Programs</b>					
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
<b>Total FTEs Operational Programs</b>	<b>129.00</b>	<b>(5.00)</b>	<b>118.26</b>	<b>133.50</b>	<b>4.50</b>
<b>Administrative Programs</b>					
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
<b>Total FTEs Administrative Programs</b>	<b>47.75</b>	<b>5.00</b>	<b>52.55</b>	<b>52.75</b>	<b>5.00</b>
<b>Total FTEs</b>	<b>176.75</b>	<b>-</b>	<b>170.81</b>	<b>186.25</b>	<b>9.50</b>

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>STATUTORY</b>					
	<b>2012 Budget</b>	<b>2012 Projection</b>	<b>Variance 2012 Projection v 2012 Budget Over(Under)</b>	<b>2013 Budget</b>	<b>Variance 2013 Budget v 2012 Budget Over(Under)</b>
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 50,661,272	\$ 50,661,271	\$ (1)	\$ 47,604,156	\$ (3,057,116)
Penalty Sanctions	-	-	-	2,512,500	2,512,500
<b>Total NERC Funding</b>	<b>\$ 50,661,272</b>	<b>\$ 50,661,271</b>	<b>\$ (1)</b>	<b>\$ 50,116,656</b>	<b>\$ (544,616)</b>
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	-	-
<b>Total Funding (A)</b>	<b>\$ 53,112,272</b>	<b>\$ 53,267,477</b>	<b>\$ 155,205</b>	<b>\$ 52,252,656</b>	<b>\$ (859,616)</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 24,800,833	\$ 23,245,401	\$ (1,555,432)	\$ 24,056,166	\$ (744,667)
Payroll Taxes	1,524,935	1,397,780	(127,155)	1,459,710	(65,225)
Benefits	3,190,308	2,479,453	(710,855)	3,079,941	(110,367)
Retirement Costs	3,489,736	2,420,586	(1,069,150)	2,702,588	(787,148)
<b>Total Personnel Expenses</b>	<b>\$ 33,005,812</b>	<b>\$ 29,543,220</b>	<b>\$ (3,462,592)</b>	<b>\$ 31,298,405</b>	<b>\$ (1,707,407)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 736,000	\$ 896,421	\$ 160,421	\$ 1,042,000	\$ 306,000
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)
<b>Total Meeting Expenses</b>	<b>\$ 3,872,780</b>	<b>\$ 3,454,449</b>	<b>\$ (418,331)</b>	<b>\$ 4,098,310</b>	<b>\$ 225,530</b>
<b>Operating Expenses</b>					
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)
<b>Total Operating Expenses</b>	<b>\$ 17,362,307</b>	<b>\$ 19,268,559</b>	<b>\$ 1,906,252</b>	<b>\$ 18,647,242</b>	<b>\$ 1,284,935</b>
<b>Total Direct Expenses</b>	<b>\$ 54,240,899</b>	<b>\$ 52,266,228</b>	<b>\$ (1,974,671)</b>	<b>\$ 54,043,957</b>	<b>\$ (196,942)</b>
<b>Indirect Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ 68,903</b>	<b>\$ 68,903</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>Total Expenses (B)</b>	<b>\$ 54,240,899</b>	<b>\$ 52,335,131</b>	<b>\$ (1,905,768)</b>	<b>\$ 54,093,957</b>	<b>\$ (146,942)</b>
<b>Change in Assets</b>	<b>\$ (1,128,627)</b>	<b>\$ 932,345</b>	<b>\$ 2,060,972</b>	<b>\$ (1,841,301)</b>	<b>\$ (712,674)</b>
<b>Fixed Assets</b>					
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	\$ -	\$ -
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>(1,128,627)</b>	<b>(672,000)</b>	<b>456,627</b>	<b>192,299</b>	<b>1,320,926</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 53,112,272</b>	<b>\$ 51,663,132</b>	<b>\$ (1,449,140)</b>	<b>\$ 54,286,256</b>	<b>\$ 1,173,984</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ 1,604,345</b>	<b>\$ 1,604,345</b>	<b>\$ (2,033,600)</b>	<b>\$ (2,033,600)</b>
<b>FTEs</b>	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 of Activities, Fixed Assets Expenditures and Change in Working Capital  
2013 Budget & Projected 2014 and 2015 Budgets**

	2013 Budget	2014 Projection	\$ Change 14 v 13	% Change 14 v 13	2015 Projection	\$ Change 15 v 14	% Change 15 v 14
<b>Funding</b>							
<b>ERO Funding</b>							
NERC Assessments	\$ 47,604,156	\$ 52,239,494	\$ 4,635,337	9.74%	\$ 53,209,726	\$ 970,233	1.8%
Penalty Sanctions	2,512,500	-	(2,512,500)	-100.00%	-	-	-
<b>Total NERC Funding</b>	<b>\$ 50,116,656</b>	<b>\$ 52,239,494</b>	<b>\$ 2,122,837</b>	<b>4.2%</b>	<b>\$ 53,209,726</b>	<b>\$ 970,233</b>	<b>1.8%</b>
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	20,000	20,000	-	0.00%	20,000	-	0.0%
Miscellaneous	-	-	-	-	-	-	-
<b>Total Funding (A)</b>	<b>\$ 52,252,656</b>	<b>\$ 54,360,494</b>	<b>\$ 2,107,837</b>	<b>4.0%</b>	<b>\$ 55,315,726</b>	<b>\$ 955,233</b>	<b>1.8%</b>
<b>Expenses</b>							
<b>Personnel Expenses</b>							
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%
<b>Total Personnel Expenses</b>	<b>\$ 31,298,405</b>	<b>\$ 34,074,203</b>	<b>\$ 2,775,797</b>	<b>8.9%</b>	<b>\$ 35,088,450</b>	<b>\$ 1,014,247</b>	<b>3.0%</b>
<b>Meeting Expenses</b>							
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%
<b>Total Meeting Expenses</b>	<b>\$ 4,098,310</b>	<b>\$ 4,098,310</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 4,098,310</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Operating Expenses</b>							
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%
<b>Total Operating Expenses</b>	<b>\$ 18,647,242</b>	<b>\$ 16,295,592</b>	<b>\$ (2,351,650)</b>	<b>-12.6%</b>	<b>\$ 16,438,860</b>	<b>\$ 143,268</b>	<b>0.9%</b>
<b>Total Direct Expenses</b>	<b>\$ 54,043,957</b>	<b>\$ 54,468,105</b>	<b>\$ 424,148</b>	<b>0.8%</b>	<b>\$ 55,625,620</b>	<b>\$ 1,157,516</b>	<b>2.1%</b>
<b>Indirect Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Other Non-Operating Expenses</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Expenses (B)</b>	<b>\$ 54,093,957</b>	<b>\$ 54,518,105</b>	<b>\$ 424,148</b>	<b>0.8%</b>	<b>\$ 55,675,620</b>	<b>\$ 1,157,516</b>	<b>2.1%</b>
<b>Change in Assets</b>	<b>\$ (1,841,301)</b>	<b>\$ (157,611)</b>	<b>\$ 1,683,690</b>	<b>-91.4%</b>	<b>\$ (359,894)</b>	<b>\$ (202,283)</b>	<b>128.3%</b>
<b>Fixed Assets</b>							
Depreciation	\$ (1,579,801)	\$ (1,696,930)	\$ (117,129)	7.4%	\$ (1,969,314)	\$ (272,384)	16.1%
Computer & Software CapEx	1,556,100	1,556,100	-	0.0%	1,556,100	-	0.0%
Furniture & Fixtures CapEx	-	-	-	-	-	-	-
Equipment CapEx	216,000	216,000	-	0.0%	216,000	-	0.0%
Leasehold Improvements	-	-	-	-	-	-	-
Allocation of Fixed Assets	-	-	-	-	-	-	-
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>\$ 192,299</b>	<b>\$ 75,170</b>	<b>\$ (117,129)</b>	<b>-60.9%</b>	<b>\$ (197,214)</b>	<b>\$ (202,283)</b>	<b>0.0%</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 54,286,256</b>	<b>\$ 54,593,275</b>	<b>\$ 307,019</b>	<b>0.6%</b>	<b>\$ 55,478,406</b>	<b>\$ 1,157,516</b>	<b>2.1%</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ (2,033,600)</b>	<b>\$ (232,781)</b>	<b>\$ 1,800,819</b>	<b>-88.6%</b>	<b>\$ (162,680)</b>	<b>\$ 70,101</b>	<b>-30.1%</b>
<b>FTEs</b>	186.25	191.75	5.50		194.00	2.25	

## Section A — 2013 Business Plan and Budget

### Reliability Standards

<b>Reliability Standards Program</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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
<b>TOTAL BUDGET</b>	<b>\$ 9,156,602</b>	<b>\$ 9,775,088</b>	<b>\$ 618,486</b>

#### 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.<sup>22</sup>

### **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 proposal<sup>23</sup> 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.

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<sup>22</sup> [http://www.nerc.com/files/2012\\_Directives\\_Report\\_complete.pdf](http://www.nerc.com/files/2012_Directives_Report_complete.pdf)

<sup>23</sup> [http://www.nerc.com/docs/mrc/Standard\\_Process\\_Input\\_Group-May\\_9\\_2012\\_FINAL.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.



<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital 2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>RELIABILITY STANDARDS</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 9,152,737	\$ 9,152,737	\$ -	\$ 9,156,330	\$ 3,593
Penalty Sanctions	-	-	-	510,788	510,788
<b>Total NERC Funding</b>	<b>\$ 9,152,737</b>	<b>\$ 9,152,737</b>	<b>\$ -</b>	<b>\$ 9,667,118</b>	<b>\$ 514,381</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	40,500	40,500	104,000	104,000
Interest	3,864	3,773	(91)	3,970	106
Miscellaneous	-	341	341	-	-
<b>Total Funding (A)</b>	<b>\$ 9,156,601</b>	<b>\$ 9,197,351</b>	<b>\$ 40,750</b>	<b>\$ 9,775,088</b>	<b>\$ 618,487</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 3,454,036	\$ 2,923,323	\$ (530,713)	\$ 3,335,519	\$ (118,517)
Payroll Taxes	222,559	187,744	(34,815)	213,052	(9,507)
Benefits	403,907	318,533	(85,374)	350,484	(53,423)
Retirement Costs	489,648	339,904	(149,744)	362,334	(127,314)
<b>Total Personnel Expenses</b>	<b>\$ 4,570,150</b>	<b>\$ 3,769,504</b>	<b>\$ (800,646)</b>	<b>\$ 4,261,388</b>	<b>\$ (308,762)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 107,850	\$ 148,350	\$ 40,500	\$ 164,000	\$ 56,150
Travel	447,625	305,674	(141,951)	372,500	(75,125)
Conference Calls	108,500	72,795	(35,705)	108,500	-
<b>Total Meeting Expenses</b>	<b>\$ 663,975</b>	<b>\$ 526,818</b>	<b>\$ (137,157)</b>	<b>\$ 645,000</b>	<b>\$ (18,975)</b>
<b>Operating Expenses</b>					
Consultants & Contracts	\$ 15,000	\$ -	\$ (15,000)	\$ 150,000	\$ 135,000
Office Rent	-	-	-	-	-
Office Costs	57,818	88,046	30,228	77,850	20,032
Professional Services	-	684	684	-	-
Miscellaneous	1,000	1,000	-	500	(500)
Depreciation	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 73,818</b>	<b>\$ 89,730</b>	<b>\$ 15,912</b>	<b>\$ 228,350</b>	<b>\$ 154,532</b>
<b>Total Direct Expenses</b>	<b>\$ 5,307,943</b>	<b>\$ 4,386,052</b>	<b>\$ (921,891)</b>	<b>\$ 5,134,738</b>	<b>\$ (173,205)</b>
<b>Indirect Expenses</b>	<b>\$ 4,011,842</b>	<b>\$ 4,165,963</b>	<b>\$ 154,121</b>	<b>\$ 4,581,241</b>	<b>\$ 569,399</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 9,319,785</b>	<b>\$ 8,552,015</b>	<b>\$ (767,770)</b>	<b>\$ 9,715,979</b>	<b>\$ 396,194</b>
<b>Change in Assets</b>	<b>\$ (163,184)</b>	<b>\$ 645,336</b>	<b>\$ 808,520</b>	<b>\$ 59,109</b>	<b>\$ 222,293</b>
<b>Fixed Assets</b>					
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets	\$ (163,184)	(82,689)	80,495	59,109	222,293
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>(163,184)</b>	<b>(82,689)</b>	<b>80,495</b>	<b>59,109</b>	<b>222,293</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 9,156,601</b>	<b>\$ 8,469,326</b>	<b>\$ (687,275)</b>	<b>\$ 9,775,088</b>	<b>\$ 618,487</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ 728,025</b>	<b>\$ 728,025</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTEs</b>	24.92	22.31	(2.61)	26.50	1.58

**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

<b>Compliance Operations</b> (in whole dollars)			
	2012 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
<b>TOTAL BUDGET</b>	<b>\$ 7,860,024</b>	<b>\$ 8,928,994</b>	<b>\$ 1,068,971</b>

### 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.

***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.

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***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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>COMPLIANCE OPERATIONS, INVESTIGATIONS and ORGANIZATION REGISTRATION and CERTIFICATION</b>					
	2012	2012	Variance	2013	Variance
	Budget*	Projection*	2012 Projection	Budget	2013 Budget
			v 2012 Budget		v 2012 Budget
			Over(Under)		Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 7,990,371	\$ 7,990,371	\$ -	\$ 8,422,798	\$ 432,427
Penalty Sanctions	-	-	-	462,601	462,601
<b>Total NERC Funding</b>	<b>\$ 7,990,371</b>	<b>\$ 7,990,371</b>	<b>\$ -</b>	<b>\$ 8,885,399</b>	<b>\$ 895,028</b>
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	-	-
<b>Total Funding (A)</b>	<b>\$ 7,993,729</b>	<b>\$ 8,029,752</b>	<b>\$ 36,023</b>	<b>\$ 8,928,994</b>	<b>\$ 935,265</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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	423,911	262,416	(161,495)	368,031	(55,880)
<b>Total Personnel Expenses</b>	<b>\$ 3,992,369</b>	<b>\$ 3,064,159</b>	<b>\$ (928,210)</b>	<b>\$ 4,097,754</b>	<b>\$ 105,385</b>
<b>Meeting Expenses</b>					
Meetings	\$ 31,175	\$ 84,785	\$ 53,610	\$ 80,000	\$ 48,825
Travel	416,000	252,022	(163,978)	440,500	24,500
Conference Calls	34,235	27,327	(6,908)	34,235	-
<b>Total Meeting Expenses</b>	<b>\$ 481,410</b>	<b>\$ 364,134</b>	<b>\$ (117,276)</b>	<b>\$ 554,735</b>	<b>\$ 73,325</b>
<b>Operating Expenses</b>					
Consultants & Contracts	\$ -	\$ 9,780	\$ 9,780	\$ -	\$ -
Office Rent	-	-	-	-	-
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)
<b>Total Operating Expenses</b>	<b>\$ 259,945</b>	<b>\$ 259,399</b>	<b>\$ (546)</b>	<b>\$ 134,554</b>	<b>\$ (125,391)</b>
<b>Total Direct Expenses</b>	<b>\$ 4,733,724</b>	<b>\$ 3,687,691</b>	<b>\$ (1,046,033)</b>	<b>\$ 4,787,043</b>	<b>\$ 53,319</b>
<b>Indirect Expenses</b>	<b>\$ 3,487,018</b>	<b>\$ 3,398,500</b>	<b>\$ (88,518)</b>	<b>\$ 4,149,048</b>	<b>\$ 662,030</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 8,220,742</b>	<b>\$ 7,086,191</b>	<b>\$ (1,134,551)</b>	<b>\$ 8,936,092</b>	<b>\$ 715,349</b>
<b>Change in Assets</b>	<b>\$ (227,013)</b>	<b>\$ 943,561</b>	<b>\$ 1,170,574</b>	<b>\$ (7,098)</b>	<b>\$ 219,916</b>
<b>Fixed Assets</b>					
Depreciation	(218,882)	(197,203)	21,679	(60,630)	158,252
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	0
Equipment CapEx	-	-	-	-	0
Leasehold Improvements	-	-	-	-	0
Allocation of Fixed Assets	\$ (141,836)	\$ (67,456)	74,380	53,532	195,369
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>\$ (360,718)</b>	<b>\$ (264,659)</b>	<b>\$ 96,059</b>	<b>\$ (7,098)</b>	<b>\$ 353,621</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 7,860,024</b>	<b>\$ 6,821,532</b>	<b>\$ (1,038,492)</b>	<b>\$ 8,928,994</b>	<b>\$ 1,068,970</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ 133,705</b>	<b>\$ 1,208,220</b>	<b>\$ 1,074,515</b>	<b>\$ -</b>	<b>\$ (133,705)</b>
<b>FTEs</b>	<b>21.66</b>	<b>18.20</b>	<b>(3.46)</b>	<b>24.00</b>	<b>2.34</b>

\*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 Expenses~~ Salary and Payroll Tax expense is related to an ~~reduction~~ increase of ~~3.662.34~~ FTEs in the department ~~who due to transferred transferrers to from~~ other departments in 2012, ~~and related~~ Lower 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**

Compliance Enforcement (in whole dollars)			
	2012 Budget	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
<b>TOTAL BUDGET</b>	<b>\$ 6,528,039</b>	<b>\$ 6,725,004</b>	<b>\$ 196,966</b>

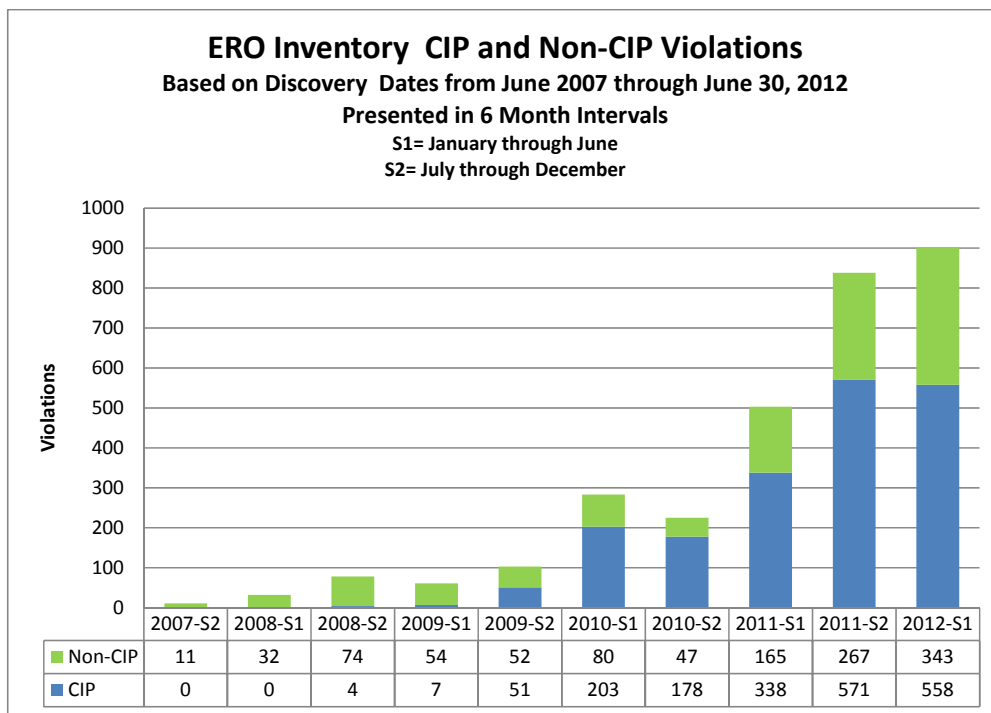
**Background and Scope**

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).<sup>24</sup> 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**

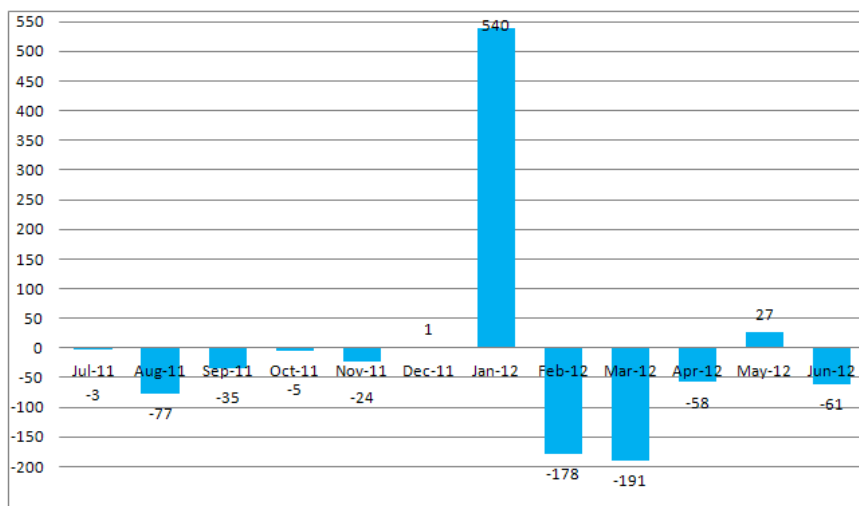
***Increased Processing Efficiencies***

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

<sup>24</sup> 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 re-evaluated. 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.

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

**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 Enforceable Alleged Violations Summarized by Enforcement Process State As of June 30, 2012							
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
<b>TOTAL</b>	<b>2197</b>	<b>257</b>	<b>581</b>	<b>638</b>	<b>3509</b>	<b>2921</b>	<b>10103</b>

## Reliability Assessment and Performance Analysis

<b>Reliability Assessments and Performance Analysis</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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
<b>TOTAL BUDGET</b>	<b>\$ 6,968,860</b>	<b>\$ 7,762,436</b>	<b>\$ 793,575</b>

### 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 re-programmed 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
    - 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.<sup>25</sup> 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 pre-specified 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.

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<sup>25</sup> **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,<sup>26</sup> 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.

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<sup>26</sup> 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>RELIABILITY ASSESSMENTS and PERFORMANCE ANALYSIS</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 6,716,302	\$ 6,716,302	\$ -	\$ 7,358,220	\$ 641,918
Penalty Sanctions	-	-	-	361,407	361,407
<b>Total NERC Funding</b>	<b>\$ 6,716,302</b>	<b>\$ 6,716,302</b>	<b>\$ -</b>	<b>\$ 7,719,627</b>	<b>\$ 1,003,325</b>
Membership 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	-	-
<b>Total Funding (A)</b>	<b>\$ 6,968,860</b>	<b>\$ 6,844,396</b>	<b>\$ (124,464)</b>	<b>\$ 7,762,436</b>	<b>\$ 793,576</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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	266,523	224,362	(42,161)	262,762	(3,761)
Retirement Costs	313,238	258,614	(54,624)	269,736	(43,502)
<b>Total Personnel Expenses</b>	<b>\$ 2,911,090</b>	<b>\$ 2,874,019</b>	<b>\$ (37,071)</b>	<b>\$ 3,112,303</b>	<b>\$ 201,213</b>
<b>Meeting Expenses</b>					
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	-
<b>Total Meeting Expenses</b>	<b>\$ 413,825</b>	<b>\$ 459,546</b>	<b>\$ 45,721</b>	<b>\$ 519,950</b>	<b>\$ 106,125</b>
<b>Operating Expenses</b>					
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	-	498	498	-	-
Miscellaneous	4,000	597	(3,404)	500	(3,500)
Depreciation	17,161	44,713	27,552	37,450	20,289
<b>Total Operating Expenses</b>	<b>\$ 1,112,837</b>	<b>\$ 1,174,516</b>	<b>\$ 61,679</b>	<b>\$ 884,366</b>	<b>\$ (228,471)</b>
<b>Total Direct Expenses</b>	<b>\$ 4,437,752</b>	<b>\$ 4,508,081</b>	<b>\$ 70,329</b>	<b>\$ 4,516,620</b>	<b>\$ 78,868</b>
<b>Indirect Expenses</b>	<b>\$ 2,656,316</b>	<b>\$ 3,133,342</b>	<b>\$ 477,026</b>	<b>\$ 3,241,444</b>	<b>\$ 585,128</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 7,094,068</b>	<b>\$ 7,641,423</b>	<b>\$ 547,355</b>	<b>\$ 7,758,064</b>	<b>\$ 663,996</b>
<b>Change in Assets</b>	<b>\$ (125,208)</b>	<b>\$ (797,027)</b>	<b>\$ (671,819)</b>	<b>\$ 4,372</b>	<b>\$ 129,580</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ (125,208)</b>	<b>\$ (91,180)</b>	<b>\$ 34,028</b>	<b>\$ 4,372</b>	<b>\$ 129,580</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 6,968,860</b>	<b>\$ 7,550,243</b>	<b>\$ 581,383</b>	<b>\$ 7,762,436</b>	<b>\$ 793,576</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ (705,847)</b>	<b>\$ (705,847)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTEs</b>	<b>16.50</b>	<b>16.78</b>	<b>0.28</b>	<b>18.75</b>	<b>2.25</b>

### **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 from 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 Department<sup>27</sup> and the Event Analysis ~~and Investigations~~ Department<sup>28</sup>. 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.

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

<sup>28</sup> 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**

<b>Situation Awareness</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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
<b>TOTAL BUDGET</b>	<b>\$ 6,534,397</b>	<b>\$ 5,324,311</b>	<b>\$ (1,210,086)</b>

**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 FNet<sup>29</sup> 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

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<sup>29</sup> **FNet** – Operated by the [Power Information Technology Laboratory](#) at the [University of Tennessee](#), 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 [Virginia Tech](#).

- 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>SITUATION AWARENESS</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 6,974,096	\$ 6,974,096	\$ -	\$ 5,093,049	\$ (1,881,047)
Penalty Sanctions	-	-	-	125,288	125,288
<b>Total NERC Funding</b>	<b>\$ 6,974,096</b>	<b>\$ 6,974,096</b>	<b>\$ -</b>	<b>\$ 5,218,337</b>	<b>\$ (1,755,759)</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	10,500	10,500	-	-
Workshops	-	103,175	103,175	105,000	105,000
Interest	3,902	3,902	-	974	(2,928)
Miscellaneous	-	87	87	-	-
<b>Total Funding (A)</b>	<b>\$ 6,977,998</b>	<b>\$ 7,091,760</b>	<b>\$ 113,762</b>	<b>\$ 5,324,311</b>	<b>\$ (1,653,687)</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 1,029,015	\$ 747,475	\$ (281,540)	\$ 856,927	\$ (172,088)
Payroll Taxes	68,901	51,029	(17,872)	56,925	(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)
<b>Total Personnel Expenses</b>	<b>\$ 1,372,307</b>	<b>\$ 997,084</b>	<b>\$ (375,223)</b>	<b>\$ 1,100,007</b>	<b>\$ (272,300)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 104,570	\$ 98,700	\$ (5,870)	\$ 198,000	\$ 93,430
Travel	131,000	50,499	(80,501)	72,500	(58,500)
Conference Calls	24,175	3,076	(21,099)	24,175	-
<b>Total Meeting Expenses</b>	<b>\$ 259,745</b>	<b>\$ 152,274</b>	<b>\$ (107,471)</b>	<b>\$ 294,675</b>	<b>\$ 34,930</b>
<b>Operating Expenses</b>					
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)
<b>Total Operating Expenses</b>	<b>\$ 3,688,419</b>	<b>\$ 4,161,397</b>	<b>\$ 472,978</b>	<b>\$ 2,798,825</b>	<b>\$ (889,594)</b>
<b>Total Direct Expenses</b>	<b>\$ 5,320,471</b>	<b>\$ 5,310,756</b>	<b>\$ (9,715)</b>	<b>\$ 4,193,507</b>	<b>\$ (1,126,964)</b>
<b>Indirect Expenses</b>	<b>\$ 1,315,279</b>	<b>\$ 1,058,763</b>	<b>\$ (256,516)</b>	<b>\$ 1,123,701</b>	<b>\$ (191,578)</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 6,635,750</b>	<b>\$ 6,369,519</b>	<b>\$ (266,231)</b>	<b>\$ 5,317,208</b>	<b>\$ (1,318,542)</b>
<b>Change in Assets</b>	<b>\$ 342,248</b>	<b>\$ 722,241</b>	<b>\$ 379,992</b>	<b>\$ 7,103</b>	<b>\$ (335,145)</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>\$ (101,353)</b>	<b>\$ (64,967)</b>	<b>\$ 36,386</b>	<b>\$ 7,103</b>	<b>\$ 108,456</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 6,534,397</b>	<b>\$ 6,304,552</b>	<b>\$ (229,845)</b>	<b>\$ 5,324,311</b>	<b>\$ (1,210,086)</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ 443,601</b>	<b>\$ 787,208</b>	<b>\$ 343,606</b>	<b>\$ -</b>	<b>\$ (443,601)</b>
<b>FTEs</b>	<b>8.17</b>	<b>5.67</b>	<b>(2.50)</b>	<b>6.50</b>	<b>(1.67)</b>

### 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

	Event Analysis (in whole dollars)		
	2012 Budget	2013 Budget	Increase (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.<sup>30</sup>

#### 2013 Goals and Deliverables

<sup>30</sup> 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 ~~increase~~ decrease in FTEs is the net result of transferring the Human Performance function from another program area, ~~and~~ 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 support 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>EVENT ANALYSIS</b>					
	2012	2012	Variance	2013	Variance
	Budget*	Projection*	2012 Projection v 2012 Budget Over(Under)	Budget	2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 5,073,333	\$ 5,073,333	\$ 0	\$ 3,501,894	\$ (1,571,439)
Penalty Sanctions	-	-	-	183,113	183,113
<b>Total NERC Funding</b>	<b>\$ 5,073,333</b>	<b>\$ 5,073,333</b>	<b>\$ 0</b>	<b>\$ 3,685,006</b>	<b>\$ (1,388,326)</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	66,000	66,000	52,000	52,000
Interest	2,016	2,410	394	1,423	(593)
Miscellaneous	-	218	218	-	-
<b>Total Funding (A)</b>	<b>\$ 5,075,349</b>	<b>\$ 5,141,961</b>	<b>\$ 66,612</b>	<b>\$ 3,738,430</b>	<b>\$ (1,336,919)</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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	228,459	(50,467)	153,189	(125,737)
<b>Total Personnel Expenses</b>	<b>\$ 2,560,130</b>	<b>\$ 2,647,740</b>	<b>\$ 87,610</b>	<b>\$ 1,701,309</b>	<b>\$ (858,821)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 10,000	\$ 66,584	\$ 56,584	\$ 62,000	\$ 52,000
Travel	395,000	201,058	(193,942)	155,000	(240,000)
Conference Calls	-	16,440	16,440	-	-
<b>Total Meeting Expenses</b>	<b>\$ 405,000</b>	<b>\$ 284,082</b>	<b>\$ (120,918)</b>	<b>\$ 217,000</b>	<b>\$ (188,000)</b>
<b>Operating Expenses</b>					
Consultants & Contracts	\$ 120,000	\$ 150,552	\$ 30,552	\$ 120,000	\$ -
Office Rent	-	-	-	-	-
Office Costs	31,614	47,491	15,877	36,100	4,486
Professional Services	-	438	438	-	-
Miscellaneous	2,000	1,000	(1,000)	500	(1,500)
Depreciation	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 153,614</b>	<b>\$ 199,481</b>	<b>\$ 45,867</b>	<b>\$ 156,600</b>	<b>\$ 2,986</b>
<b>Total Direct Expenses</b>	<b>\$ 3,118,744</b>	<b>\$ 3,131,303</b>	<b>\$ 12,559</b>	<b>\$ 2,074,908</b>	<b>\$ (1,043,836)</b>
<b>Indirect Expenses</b>	<b>\$ 2,092,855</b>	<b>\$ 2,660,913</b>	<b>\$ 568,058</b>	<b>\$ 1,642,332</b>	<b>\$ (450,523)</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 5,211,599</b>	<b>\$ 5,792,217</b>	<b>\$ 580,618</b>	<b>\$ 3,717,240</b>	<b>\$ (1,494,359)</b>
<b>Change in Assets</b>	<b>\$ (136,250)</b>	<b>\$ (650,256)</b>	<b>\$ (514,006)</b>	<b>\$ 21,190</b>	<b>\$ 157,440</b>
<b>Fixed Assets</b>					
Depreciation	-	-	-	-	-
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets	\$ (85,127)	\$ (52,816)	32,311	21,190	106,317
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ (85,127)</b>	<b>\$ (52,816)</b>	<b>\$ 32,311</b>	<b>\$ 21,190</b>	<b>\$ 106,317</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 5,126,472</b>	<b>\$ 5,739,401</b>	<b>\$ 612,929</b>	<b>\$ 3,738,430</b>	<b>\$ (1,388,042)</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ (51,123)</b>	<b>\$ (597,440)</b>	<b>\$ (546,317)</b>	<b>\$ -</b>	<b>\$ 51,123</b>
<b>FTEs</b>	<b>13.00</b>	<b>14.25</b>	<b>1.25</b>	<b>9.50</b>	<b>(3.50)</b>

\*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

<b>Critical Infrastructure Department</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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
<b>TOTAL BUDGET</b>	<b>\$ 7,839,749</b>	<b>\$ 8,460,227</b>	<b>\$ 620,478</b>

### 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."<sup>31</sup> 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

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<sup>31</sup> 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 Sub-sector, 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>CRITICAL INFRASTRUCTURE DEPARTMENT</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 7,396,148	\$ 7,396,148	\$ -	\$ 7,991,299	\$ 595,151
Penalty Sanctions	-	-	-	371,044	371,044
<b>Total NERC Funding</b>	<b>\$ 7,396,148</b>	<b>\$ 7,396,148</b>	<b>\$ -</b>	<b>\$ 8,362,343</b>	<b>\$ 966,195</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	95,000	95,000	95,000	95,000
Interest	-	-	-	2,884	2,884
Miscellaneous	-	245	245	-	-
<b>Total Funding (A)</b>	<b>\$ 7,396,148</b>	<b>\$ 7,491,393</b>	<b>\$ 95,245</b>	<b>\$ 8,460,227</b>	<b>\$ 1,064,079</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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)
<b>Total Personnel Expenses</b>	<b>\$ 3,805,690</b>	<b>\$ 3,228,242</b>	<b>\$ (577,448)</b>	<b>\$ 3,589,657</b>	<b>\$ (216,033)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 104,570	\$ 143,000	\$ 38,430	\$ 145,000	\$ 40,430
Travel	440,000	316,785	(123,215)	420,000	(20,000)
Conference Calls	24,000	32,000	8,000	24,000	-
<b>Total Meeting Expenses</b>	<b>\$ 568,570</b>	<b>\$ 491,785</b>	<b>\$ (76,785)</b>	<b>\$ 589,000</b>	<b>\$ 20,430</b>
<b>Operating Expenses</b>					
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	-	-
<b>Total Operating Expenses</b>	<b>\$ 840,000</b>	<b>\$ 706,464</b>	<b>\$ (133,536)</b>	<b>\$ 910,750</b>	<b>\$ 70,750</b>
<b>Total Direct Expenses</b>	<b>\$ 5,214,260</b>	<b>\$ 4,426,491</b>	<b>\$ (787,769)</b>	<b>\$ 5,089,407</b>	<b>\$ (124,853)</b>
<b>Indirect Expenses</b>	<b>\$ 2,736,810</b>	<b>\$ 2,993,294</b>	<b>\$ 256,484</b>	<b>\$ 3,327,882</b>	<b>\$ 591,072</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 7,951,070</b>	<b>\$ 7,419,785</b>	<b>\$ (531,285)</b>	<b>\$ 8,417,290</b>	<b>\$ 466,220</b>
<b>Change in Assets</b>	<b>\$ (554,922)</b>	<b>\$ 71,608</b>	<b>\$ 626,529</b>	<b>\$ 42,937</b>	<b>\$ 597,859</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ (111,321)</b>	<b>\$ (22,955)</b>	<b>\$ 88,366</b>	<b>\$ 42,937</b>	<b>\$ 154,258</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 7,839,749</b>	<b>\$ 7,396,830</b>	<b>\$ (442,919)</b>	<b>\$ 8,460,227</b>	<b>\$ 620,478</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ (443,601)</b>	<b>\$ 94,562</b>	<b>\$ 538,163</b>	<b>\$ -</b>	<b>\$ 443,601</b>
<b>FTEs</b>	<b>17.00</b>	<b>16.03</b>	<b>(0.97)</b>	<b>19.25</b>	<b>2.25</b>

### **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)			
	2012 Budget	2013 Budget	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
<b>TOTAL BUDGET</b>	<b>\$ 3,098,130</b>	<b>\$ 3,571,766</b>	<b>\$ 473,637</b>

### 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.<sup>32</sup>
- 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

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<sup>32</sup> 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 education 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.



<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>TRAINING, EDUCATION and OPERATOR CERTIFICATION</b>					
	2012	2012	Variance	2013	Variance
	Budget	Projection	2012 Projection v 2012 Budget Over(Under)	Budget	2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ 916,083	\$ 916,083	\$ 1	\$ 1,449,793	\$ 533,711
Penalty Sanctions	-	-	-	93,484	93,484
<b>Total NERC Funding</b>	<b>\$ 916,083</b>	<b>\$ 916,083</b>	<b>\$ 1</b>	<b>\$ 1,543,277</b>	<b>\$ 627,195</b>
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	1,199	152
Miscellaneous	-	100	100	-	-
<b>Total Funding (A)</b>	<b>\$ 3,098,129</b>	<b>\$ 3,025,488</b>	<b>\$ (72,641)</b>	<b>\$ 3,224,476</b>	<b>\$ 126,347</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 879,333	\$ 792,205	\$ (87,128)	\$ 837,645	\$ (41,688)
Payroll Taxes	57,024	50,428	(6,596)	54,087	(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)
<b>Total Personnel Expenses</b>	<b>\$ 1,164,807</b>	<b>\$ 1,020,640</b>	<b>\$ (144,167)</b>	<b>\$ 1,098,332</b>	<b>\$ (66,475)</b>
<b>Meeting Expenses</b>					
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)
<b>Total Meeting Expenses</b>	<b>\$ 230,550</b>	<b>\$ 125,220</b>	<b>\$ (105,330)</b>	<b>\$ 127,000</b>	<b>\$ (103,550)</b>
<b>Operating Expenses</b>					
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	-	-
Miscellaneous	250	250	-	500	250
Depreciation	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 660,298</b>	<b>\$ 911,042</b>	<b>\$ 250,744</b>	<b>\$ 945,574</b>	<b>\$ 285,276</b>
<b>Total Direct Expenses</b>	<b>\$ 2,055,655</b>	<b>\$ 2,056,901</b>	<b>\$ 1,246</b>	<b>\$ 2,170,906</b>	<b>\$ 115,251</b>
<b>Indirect Expenses</b>	<b>\$ 1,086,675</b>	<b>\$ 1,221,219</b>	<b>\$ 134,544</b>	<b>\$ 1,383,016</b>	<b>\$ 296,341</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ 3,142,330</b>	<b>\$ 3,278,120</b>	<b>\$ 135,790</b>	<b>\$ 3,553,922</b>	<b>\$ 411,592</b>
<b>Change in Assets</b>	<b>\$ (44,201)</b>	<b>\$ (252,632)</b>	<b>\$ (208,431)</b>	<b>\$ (329,446)</b>	<b>\$ (285,245)</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>\$ (44,201)</b>	<b>\$ (24,240)</b>	<b>\$ 19,961</b>	<b>\$ 17,844</b>	<b>\$ 62,045</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ 3,098,129</b>	<b>\$ 3,253,881</b>	<b>\$ 155,752</b>	<b>\$ 3,571,766</b>	<b>\$ 473,637</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ (228,392)</b>	<b>\$ (228,392)</b>	<b>\$ (347,290)</b>	<b>\$ (347,290)</b>
<b>FTEs</b>	<b>6.75</b>	<b>6.54</b>	<b>(0.21)</b>	<b>8.00</b>	<b>1.25</b>

**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)			
	2012 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.

## General and Administrative

<b>General and Administrative</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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	2013 v 2012 Budget	Variance %
<b>Meetings and Travel Expenses</b>					
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%
<b>Total Board of Trustees Meetings and Travel Expenses</b>	<b>334,000</b>	<b>379,000</b>	<b>389,000</b>	<b>55,000</b>	<b>16.47%</b>
<b>Professional Services</b>					
Independent Trustee Fees	980,000	980,000	980,000	-	0.00%
Trustee Search Fees	75,000	75,000	-	(75,000)	-100.00%
<b>Total Board of Trustee Professional Services Expenses</b>	<b>1,055,000</b>	<b>1,055,000</b>	<b>980,000</b>	<b>(75,000)</b>	<b>-7.11%</b>
<b>Total Board of Trustee Expenses</b>	<b>\$ 1,389,000</b>	<b>\$ 1,434,000</b>	<b>\$ 1,369,000</b>	<b>\$ (20,000)</b>	<b>-1.44%</b>

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>GENERAL and ADMINISTRATIVE</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ (1,686,309)	\$ (1,686,309)
Penalty Sanctions	-	-	-	-	-
<b>Total NERC Funding</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,686,309)</b>	<b>\$ (1,686,309)</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,686,309)</b>	<b>\$ (1,686,309)</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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)
<b>Total Personnel Expenses</b>	<b>\$ 2,073,097</b>	<b>\$ 2,153,106</b>	<b>\$ 80,010</b>	<b>\$ 1,734,136</b>	<b>\$ (338,960)</b>
<b>Meeting Expenses</b>					
Meetings	\$ 224,000	\$ 224,600	\$ 600	\$ 260,000	\$ 36,000
Travel	265,120	321,651	56,531	322,000	56,880
Conference Calls	57,500	50,292	(7,208)	57,500	-
<b>Total Meeting Expenses</b>	<b>\$ 546,620</b>	<b>\$ 596,543</b>	<b>\$ 49,923</b>	<b>\$ 639,500</b>	<b>\$ 92,880</b>
<b>Operating Expenses</b>					
Consultants & Contracts	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
Office Rent	2,304,257	2,784,036	479,779	2,756,840	452,583
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
<b>Total Operating Expenses</b>	<b>\$ 4,180,532</b>	<b>\$ 4,894,947</b>	<b>\$ 714,415</b>	<b>\$ 4,901,919</b>	<b>\$ 721,387</b>
<b>Total Direct Expenses</b>	<b>\$ 6,800,249</b>	<b>\$ 7,644,597</b>	<b>\$ 844,348</b>	<b>\$ 7,275,556</b>	<b>\$ 475,307</b>
<b>Indirect Expenses</b>	<b>\$ (6,800,249)</b>	<b>\$ (7,705,597)</b>	<b>\$ (905,348)</b>	<b>\$ (7,325,556)</b>	<b>\$ (525,307)</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ 61,000</b>	<b>\$ 61,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>Total Expenses (B)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>Change in Assets</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (1,686,309)</b>	<b>\$ (1,686,309)</b>
<b>Fixed Assets</b>					
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
<b>Inc(Dec) in Fixed Assets ( C )</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (1,686,309)</b>	<b>\$ (1,686,309)</b>
<b>FTEs</b>	<b>7.00</b>	<b>9.40</b>	<b>2.40</b>	<b>8.00</b>	<b>1.00</b>

**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**

<b>Legal and Regulatory</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>LEGAL and REGULATORY</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ -	\$ -
Penalty Sanctions		\$ -			
<b>Total NERC Funding</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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)
Retirement Costs	327,545	243,161	(84,384)	261,724	(65,821)
<b>Total Personnel Expenses</b>	<u>\$ 3,013,679</u>	<u>\$ 2,794,370</u>	<u>\$ (219,309)</u>	<u>\$ 2,892,029</u>	<u>\$ (121,650)</u>
<b>Meeting Expenses</b>					
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	-
<b>Total Meeting Expenses</b>	<u>\$ 82,200</u>	<u>\$ 119,963</u>	<u>\$ 37,763</u>	<u>\$ 152,700</u>	<u>\$ 70,500</u>
<b>Operating Expenses</b>					
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	-	-	-	-	-
<b>Total Operating Expenses</b>	<u>\$ 925,415</u>	<u>\$ 1,548,459</u>	<u>\$ 623,044</u>	<u>\$ 1,001,000</u>	<u>\$ 75,585</u>
<b>Total Direct Expenses</b>	<u>\$ 4,021,294</u>	<u>\$ 4,462,792</u>	<u>\$ 441,498</u>	<u>\$ 4,045,729</u>	<u>\$ 24,435</u>
<b>Indirect Expenses</b>	<u>\$ (4,021,294)</u>	<u>\$ (4,462,792)</u>	<u>\$ (441,498)</u>	<u>\$ (4,045,729)</u>	<u>\$ (24,435)</u>
<b>Other Non-Operating Expenses</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Expenses (B)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>Change in Assets</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>Fixed Assets</b>					
Depreciation	-	-	-	-	-
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets		\$ -		-	
<b>Inc(Dec) in Fixed Assets (C)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TOTAL BUDGET (=B + C)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 0</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>FTEs</b>	13.00	12.39	(0.61)	14.00	1.00



**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**

<b>Information Technology</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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 in-depth business analysis of requirements, development of request for proposal and consideration of in-house development, or outsourced development by contract and consultant resources, as applicable. Several of the applications identified during the survey are 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
<b>Total Office Costs</b>	<b>\$ 1,893,725</b>

### ***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 co-location 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-file servers, 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 cross referenced to the budget line items in the table.

Fixed Assets	Budget 2013
<b>Computer &amp; Software CapEx</b>	
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)	<u>267,100</u>
<b>Total Computer &amp; Software CapEx</b>	<b><u>\$ 1,556,100</u></b>
<b>Equipment CapEx</b>	
ERO Single Application (2)	\$ 63,000
Network Devices (8)	<u>153,000</u>
<b>Total Equipment CapEx</b>	<b><u>\$ 216,000</u></b>

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 hierarchical 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>INFORMATION TECHNOLOGY</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ -	\$ -
Penalty Sanctions	-	-	-	-	-
<b>Total NERC Funding</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 1,412,180	\$ 1,673,683	\$ 261,504	\$ 1,651,076	\$ 238,897
Payroll Taxes	100,329	113,726	13,397	114,954	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)
<b>Total Personnel Expenses</b>	<u>\$ 1,919,684</u>	<u>\$ 2,160,757</u>	<u>\$ 241,073</u>	<u>\$ 2,168,678</u>	<u>\$ 248,994</u>
<b>Meeting Expenses</b>					
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	-
<b>Total Meeting Expenses</b>	<u>\$ 31,550</u>	<u>\$ 92,349</u>	<u>\$ 60,799</u>	<u>\$ 71,800</u>	<u>\$ 40,250</u>
<b>Operating Expenses</b>					
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)
<b>Total Operating Expenses</b>	<u>\$ 4,678,345</u>	<u>\$ 4,302,566</u>	<u>\$ (375,779)</u>	<u>\$ 5,738,227</u>	<u>\$ 1,059,882</u>
<b>Total Direct Expenses</b>	<u>\$ 6,629,579</u>	<u>\$ 6,555,672</u>	<u>\$ (73,907)</u>	<u>\$ 7,978,705</u>	<u>\$ 1,349,126</u>
<b>Indirect Expenses</b>	<u>(6,629,579)</u>	<u>(6,563,575)</u>	<u>\$ 66,004</u>	<u>(7,978,705)</u>	<u>(1,349,126)</u>
<b>Other Non-Operating Expenses</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Expenses (B)</b>	<u>\$ 0</u>	<u>\$ (7,903)</u>	<u>\$ (7,904)</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>Change in Assets</b>	<u>\$ (0)</u>	<u>\$ 7,903</u>	<u>\$ 7,904</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>Fixed Assets</b>					
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)
<b>Inc(Dec) in Fixed Assets (C)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TOTAL BUDGET (=B + C)</b>	<u>\$ 0</u>	<u>\$ (7,903)</u>	<u>\$ (7,904)</u>	<u>\$ -</u>	<u>\$ (0)</u>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<u>\$ (0)</u>	<u>\$ 7,903</u>	<u>\$ 7,904</u>	<u>\$ -</u>	<u>\$ 0</u>
<b>FTEs</b>	<b>12.75</b>	<b>15.97</b>	<b>3.22</b>	<b>16.75</b>	<b>4.00</b>

**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

<b>Human Resources</b> (in whole dollars)			
	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>Increase (Decrease)</b>
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-learning platform, SkillSoft, to provide staff resources for improving soft and technical skills. Second, HR will provide staff development training through 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>HUMAN RESOURCES</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ -	\$ -
Penalty Sanctions	-	-	-	-	-
<b>Total NERC Funding</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
Salaries	\$ 711,539	\$ 572,531	\$ (139,008)	\$ 498,724	\$ (212,815)
Payroll Taxes	37,353	28,299	(9,054)	22,610	(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)
<b>Total Personnel Expenses</b>	<b>\$ 1,114,062</b>	<b>\$ 746,669</b>	<b>\$ (367,393)</b>	<b>\$ 1,136,419</b>	<b>\$ 22,357</b>
<b>Meeting Expenses</b>					
Meetings	\$ 11,385	\$ 11,385	\$ -	\$ 5,000	\$ (6,385)
Travel	7,000	16,607	9,607	21,000	14,000
Conference Calls	600	2,472	1,872	600	-
<b>Total Meeting Expenses</b>	<b>\$ 18,985</b>	<b>\$ 30,465</b>	<b>\$ 11,480</b>	<b>\$ 26,600</b>	<b>\$ 7,615</b>
<b>Operating Expenses</b>					
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	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 311,094</b>	<b>\$ 384,288</b>	<b>\$ 73,194</b>	<b>\$ 364,778</b>	<b>\$ 53,684</b>
<b>Total Direct Expenses</b>	<b>\$ 1,444,141</b>	<b>\$ 1,161,422</b>	<b>\$ (282,719)</b>	<b>\$ 1,527,797</b>	<b>\$ 83,656</b>
<b>Indirect Expenses</b>	<b>\$ (1,444,141)</b>	<b>\$ (1,161,422)</b>	<b>\$ 282,719</b>	<b>\$ (1,527,797)</b>	<b>\$ (83,656)</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>Change in Assets</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>
<b>Fixed Assets</b>					
Depreciation	-	-	-	-	-
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets	\$ -	\$ -	\$ -	-	-
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (0)</b>
<b>FTEs</b>	<b>6.00</b>	<b>4.00</b>	<b>(2.00)</b>	<b>3.00</b>	<b>(3.00)</b>

### 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 administrative 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 Infrastructure 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.

<b>Statement of Activities, Fixed Assets Expenditures and Change in Working Capital</b>					
<b>2012 Budget &amp; Projection, and 2013 Budget</b>					
<b>FINANCE and ACCOUNTING</b>					
	2012 Budget	2012 Projection	Variance 2012 Projection v 2012 Budget Over(Under)	2013 Budget	Variance 2013 Budget v 2012 Budget Over(Under)
<b>Funding</b>					
<b>ERO Funding</b>					
NERC Assessments	\$ -	\$ -	\$ -	\$ -	\$ -
Penalty Sanctions	-	-	-	-	-
<b>Total NERC Funding</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Membership Dues	-	-	-	-	-
Testing Fees	-	-	-	-	-
Services & Software	-	-	-	-	-
Workshops	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Funding (A)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenses</b>					
<b>Personnel Expenses</b>					
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	142,111	137,107	(5,004)	149,964	7,853
Retirement Costs	144,750	132,414	(12,336)	140,368	(4,382)
<b>Total Personnel Expenses</b>	<b>\$ 1,375,285</b>	<b>\$ 1,536,365</b>	<b>\$ 161,081</b>	<b>\$ 1,591,146</b>	<b>\$ 215,862</b>
<b>Meeting Expenses</b>					
Meetings	\$ 500	\$ 500	\$ -	\$ 5,000	\$ 4,500
Travel	40,000	54,566	14,566	62,500	22,500
Conference Calls	1,850	1,000	(850)	1,850	-
<b>Total Meeting Expenses</b>	<b>\$ 42,350</b>	<b>\$ 56,066</b>	<b>\$ 13,716</b>	<b>\$ 69,350</b>	<b>\$ 27,000</b>
<b>Operating Expenses</b>					
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	120,000	120,000	-	186,000	66,000
Miscellaneous	100	100	-	500	400
Depreciation	771	798	27	798	27
<b>Total Operating Expenses</b>	<b>\$ 454,661</b>	<b>\$ 596,962</b>	<b>\$ 142,301</b>	<b>\$ 540,798</b>	<b>\$ 86,137</b>
<b>Total Direct Expenses</b>	<b>\$ 1,872,296</b>	<b>\$ 2,189,394</b>	<b>\$ 317,099</b>	<b>\$ 2,201,294</b>	<b>\$ 328,999</b>
<b>Indirect Expenses</b>	<b>\$ (1,872,296)</b>	<b>\$ (2,189,394)</b>	<b>\$ (317,098)</b>	<b>\$ (2,201,294)</b>	<b>\$ (328,998)</b>
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses (B)</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>Change in Assets</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ (0)</b>
<b>Fixed Assets</b>					
Depreciation	(771)	(798)	(27)	(798)	(27)
Computer & Software CapEx	-	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-
Equipment CapEx	-	-	-	-	-
Leasehold Improvements	-	-	-	-	-
Allocation of Fixed Assets	\$ 771	\$ 798	\$ 27	\$ 798	\$ 27
<b>Inc(Dec) in Fixed Assets (C)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ (0)</b>
<b>FTEs</b>	<b>9.00</b>	<b>10.79</b>	<b>1.79</b>	<b>11.00</b>	<b>2.00</b>

**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 an 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					
STATUTORY					
	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			
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 <sup>1</sup>	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 <sup>2</sup>	(2,512,500)				
Less: Other Funding Sources	(2,136,000)				
Adjustment to achieve desired Working Capital Reserve	(2,033,600)				
<b>2013 NERC Assessment</b>	<b>47,604,156</b>				

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

<sup>2</sup> Represents collections on or prior to June 30, 2012.

### 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

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	Amount 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
<b>Total Penalties Received</b>		<u>\$ 2,512,500</u>



## Supplemental Funding

Table B-3

Outside Funding Breakdown By Program (Excluding Penalty Sanction)	Budget 2012	Projection 2012	Budget 2013	Variance 2013 Budget v 2012 Budget
<b>Reliability Standards</b>				
Workshops		\$ 40,500	\$ 104,000	\$ 104,000
Interest Allocation	3,864	3,773	3,970	106
<b>Total</b>	<b>\$ 3,864</b>	<b>\$ 44,273</b>	<b>\$ 107,970</b>	<b>\$ 104,106</b>
<b>Compliance Operations, Investigations and Enforcement</b>				
Workshops	\$ -	\$ 36,025	\$ 40,000	\$ 40,000
Interest Allocation	6,614	6,203	6,742	128
<b>Total</b>	<b>\$ 6,614</b>	<b>\$ 42,228</b>	<b>\$ 46,742</b>	<b>\$ 40,128</b>
<b>Reliability Assessments and Performance Analysis</b>				
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
<b>Total</b>	<b>\$ 252,558</b>	<b>\$ 127,838</b>	<b>\$ 42,809</b>	<b>\$ (209,749)</b>
<b>Training and Education</b>				
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
<b>Total</b>	<b>\$ 2,182,047</b>	<b>\$ 2,109,306</b>	<b>\$ 1,681,199</b>	<b>\$ (500,848)</b>
<b>Event Analysis</b>				
Workshops	\$ -	\$ 66,000	\$ 52,000	\$ 52,000
Interest Allocation	2,016	2,410	1,423	(593)
<b>Total</b>	<b>\$ 2,016</b>	<b>\$ 68,410</b>	<b>\$ 53,423</b>	<b>\$ 51,407</b>
<b>Situation Awareness</b>				
Workshops	\$ -	\$ 103,175	\$ 105,000	\$ 105,000
FIST Royalties		10,500	-	-
Interest Allocation	3,902	959	974	(2,928)
<b>Total</b>	<b>\$ 3,902</b>	<b>\$ 114,634</b>	<b>\$ 105,974</b>	<b>\$ 102,072</b>
<b>Critical Infrastructure Protection</b>				
Workshops	\$ -	\$ 95,000	\$ 95,000	\$ 95,000
Interest Allocation	-	2,711	2,884	2,884
<b>Total</b>	<b>\$ -</b>	<b>\$ 97,711</b>	<b>\$ 97,884</b>	<b>\$ 97,884</b>
<b>General and Administrative</b>				
Miscellaneous Income	\$ -	\$ 1,806	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,806</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Outside Funding</b>	<b>\$ 2,451,001</b>	<b>\$ 2,606,206</b>	<b>\$ 2,136,000</b>	<b>\$ (315,001)</b>

## 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 2013 Budget v 2012 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%
<b>Total Personnel Costs</b>	<b>\$ 33,005,812</b>	<b>\$ 29,543,220</b>	<b>\$ 31,298,405</b>	<b>\$ (1,707,407)</b>	<b>-5.2%</b>
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%
<b>Total Cost per FTE</b>	<b>\$ 186,737</b>	<b>\$ 172,960</b>	<b>\$ 168,045</b>	<b>\$ (18,692)</b>	<b>-10.0%</b>

- **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	Variance 2013 Budget v 2012 Budget	Variance %
Office Rent	\$ 2,304,257	\$ 2,784,036	\$ 2,756,840	\$ 452,583	19.64%
Utilities			-	-	
Maintenance			-	-	
<b>Total Office Rent</b>	<b>\$ 2,304,257</b>	<b>\$ 2,784,036</b>	<b>\$ 2,756,840</b>	<b>\$ 452,583</b>	<b>19.64%</b>

**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	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%
<b>Total Office Costs</b>	<b>\$ 2,838,819</b>	<b>\$ 3,062,803</b>	<b>\$ 3,181,515</b>	<b>\$ 342,696</b>	<b>12.07%</b>

## 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 2013 Budget v 2012 Budget	Variance %
Independent Trustee Fees	\$ 980,000	\$ 980,000	\$ 980,000	\$ -	0.00%
Trustee Search Fee	75,000	75,000	-	(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%
<b>Total Services</b>	<b>\$ 2,005,000</b>	<b>\$ 2,767,025</b>	<b>\$ 2,282,278</b>	<b>\$ 277,278</b>	<b>13.83%</b>

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

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

**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**

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**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
<b>ASSETS</b>			
Cash - unrestricted	16,603,649	14,614,351	12,288,295
Cash - restricted	2,412,500	2,512,500	
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
<b>Total Assets</b>	<b>28,596,769</b>	<b>26,035,471</b>	<b>21,389,213</b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Liabilities</b>			
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
<b>Total Liabilities</b>	<b>17,259,010</b>	<b>13,665,367</b>	<b>13,372,910</b>
Net Assets - unrestricted	8,925,258	9,857,603	8,016,302
Net Assets -temporarily restricted	2,412,500	2,512,500	
<b>Total Liabilities and Net Assets</b>	<b>28,596,768</b>	<b>26,035,471</b>	<b>21,389,213</b>



NORTH AMERICAN ELECTRIC RELIABILITY COPORATION

Statement of Activities, Fixed Asset Expenditures and Change in Working Capital by Program 2013 Budget	Statutory Activities																	
	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	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
<b>Funding</b>																		
<b>ERO Funding</b>																		
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	-	2,512,500	510,788	462,601	404,776	361,407	93,484	183,113	125,288	371,044	-	-	-	-	-	-
<b>Total NERC Funding</b>	<b>50,116,656</b>	<b>50,116,656</b>	<b>-</b>	<b>50,116,656</b>	<b>9,667,118</b>	<b>8,885,399</b>	<b>6,721,858</b>	<b>7,719,627</b>	<b>1,543,277</b>	<b>3,685,006</b>	<b>5,218,337</b>	<b>8,362,343</b>	<b>-</b>	<b>(1,686,309)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Membership Dues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Testing Fees	1,680,000	1,680,000	-	1,680,000	-	-	-	-	1,680,000	-	-	-	-	-	-	-	-	-
Services & Software	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding (A)</b>	<b>52,252,656</b>	<b>52,252,656</b>	<b>-</b>	<b>52,252,656</b>	<b>9,775,088</b>	<b>8,928,994</b>	<b>6,725,004</b>	<b>7,762,436</b>	<b>3,224,476</b>	<b>3,738,430</b>	<b>5,324,311</b>	<b>8,460,227</b>	<b>-</b>	<b>(1,686,309)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>																		
<b>Personnel Expenses</b>																		
Salaries	24,056,166	24,056,166	-	24,056,166	3,335,519	3,202,041	2,152,370	2,429,590	837,645	1,340,677	856,927	2,853,871	-	1,342,080	2,325,293	1,651,076	498,724	1,230,355
Payroll Taxes	1,459,710	1,459,710	-	1,459,710	213,052	202,103	140,794	150,215	54,087	82,107	56,925	172,586	-	60,640	119,177	114,954	22,610	70,460
Benefits	3,079,941	3,079,941	-	3,079,941	350,484	325,579	274,883	262,762	112,397	125,335	87,659	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
<b>Total Personnel Expenses</b>	<b>31,298,405</b>	<b>31,298,405</b>	<b>-</b>	<b>31,298,405</b>	<b>4,261,388</b>	<b>4,097,754</b>	<b>2,815,246</b>	<b>3,112,303</b>	<b>1,098,332</b>	<b>1,701,309</b>	<b>1,100,007</b>	<b>3,589,657</b>	<b>-</b>	<b>1,734,136</b>	<b>2,892,029</b>	<b>2,168,678</b>	<b>1,136,419</b>	<b>1,591,146</b>
<b>Meeting Expenses</b>																		
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	-	2,738,500	372,500	440,500	186,000	410,000	70,000	155,000	72,500	420,000	-	322,000	144,500	62,000	21,000	62,500
Conference Calls	317,810	317,810	-	317,810	108,500	34,235	-	31,950	27,000	-	24,175	24,000	-	57,500	3,200	4,800	600	1,850
<b>Total Meeting Expenses</b>	<b>4,098,310</b>	<b>4,098,310</b>	<b>-</b>	<b>4,098,310</b>	<b>645,000</b>	<b>554,735</b>	<b>191,000</b>	<b>519,950</b>	<b>127,000</b>	<b>217,000</b>	<b>294,675</b>	<b>589,000</b>	<b>-</b>	<b>639,500</b>	<b>152,700</b>	<b>71,800</b>	<b>26,600</b>	<b>69,350</b>
<b>Operating Expenses</b>																		
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	-	-	-	-	-	-	-	-	-	2,756,840	-	-	-	-
Office Costs	3,181,515	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	1,893,725	42,500	28,500
Professional Services	2,291,331	2,291,331	-	2,291,331	-	-	-	-	-	-	-	-	-	1,132,053	950,000	-	23,278	186,000
Miscellaneous	21,500	21,500	-	21,500	500	500	500	500	500	500	500	500	-	5,500	500	500	10,500	500
Depreciation	1,579,801	1,579,801	-	1,579,801	60,630	60,630	37,450	37,450	-	-	7,395	350,526	-	350,526	-	1,123,002	798	798
<b>Total Operating Expenses</b>	<b>18,647,242</b>	<b>18,647,242</b>	<b>-</b>	<b>18,647,242</b>	<b>228,350</b>	<b>134,554</b>	<b>41,500</b>	<b>884,366</b>	<b>945,574</b>	<b>156,600</b>	<b>2,798,825</b>	<b>910,750</b>	<b>-</b>	<b>4,901,919</b>	<b>1,001,000</b>	<b>5,738,227</b>	<b>364,778</b>	<b>540,798</b>
<b>Total Direct Expenses</b>	<b>54,043,957</b>	<b>54,043,957</b>	<b>-</b>	<b>54,043,957</b>	<b>5,134,738</b>	<b>4,787,043</b>	<b>3,047,746</b>	<b>4,516,620</b>	<b>2,170,906</b>	<b>2,074,908</b>	<b>4,193,507</b>	<b>5,089,407</b>	<b>-</b>	<b>7,275,556</b>	<b>4,045,729</b>	<b>7,978,705</b>	<b>1,527,797</b>	<b>2,201,294</b>
<b>Indirect Expenses</b>																		
	-	-	-	-	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)
<b>Other Non-Operating Expenses</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses (B)</b>	<b>54,093,957</b>	<b>54,093,957</b>	<b>-</b>	<b>54,093,957</b>	<b>9,715,979</b>	<b>8,936,092</b>	<b>6,678,163</b>	<b>7,758,064</b>	<b>3,553,922</b>	<b>3,717,240</b>	<b>5,317,208</b>	<b>8,417,290</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Assets</b>	<b>(1,841,301)</b>	<b>(1,841,301)</b>	<b>-</b>	<b>(1,841,301)</b>	<b>59,109</b>	<b>(7,098)</b>	<b>46,841</b>	<b>4,372</b>	<b>(329,446)</b>	<b>21,190</b>	<b>7,103</b>	<b>42,937</b>	<b>-</b>	<b>(1,686,309)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fixed Assets</b>																		
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	-	-	-	-	-	-	-	-	-	1,556,100	-	-	-	-
Furniture & Fixtures CapEx	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment CapEx	216,000	216,000	-	216,000	-	-	-	-	-	-	-	-	-	-	-	216,000	-	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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
<b>Incl(Dec) in Fixed Assets (C)</b>	<b>192,299</b>	<b>192,299</b>	<b>-</b>	<b>192,299</b>	<b>59,109</b>	<b>(7,098)</b>	<b>46,841</b>	<b>4,372</b>	<b>17,844</b>	<b>21,190</b>	<b>7,103</b>	<b>42,937</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET (=B + C)</b>	<b>54,286,256</b>	<b>54,286,256</b>	<b>-</b>	<b>54,286,256</b>	<b>9,775,088</b>	<b>8,928,994</b>	<b>6,725,004</b>	<b>7,762,436</b>	<b>3,571,766</b>	<b>3,738,430</b>	<b>5,324,311</b>	<b>8,460,227</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CHANGE IN WORKING CAPITAL (=A-B-C)</b>	<b>(2,033,600)</b>	<b>(2,033,600)</b>	<b>-</b>	<b>(2,033,600)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(347,290)</b>	<b>-</b>	<b>(0)</b>	<b>0</b>	<b>-</b>	<b>(1,686,309)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FTEs</b>	<b>186.25</b>	<b>186.25</b>	<b>-</b>	<b>186.25</b>	<b>26.50</b>	<b>24.00</b>	<b>21.00</b>	<b>18.75</b>	<b>8.00</b>	<b>9.50</b>	<b>6.50</b>	<b>19.25</b>	<b>-</b>	<b>8.00</b>	<b>14.00</b>	<b>16.75</b>	<b>3.00</b>	<b>11.00</b>

## Exhibit A — Common Assumptions

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### 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](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 measurable 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***

1. 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.
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***

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**

1. 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.<sup>33</sup>

### **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**

1. 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

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<sup>33</sup> 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

Program	Consultants & Contracts	INC (DEC) OVER	
		2013 BUDGET	2012
Reliability Standards	Subject Matter Experts -Std Development	-	(15,000)
	SPIG Recommendations	150,000	150,000
	<b>Total Reliability Standards</b>	<b>150,000</b>	<b>135,000</b>
Event Analysis & Investigations	SME's - Event Analysis	120,000	-
		<b>120,000</b>	<b>-</b>
<b>Reliability Assessments, System Analysis, GADS, TADS, &amp; DADS</b>			
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	-	(5,000)
	Probabilistic Assessment		(50,000)
		<b>470,000</b>	<b>(105,000)</b>
System Analysis	Modeling Initiative		(50,000)
			<b>(50,000)</b>
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	-
		<b>215,000</b>	<b>(158,000)</b>
<b>Total Reliability Assessments and Performance Analysis</b>		<b>685,000</b>	<b>(313,000)</b>

Exhibit B – 2013 Contractor and Consultant Budget Detail

Program	Consultants & Contracts	INC (DEC) OVER	
		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		(92,386)
	Secure Alert Change Management	50,000	-
	SAFNR - Phase II	725,500	251,904
	<b>Total Situation Awareness (excluding IDC and Frame Relay)</b>	<b>1,985,500</b>	<b>316,698</b>
	Critical Infrastructure	Cyber Risk Preparedness Assessment	150,000
NIST/DOE Risk Guidelines			(25,000)
ESCC Support		130,000	-
GridEx Support		200,000	200,000
<b>ES-ISAC</b>			
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
<b>TOTAL ES-ISAC</b>	<b>305,000</b>	<b>(245,000)</b>	
<b>Total Critical Infrastructure Department</b>	<b>785,000</b>	<b>(10,000)</b>	

Exhibit B – 2013 Contractor and Consultant Budget Detail

Program	Consultants & Contracts	INC (DEC) OVER		
		2013 BUDGET	2012	
<b>Operator Certification</b>	System Operator Testing Expenses 2011 1,025 @ \$70)	63,124	(8,626)	
	System Operator Examination Development	113,690	25,454	
	Examination Analysis (750 exams@\$17 per exam)	13,600	850	
<b>System Operator Certification and Continuing Education Database</b>				
	Database Development	20,000	(20,000)	
	Database Maintenance	12,330	474	
	SOCCED Database Improvement Project (funded from Working Capital generated from fees in excess of expenses)	250,000	250,000	
	<b>Total Operator Certification</b>	<b>472,744</b>	<b>248,152</b>	
<b>Training &amp; Education</b>	<b>Continuing Education Program</b>			
		Individual Learning Activity Reviewers	120,000	20,000
		Database Development	20,000	(20,000)
		Database Maintenance	12,330	474
		<b>Web-based course hosting (Learning Management System)</b>	26,500	(73,500)
		<b>Web-based course development</b>		(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
		<b>Training Services-NERC and Regional Entities</b>		
	Regional Entity and NERC Auditor staff communications training	20,000	20,000	
	Regional Entity and NERC Auditor certification training	27,000	27,000	
	<b>Training Services-NERC Staff Only Technical Training</b>			
	NERC Staff BPS system training	30,000	30,000	
	<b>Total CE, Training &amp; Education</b>	<b>375,830</b>	<b>3,974</b>	
	<b>Total Training, Education and Operator Certification</b>	<b>848,574</b>	<b>252,126</b>	
<b>Government Relations</b>	External Affairs	150,000	150,000	
	<b>Total Government Relations</b>	<b>150,000</b>	<b>150,000</b>	
<b>Legal and Regulatory</b>	External Affairs	-	(141,750)	
	<b>Total Legal</b>	<b>-</b>	<b>(141,750)</b>	

Exhibit B – 2013 Contractor and Consultant Budget Detail

Program	Consultants & Contracts	INC (DEC) OVER	
		2013 BUDGET	2012
Information Technology	NERC Website Re-Design	175,000	75,000
	Security vulnerability testing of NERC website & 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	-
		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)
	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
		<b>2,721,000</b>	<b>1,303,000</b>
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)
	<b>Instruction Technologists-Staff Development</b>		(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
	<b>HR Process Improvements</b>		
Single sign-on employee self-service	20,000	20,000	
Paperless HR	7,500	7,500	
	<b>288,500</b>	<b>(1,500)</b>	

Exhibit B – 2013 Contractor and Consultant Budget Detail

Program	Consultants & Contracts	INC (DEC) OVER	
		2013 BUDGET	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
		<b>325,000</b>	<b>-</b>
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)		
	<b>Contracts - IDC Total</b>	<b>457,586</b>	<b>(1,161,634)</b>
Situation Awareness	Frame Relay Billing (46100)		
	Frame Relay-RC's	300,094	
		<b>Contracts - Total Frame Relay</b>	<b>300,094</b>
	<b>TOTAL CONSULTANTS, CONTRACTS, IDC AND FRAME RELAY</b>	<b>8,816,254</b>	<b>528,940</b>

## **Exhibit C - Working Capital and Operating Reserve Policy**

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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) Unforeseen Contingencies

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.
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:
  - i. 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 1<sup>st</sup> 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 uncertain<sup>34</sup> — \$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
    - i. 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

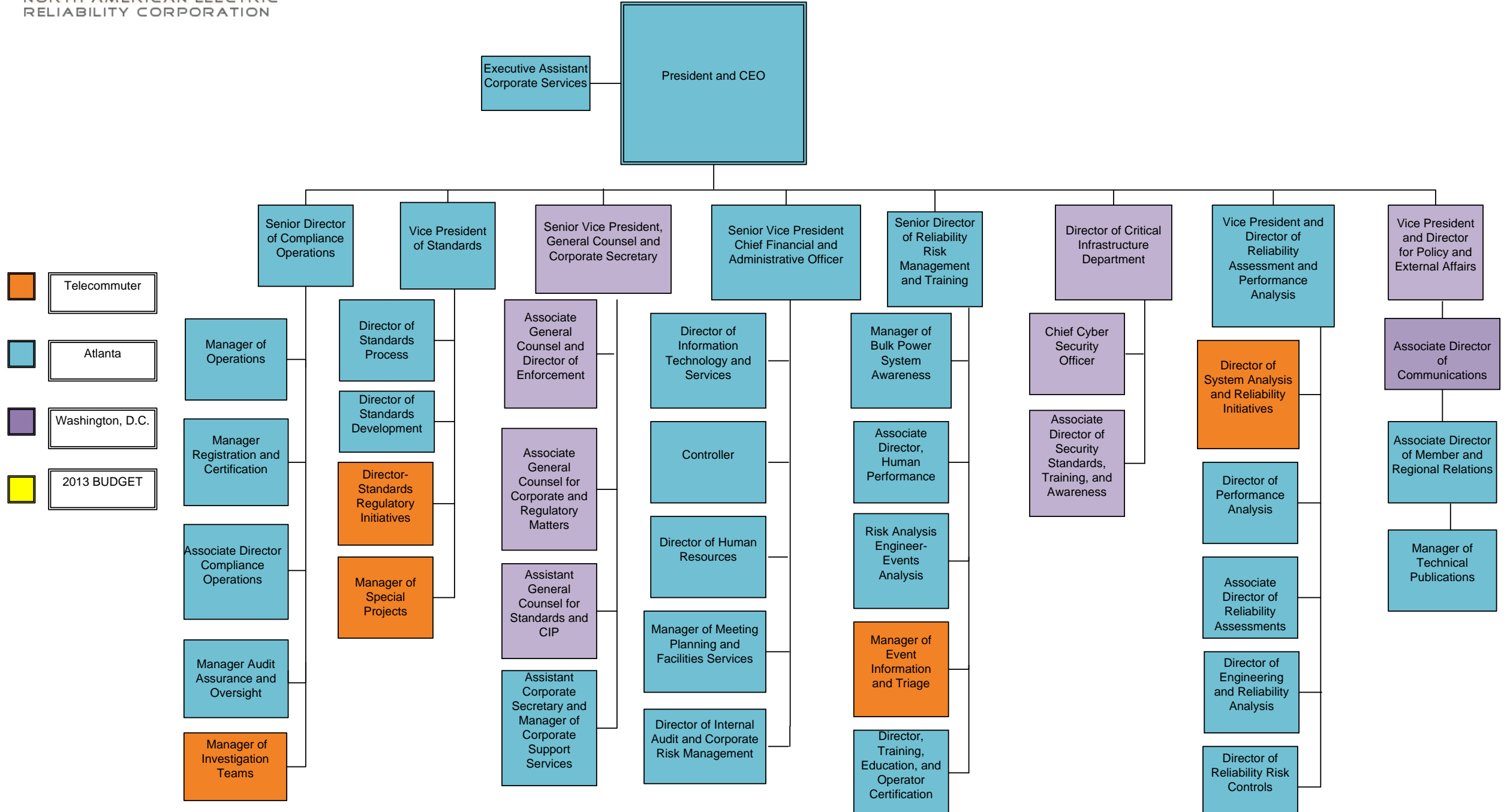
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<sup>34</sup> To the extent that proposed reserves in this category become unnecessary due, for example, the terms and conditions of a FERC order, pursuant to the proposed Working Capital and Operating Reserve Policy management could make a request 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.

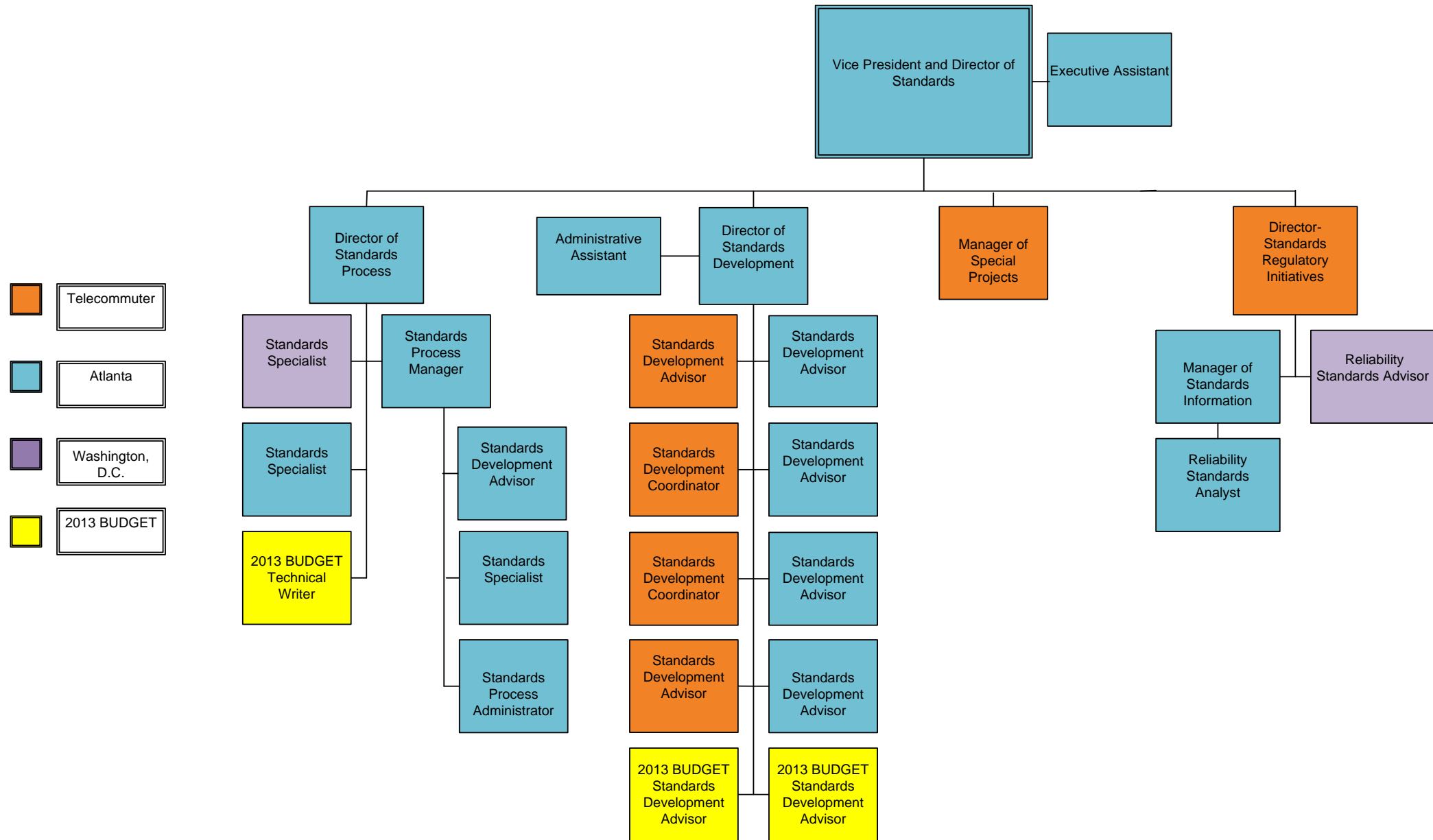
- i. NERC will be in a position to develop a more informed forecast of this need once the results of the NERC Rules of Procedure Section 1600 Data Request, regarding the use of Table 1, footnote b (i.e., planned load shed in the event of a single contingency) have been received and reviewed.
  - c. Events 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**

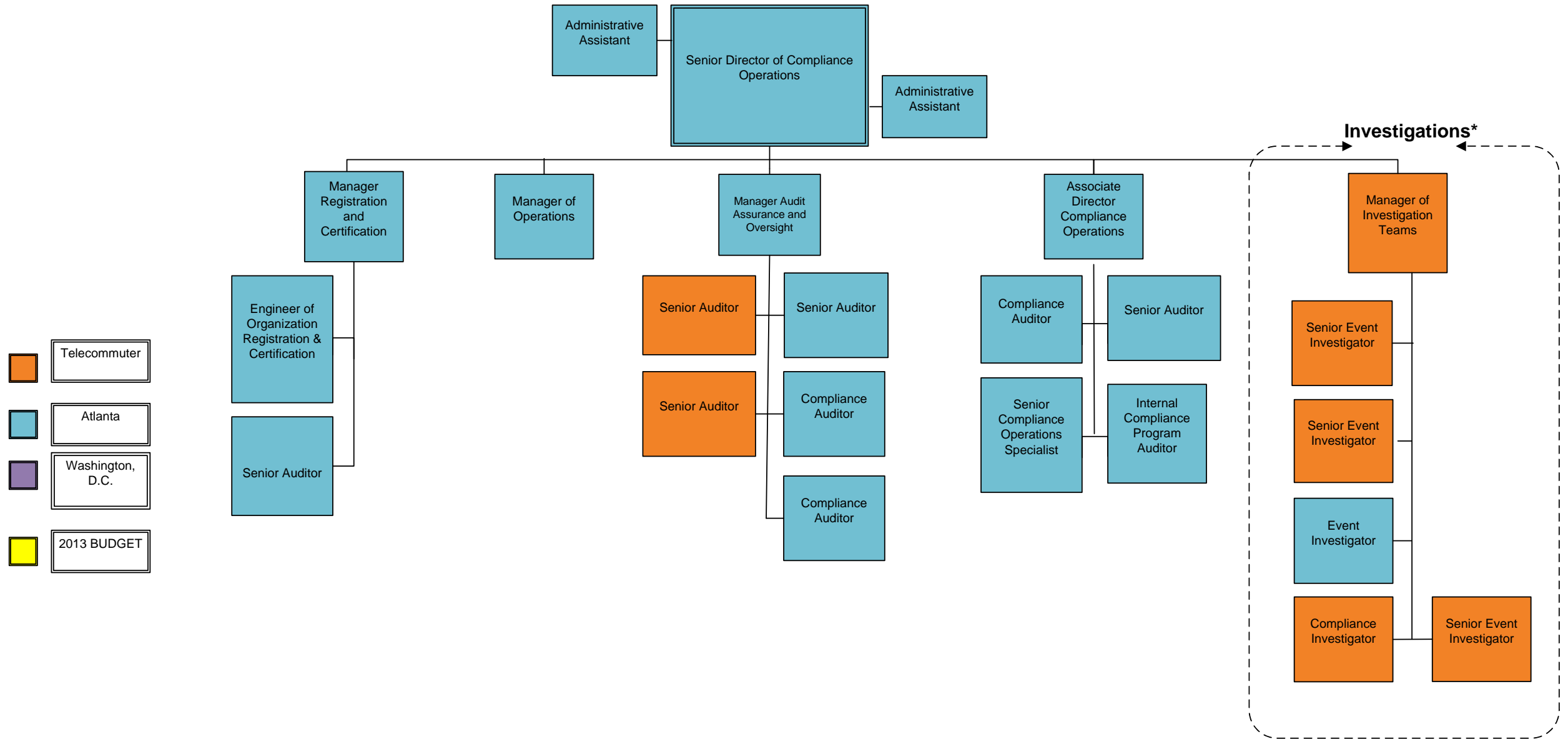
# NERC Staff Organization Chart 2012 - 2013 Budget per Reorganizaton



# Reliability Standards 2012 - 2013

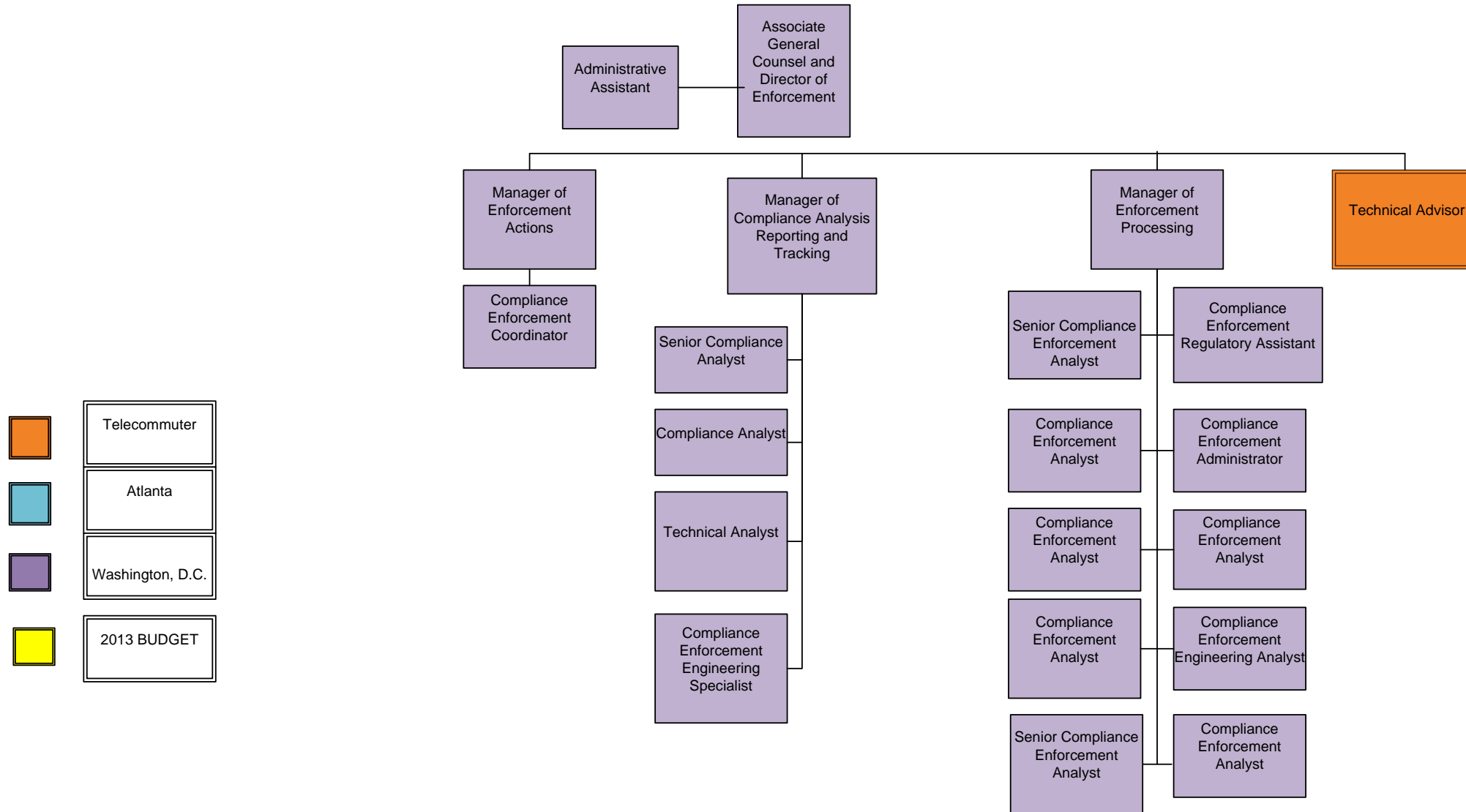


# Compliance Operations 2012 - 2013

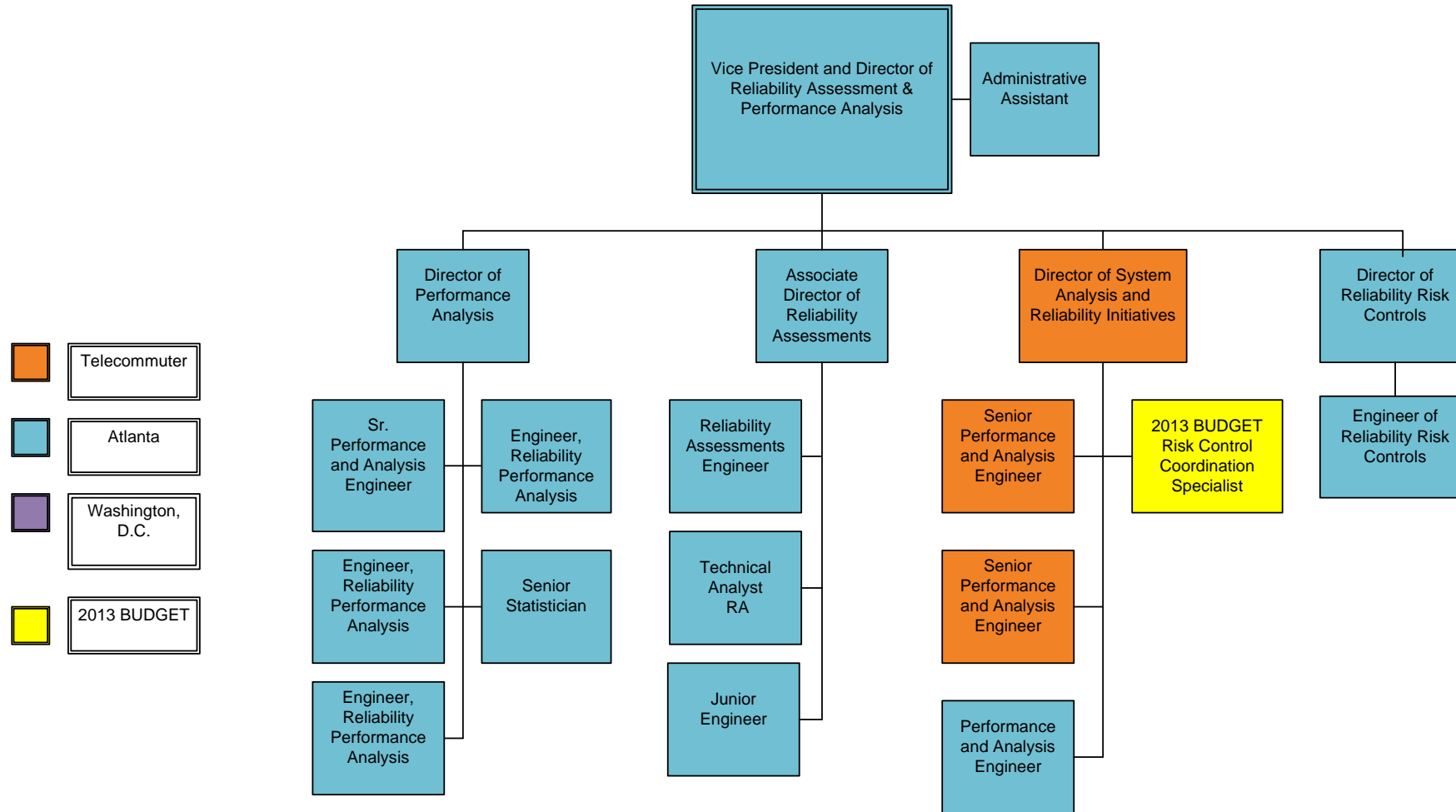


\*Staff originally budgeted with Events Analysis and Investigations

# Compliance Enforcement 2012 - 2013

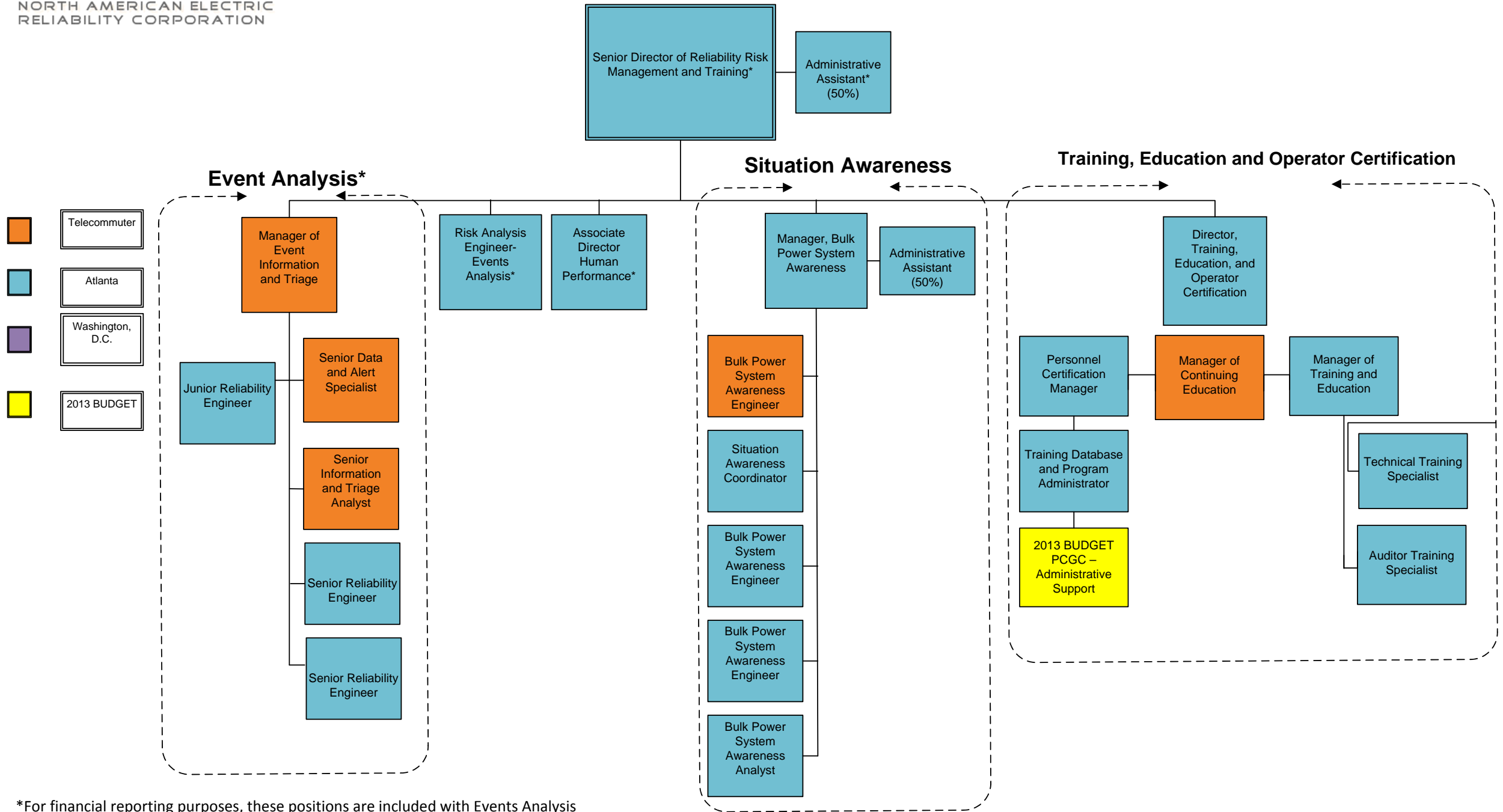


# Reliability Assessment & Performance Analysis 2012-2013



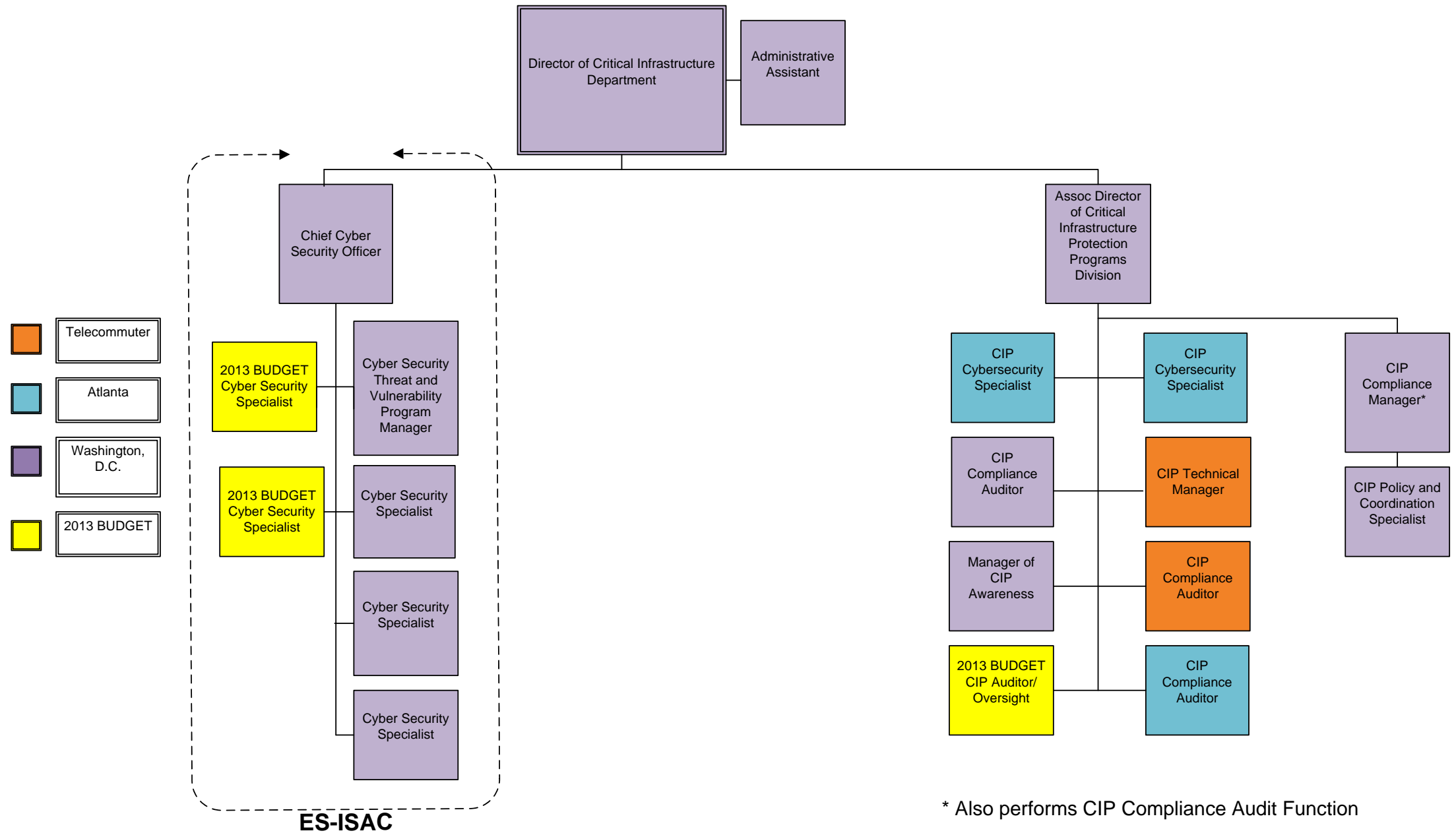


# Reliability Risk Management 2012 - 2013

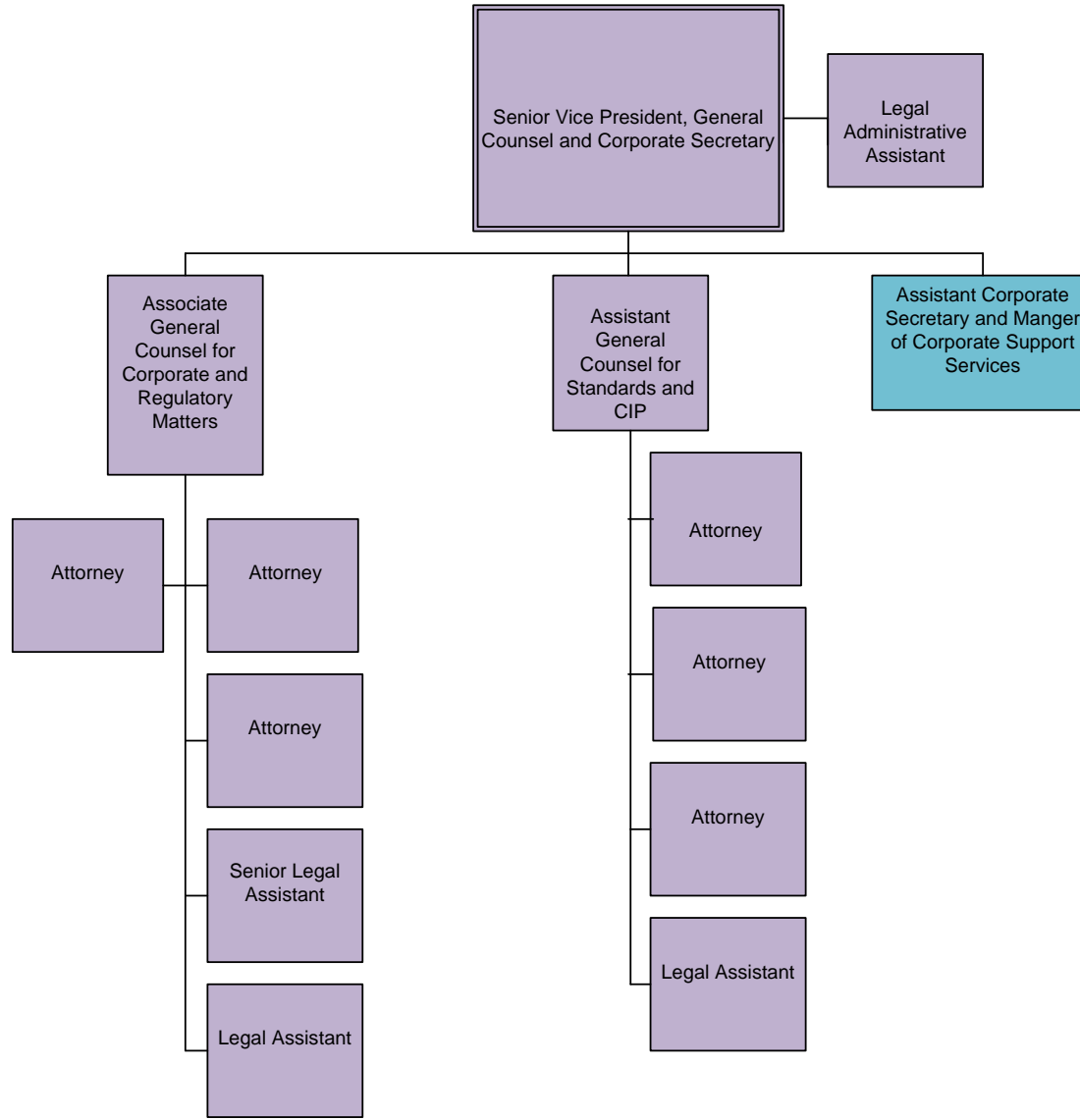


\*For financial reporting purposes, these positions are included with Events Analysis

# Critical Infrastructure Department 2012 - 2013

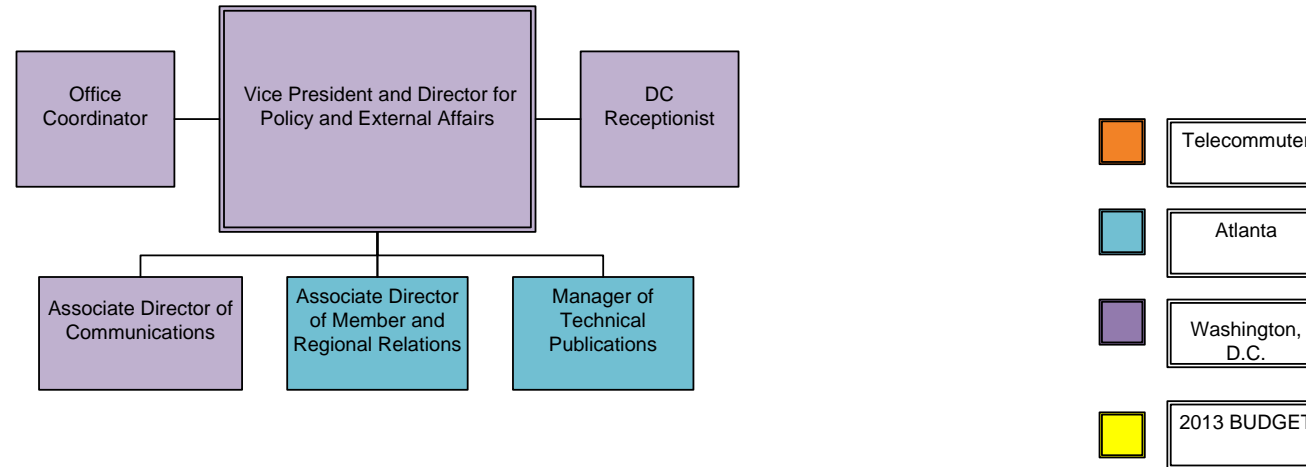


# Legal and Regulatory 2012 - 2013

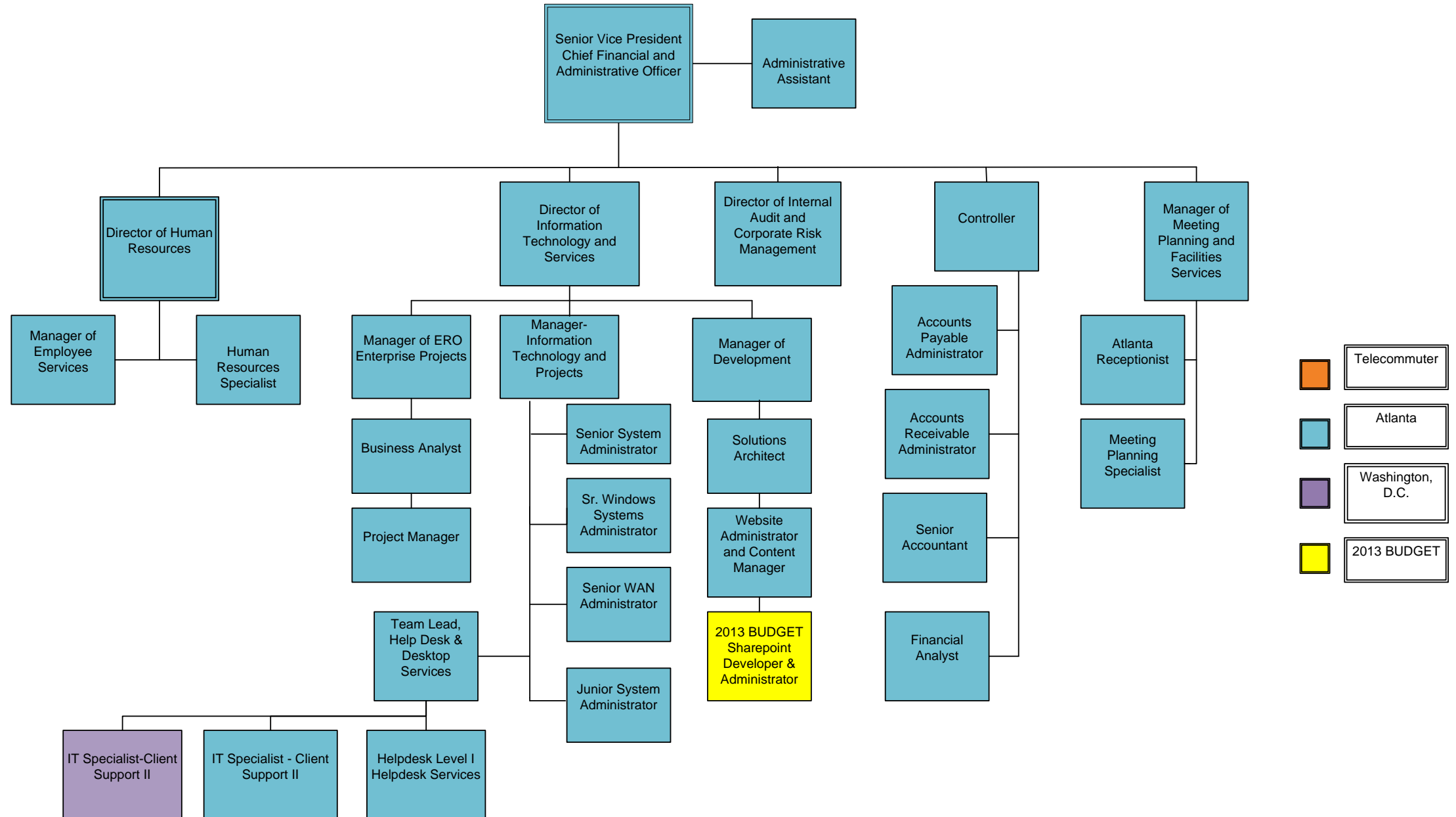


	Telecommuter
	Atlanta
	Washington, D.C.
	2013 BUDGET

# Governmental Relations 2012 - 2013



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



2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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%	0.007%
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	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	FRCC	1090	St. Cloud, City of (OUC)	U.S.	590,000	590,000			0.264%	0.264%	0.000%	0.000%	0.013%	0.013%	0.000%	0.000%	0.015%
2011	FRCC	1091	Tallahassee, City of	U.S.	2,799,000	2,799,000			1.250%	1.250%	0.000%	0.000%	0.062%	0.062%	0.000%	0.000%	0.070%
2011	FRCC	1092	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%
2011	MRO	1210	Great River Energy	U.S.	13,485,724	13,485,724	-	-	4.766%	4.766%	0.000%	0.000%	0.298%	0.298%	0.000%	0.000%	0.337%
2011	MRO	1222	Minnkota Power Cooperative, Inc.	U.S.	4,041,580	4,041,580	-	-	1.428%	1.428%	0.000%	0.000%	0.089%	0.089%	0.000%	0.000%	0.101%
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	Integrus 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	MRO	1244	Xcel Energy Company (NSP)	U.S.	46,149,635	46,149,635	-	-	16.310%	16.310%	0.000%	0.000%	1.020%	1.020%	0.000%	0.000%	1.155%
2011	MRO	1196	Ames Municipal Electric System	U.S.	776,022	776,022	-	-	0.274%	0.274%	0.000%	0.000%	0.017%	0.017%	0.000%	0.000%	0.019%
2011	MRO	1604	Atlantic Municipal Utilities	U.S.	70,850	70,850	-	-	0.025%	0.025%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.002%
2011	MRO	1476	Badger Power Marketing Authority of Wisconsin, In	U.S.	412,684	412,684	-	-	0.146%	0.146%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	MRO	1200	Cedar Falls Municipal Utilities	U.S.	518,347	518,347	-	-	0.183%	0.183%	0.000%	0.000%	0.011%	0.011%	0.000%	0.000%	0.013%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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 region)	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	New England	U.S.	134,915,000	134,915,000			20.647%	20.647%	0.000%	0.000%	2.980%	2.980%	0.000%	0.000%	3.376%
2011	NPCC	1339	New York	U.S.	162,787,000	162,787,000			24.913%	24.913%	0.000%	0.000%	3.596%	3.596%	0.000%	0.000%	4.074%
2011	NPCC	1337	Ontario	Canada	143,343,000		143,343,000		21.937%	0.000%	21.937%	0.000%	3.167%	0.000%	3.167%	0.000%	
2011	NPCC	1341	Quebec	Canada	186,613,000		186,613,000		28.559%	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%	
TOTAL 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%
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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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-DET)	U.S.	1,204,038	1,204,038			0.132%	0.132%	0.000%	0.000%	0.027%	0.027%	0.000%	0.000%	0.030%
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	Integrus 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	Integrus 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%
2011	RFC	1614	Just Energy (MECS-DET)	U.S.	20,088	20,088			0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	RFC	1154	Michigan Public Power Agency	U.S.	1,217,681	1,217,681			0.133%	0.133%	0.000%	0.000%	0.027%	0.027%	0.000%	0.000%	0.030%
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%	0.014%
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 Sebawaing	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	RFC	1185	Wisconsin Electric Power Co.	U.S.	29,113,348	29,113,348			3.188%	3.188%	0.000%	0.000%	0.643%	0.643%	0.000%	0.000%	0.729%
2011	RFC	1189	Wolverine Power Marketing Cooperative	U.S.	1,048,142	1,048,142			0.115%	0.115%	0.000%	0.000%	0.023%	0.023%	0.000%	0.000%	0.026%
2011	RFC	1191	Wolverine Power Supply Cooperative	U.S.	2,505,464	2,505,464			0.274%	0.274%	0.000%	0.000%	0.055%	0.055%	0.000%	0.000%	0.063%
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%
TOTAL RELIABILITYFIRST					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%



2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	1463	Canton, MS	U.S.	129,759	129,759	-		0.012%	0.012%	0.000%	0.000%	0.003%	0.003%	0.000%	0.000%	0.003%
2011	SERC	1277	Central Electric Power Cooperative Inc.	U.S.	16,018,210	16,018,210	-		1.536%	1.536%	0.000%	0.000%	0.354%	0.354%	0.000%	0.000%	0.401%
2011	SERC	1278	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%	0.001%
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	1292	City of Seneca SC	U.S.	163,232	163,232	-		0.016%	0.016%	0.000%	0.000%	0.004%	0.004%	0.000%	0.000%	0.004%
2011	SERC	1115	City of Springfield (CWLP)	U.S.	1,873,853	1,873,853	-		0.180%	0.180%	0.000%	0.000%	0.041%	0.041%	0.000%	0.000%	0.047%
2011	SERC	1465	City of Thayer, MO	U.S.	20,289	20,289	-		0.002%	0.002%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%
2011	SERC	1293	City of Troy AL	U.S.	419,171	419,171	-		0.040%	0.040%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
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	SERC	1301	Entergy	U.S.	117,912,951	117,912,951	-		11.304%	11.304%	0.000%	0.000%	2.605%	2.605%	0.000%	0.000%	2.951%
2011	SERC	1302	Fayetteville (NC) Public Works Commission	U.S.	2,241,224	2,241,224	-		0.215%	0.215%	0.000%	0.000%	0.050%	0.050%	0.000%	0.000%	0.056%
2011	SERC	1303	Florida Public Utilities (FL Panhandle Load)	U.S.	343,671	343,671	-		0.033%	0.033%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	SERC	1304	French Broad EMC	U.S.	557,067	557,067	-		0.053%	0.053%	0.000%	0.000%	0.012%	0.012%	0.000%	0.000%	0.014%
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	SERC	1630	Mt. Carmel Public Utility	U.S.	110,658	110,658	-		0.011%	0.011%	0.000%	0.000%	0.002%	0.002%	0.000%	0.000%	0.003%
2011	SERC	1315	Municipal Electric Authority of Georgia	U.S.	11,042,776	11,042,776	-		1.059%	1.059%	0.000%	0.000%	0.244%	0.244%	0.000%	0.000%	0.276%
2011	SERC	1316	N.C. Electric Membership Corp.	U.S.	12,412,638	12,412,638	-		1.190%	1.190%	0.000%	0.000%	0.274%	0.274%	0.000%	0.000%	0.311%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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		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 GMOCC (Greater Missouri Operations Comp	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	SPP	1638	Nemaha Marshall Electric Cooperative (NMEC)	U.S.	61,376	61,376			0.028%	0.028%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.002%
2011	SPP	1442	Northeast Texas Electric Cooperative, Inc.	U.S.	3,409,158	3,409,158			1.562%	1.562%	0.000%	0.000%	0.075%	0.075%	0.000%	0.000%	0.085%
2011	SPP	1255	Oklahoma Gas and Electric Co.	U.S.	29,341,893	29,341,893			13.443%	13.443%	0.000%	0.000%	0.648%	0.648%	0.000%	0.000%	0.734%
2011	SPP	1444	Oklahoma Municipal Power Auth	U.S.	2,992,564	2,992,564			1.371%	1.371%	0.000%	0.000%	0.066%	0.066%	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		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	U.S.	2,988,130	2,988,130			1.369%	1.369%	0.000%	0.000%	0.066%	0.066%	0.000%	0.000%	0.075%
			TOTAL 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%
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%
					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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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	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	WECC		Majority Districts	U.S.	669,890	669,890			0.078%	0.078%	0.000%	0.000%	0.015%	0.015%	0.000%	0.000%	0.017%
2011	WECC		Merced Irrigation District	U.S.	454,316	454,316			0.053%	0.053%	0.000%	0.000%	0.010%	0.010%	0.000%	0.000%	0.011%
2011	WECC		Midstate Electric Cooperative, Inc.	U.S.	403,143	403,143			0.047%	0.047%	0.000%	0.000%	0.009%	0.009%	0.000%	0.000%	0.010%
2011	WECC		Mission Valley Power	U.S.	394,767	394,767			0.046%	0.046%	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%	0.027%	0.000%	0.000%	0.005%	0.005%	0.000%	0.000%	0.006%
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	U.S.	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	U.S.	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	WECC		Overton Power District No. 5	U.S.	378,808	378,808			0.044%	0.044%	0.000%	0.000%	0.008%	0.008%	0.000%	0.000%	0.009%
2011	WECC		PacifiCorp	U.S.	58,032	58,032			0.007%	0.007%	0.000%	0.000%	0.001%	0.001%	0.000%	0.000%	0.001%
2011	WECC		PacifiCorp	U.S.	2,095	2,095			0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
2011	WECC		PacifiCorp	U.S.	47,858,167	47,858,167			5.587%	5.587%	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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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%	1.80%
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%	6.20%
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%	2.80%
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%	7.14%
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%	2.55%
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%	2.19%
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%

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

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	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%



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
<b>Summary by Regional Entity</b>					<b>Total NEL (MWh)</b>	<b>U.S. NEL</b>	<b>Canada NEL</b>	<b>Mexico NEL</b>									
2011	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				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%
2011	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%
2011	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%
2011	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				218,273,305	218,273,305	-	-	100.000%	100.000%	0.000%	0.000%	4.822%	4.822%	0.000%	0.000%	5.462%
2011	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%
2011	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%
<b>Total</b>					<b>4,526,616,128</b>	<b>3,996,240,765</b>	<b>519,333,921</b>	<b>11,041,442</b>	<b>800.000%</b>	<b>714.621%</b>	<b>84.049%</b>	<b>1.330%</b>	<b>100.000%</b>	<b>88.276%</b>	<b>11.478%</b>	<b>0.246%</b>	<b>100.000%</b>

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					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	FRCC	1076	Chattahoochee, City of	U.S.	1,535	1,535	-	-	443	443	-	-	1,092	1,092	-	-
2011	FRCC	1077	Florida Keys Electric Cooperative Assn	U.S.	26,153	26,153	-	-	7,553	7,553	-	-	18,600	18,600	-	-
2011	FRCC	1078	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	1079	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	FRCC	1092	Tampa Electric Company	U.S.	718,570	718,570	-	-	207,514	207,514	-	-	511,056	511,056	-	-
2011	FRCC	1603	City of Vero Beach	U.S.	27,724	27,724	-	-	8,006	8,006	-	-	19,718	19,718	-	-
2011	FRCC	1093	Wauchula, City of	U.S.	2,357	2,357	-	-	681	681	-	-	1,676	1,676	-	-
2011	FRCC	1094	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	MRO	1230	Nebraska Public Power District	U.S.	551,218	551,218	-	-	139,974	139,974	-	-	411,244	411,244	-	-
2011	MRO	1232	Omaha Public Power District	U.S.	486,677	486,677	-	-	123,585	123,585	-	-	363,093	363,093	-	-
2011	MRO	1237	Southern Montana Generation and Transmission	U.S.	177	177	-	-	45	45	-	-	132	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 (LM)	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	-	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	Integrus 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	U.S.	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	5,672	-	-	16,664	16,664	-	-
2011	MRO	1477	Central Minnesota Municipal Power Agency (CMMP)	U.S.	20,387	20,387	-	-	5,177	5,177	-	-	15,210	15,210	-	-
2011	MRO	1605	City of Pella	U.S.	8,556	8,556	-	-	2,173	2,173	-	-	6,384	6,384	-	-
2011	MRO	1203	Escanaba Municipal Electric Utility	U.S.	6,582	6,582	-	-	1,671	1,671	-	-	4,911	4,911	-	-
2011	MRO	1205	Falls City Water & Light Department	U.S.	2,434	2,434	-	-	618	618	-	-	1,816	1,816	-	-
2011	MRO	1206	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	-	-

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Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	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)	U.S.	234,518	234,518	-	-	59,552	59,552	-	-	174,966	174,966	-	-
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	-	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	-	-	1,516	1,516	-	-
2011	RFC	1106	City of Crosswell	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 (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	RFC	1553	Integrus Energy Services (MECS-CONS)	U.S.	12,619	12,619	-	-	5,179	5,179	-	-	7,440	7,440	-	-
2011	RFC	1554	Integrus Energy Services (MECS-DET)	U.S.	9,510	9,510	-	-	3,903	3,903	-	-	5,607	5,607	-	-
2011	RFC	1614	Just Energy (MECS-DET)	U.S.	528	528	-	-	217	217	-	-	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	-	-

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					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	RFC	1265	PJM Interconnection, LLC	U.S.	18,432,718	18,432,718	-	-	7,565,244	7,565,244	-	-	10,867,474	10,867,474	-	-
2011	RFC	1172	Sempra Energy Solutions (MECS-CONS)	U.S.	29,943	29,943	-	-	12,289	12,289	-	-	17,654	17,654	-	-
2011	RFC	1171	Sempra Energy Solutions (MECS-DET)	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)	U.S.	237	237	-	-	97	97	-	-	140	140	-	-
2011	RFC	1174	Direct Energy (fka:Strategic Energy,LLC) (MECS-DET)	U.S.	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	-	-	42,212	42,212	-	-
2011	RFC	1487	Wabash Valley Power Association Inc. (MECS CONS)	U.S.	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	RFC	1191	Wolverine Power Supply Cooperative	U.S.	65,915	65,915	-	-	27,053	27,053	-	-	38,862	38,862	-	-
2011	RFC	1190	Wolverine Power Marketing Cooperative	U.S.	3,381	3,381	-	-	1,388	1,388	-	-	1,993	1,993	-	-
<b>TOTAL RELIABILITYFIRST</b>					<b>24,027,209</b>	<b>24,027,209</b>	<b>-</b>	<b>-</b>	<b>9,861,361</b>	<b>9,861,361</b>	<b>-</b>	<b>-</b>	<b>14,165,848</b>	<b>14,165,848</b>	<b>-</b>	<b>-</b>
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	-	-	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	SERC	1277	Central Electric Power Cooperative Inc.	U.S.	384,968	384,968	-	-	172,594	172,594	-	-	212,374	212,374	-	-
2011	SERC	1278	City of Blountstown FL	U.S.	979	979	-	-	439	439	-	-	540	540	-	-
2011	SERC	1279	City of Camden SC	U.S.	4,927	4,927	-	-	2,209	2,209	-	-	2,718	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	U.S.	18,201	18,201	-	-	8,160	8,160	-	-	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 Troy AL	U.S.	10,074	10,074	-	-	4,517	4,517	-	-	5,557	5,557	-	-
2011	SERC	1294	City of West Memphis AR (West Memphis Utilities)	U.S.	9,476	9,476	-	-	4,248	4,248	-	-	5,228	5,228	-	-
2011	SERC	1583	Claiborne Electric Cooperative, Inc.	U.S.	16,349	16,349	-	-	7,330	7,330	-	-	9,019	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	-	-

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	SERC	1298	East Mississippi Electric Power Association	U.S.	11,438	11,438	-	-	5,128	5,128	-	-	6,310	6,310	-	-
2011	SERC	1629	East Texas Electric Cooperative Inc	U.S.	50,469	50,469	-	-	22,627	22,627	-	-	27,842	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	1306	Georgia System Optns Corporation	U.S.	940,788	940,788	-	-	421,786	421,786	-	-	519,002	519,002	-	-
2011	SERC	1479	Greenwood (MS) Utilities Commission	U.S.	6,825	6,825	-	-	3,060	3,060	-	-	3,765	3,765	-	-
2011	SERC	1307	Greenwood (SC) Commissioners of Public Works	U.S.	6,396	6,396	-	-	2,867	2,867	-	-	3,528	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	SERC	1313	McCormick Commission of Public Works	U.S.	425	425	-	-	191	191	-	-	234	234	-	-
2011	SERC	1314	Mississippi Power Company	U.S.	258,726	258,726	-	-	115,995	115,995	-	-	142,731	142,731	-	-
2011	SERC	1630	Mt. Carmel Public Utility	U.S.	2,659	2,659	-	-	1,192	1,192	-	-	1,467	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	SERC	1320	Owensboro (KY) Municipal Utilities	U.S.	21,826	21,826	-	-	9,785	9,785	-	-	12,041	12,041	-	-
2011	SERC	1322	Piedmont EMC in Duke and Progress Areas	U.S.	12,232	12,232	-	-	5,484	5,484	-	-	6,748	6,748	-	-
2011	SERC	1323	Piedmont Municipal Power Agency (PMPA)	U.S.	56,670	56,670	-	-	25,407	25,407	-	-	31,263	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	SERC	1590	South Louisiana Electric Cooperative Association	U.S.	15,638	15,638	-	-	7,011	7,011	-	-	8,627	8,627	-	-
2011	SERC	1328	South Mississippi Electric Power Association	U.S.	248,646	248,646	-	-	111,476	111,476	-	-	137,170	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	U.S.	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 Stantonburg, N.C.	U.S.	552	552	-	-	248	248	-	-	305	305	-	-
2011	SERC	1333	Town of Waynesville NC	U.S.	2,191	2,191	-	-	982	982	-	-	1,208	1,208	-	-
2011	SERC	1334	Town of Winnsboro SC	U.S.	1,315	1,315	-	-	589	589	-	-	725	725	-	-
2011	SERC	1335	Town of Winterville NC	U.S.	1,281	1,281	-	-	574	574	-	-	706	706	-	-
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	-	-

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Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					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	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	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	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	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	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 Commission	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	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	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	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	-	-	8,530,054	8,530,054	-	-
2011	TRE	1019	ERCOT	U.S.	11,724,917	11,724,917	-	-	3,572,397	3,572,397	-	-	8,152,520	8,152,520	-	-
					11,724,917	11,724,917	-	-	3,572,397	3,572,397	-	-	8,152,520	8,152,520	-	-

2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					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	WECC		Alcoa Inc	U.S.	190,816	190,816	-	-	34,200	34,200	-	-	156,616	156,616	-	-
2011	WECC		Arizona Public Service Company	U.S.	1,819,240	1,819,240	-	-	326,058	326,058	-	-	1,493,182	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	WECC		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	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	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	-	-	67	67	-	-
2011	WECC		Bureau of Reclamation (Wellfield) - c/o DSW EMMO	U.S.	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	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	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	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	WECC		City of Ellensburg	U.S.	12,242	12,242	-	-	2,194	2,194	-	-	10,048	10,048	-	-
2011	WECC		City of Fallon	U.S.	6,924	6,924	-	-	1,241	1,241	-	-	5,683	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 McMinville	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	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	-	-

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Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico 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	WECC		City of Richland	U.S.	52,489	52,489	-	-	9,407	9,407	-	-	43,081	43,081	-	-
2011	WECC		City of Roseville	U.S.	47,490	47,490	-	-	8,511	8,511	-	-	38,978	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	WECC		Clark Public Utilities	U.S.	268,386	268,386	-	-	48,102	48,102	-	-	220,284	220,284	-	-
2011	WECC		Clatskanie PUD	U.S.	47,289	47,289	-	-	8,475	8,475	-	-	38,813	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	WECC		Columbia Power Cooperative Association	U.S.	1,269	1,269	-	-	227	227	-	-	1,041	1,041	-	-
2011	WECC		Columbia River PUD	U.S.	10,131	10,131	-	-	1,816	1,816	-	-	8,316	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	WECC		Douglas Palisades	U.S.	1,067	1,067	-	-	191	191	-	-	876	876	-	-
2011	WECC		El Paso Electric Company	U.S.	496,354	496,354	-	-	88,961	88,961	-	-	407,394	407,394	-	-
2011	WECC		Electrical District #2	U.S.	10,867	10,867	-	-	1,948	1,948	-	-	8,919	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.	310	310	-	-	56	56	-	-	254	254	-	-
2011	WECC		Grand Valley Power	U.S.	13,568	13,568	-	-	2,432	2,432	-	-	11,136	11,136	-	-
2011	WECC		Harney Electric Cooperative, Inc.	U.S.	6,608	6,608	-	-	1,184	1,184	-	-	5,424	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	U.S.	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	WECC		Inland Power and Light Company	U.S.	28,871	28,871	-	-	5,175	5,175	-	-	23,697	23,697	-	-
2011	WECC		Intermountain Rural Electric Association	U.S.	66,392	66,392	-	-	11,899	11,899	-	-	54,493	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	-	-



2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total ERO Assessments (NERC, RE & WIRAB Costs)				Total NERC Assessments				Total Regional Entity Assessments (Including WIRAB Assessments)			
					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	WECC		Las Vegas Valley Water District	U.S.	5,389	5,389	-	-	966	966	-	-	4,423	4,423	-	-
2011	WECC		Lincoln County Power District No. 1	U.S.	5,369	5,369	-	-	962	962	-	-	4,407	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	-	-	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.	1,008	1,008	-	-	181	181	-	-	827	827	-	-
2011	WECC		Mt. Wheeler Power	U.S.	31,620	31,620	-	-	5,667	5,667	-	-	25,953	25,953	-	-
2011	WECC		Municipal Energy Agency of Nebraska	U.S.	10,888	10,888	-	-	1,951	1,951	-	-	8,937	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	WECC		Northern Lights, Inc.	U.S.	18,110	18,110	-	-	3,246	3,246	-	-	14,864	14,864	-	-
2011	WECC		Northern Wasco County PUD	U.S.	34,051	34,051	-	-	6,103	6,103	-	-	27,948	27,948	-	-
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC	U.S.	535,505	535,505	-	-	95,977	95,977	-	-	439,528	439,528	-	-
2011	WECC		NorthWestern Corp. dba NorthWestern Energy, LLC	U.S.	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	WECC		PacifiCorp	U.S.	2,847,510	2,847,510	-	-	510,353	510,353	-	-	2,337,157	2,337,157	-	-
2011	WECC		PacifiCorp	U.S.	107	107	-	-	19	19	-	-	88	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	WECC		Port Townsend Paper Corporation	U.S.	12,043	12,043	-	-	2,158	2,158	-	-	9,885	9,885	-	-
2011	WECC		Portland General Electric Company	U.S.	2,831	2,831	-	-	507	507	-	-	2,323	2,323	-	-
2011	WECC		Portland General Electric Company	U.S.	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	WECC		PUD No. 1 of Cowlitz County	U.S.	285	285	-	-	51	51	-	-	234	234	-	-
2011	WECC		PUD No. 1 of Douglas County	U.S.	537	537	-	-	96	96	-	-	441	441	-	-
2011	WECC		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	-	-

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					Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	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	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 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	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	-	-
2011	WECC		San Carlos Indian Irrigation Project	U.S.	7	7	-	-	1	1	-	-	5	5	-	-
2011	WECC		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	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	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	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	WECC		Tri-State Generation & Transmission Assoc. Inc - Rel	U.S.	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	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.	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	WECC		US Air Force Base, Fairchild	U.S.	2,972	2,972	-	-	533	533	-	-	2,439	2,439	-	-
2011	WECC		US Dept of Energy - Kirtland AFB	U.S.	25,218	25,218	-	-	4,520	4,520	-	-	20,699	20,699	-	-
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	-	-

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					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	-	-
<b>TOTAL WECC</b>					<b>50,517,596</b>	<b>43,214,609</b>	<b>6,593,988</b>	<b>708,998</b>	<b>9,020,357</b>	<b>7,745,261</b>	<b>1,150,409</b>	<b>124,686</b>	<b>41,497,239</b>	<b>35,469,348</b>	<b>5,443,579</b>	<b>584,312</b>
<b>TOTAL ERO</b>					<b>161,188,857</b>	<b>144,255,780</b>	<b>16,224,079</b>	<b>708,998</b>	<b>47,604,156</b>	<b>43,036,224</b>	<b>4,443,246</b>	<b>124,686</b>	<b>113,584,701</b>	<b>101,219,556</b>	<b>11,780,833</b>	<b>584,312</b>
<b>Summary by Regional Entity</b>																
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
<b>Total</b>					<b>161,188,857</b>	<b>144,255,780</b>	<b>16,224,079</b>	<b>708,998</b>	<b>47,604,156</b>	<b>43,036,224</b>	<b>4,443,246</b>	<b>124,686</b>	<b>113,584,701</b>	<b>101,219,556</b>	<b>11,780,833</b>	<b>584,312</b>







2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total NERC Assessments				NERC NEL Assessments				Penalty Sanctions		NERC Compliance Credits				NERC IDC Assessments		
					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	
<b>TOTAL SERC</b>					<b>11,239,354</b>	<b>11,239,354</b>	<b>-</b>	<b>-</b>	<b>11,443,399</b>	<b>11,443,399</b>	<b>-</b>	<b>-</b>	<b>(655,820)</b>	<b>(655,820)</b>	<b>336,006</b>	<b>336,006</b>	<b>-</b>	<b>-</b>	<b>115,769</b>	<b>115,769</b>	<b>-</b>











2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total NERC Assessments				NERC NEL Assessments				Penalty Sanctions		NERC Compliance Credits				NERC IDC Assessments		
					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	U.S.	2,626	2,626	-	-	2,701	2,701	-	-	(155)	(155)	79	79	-	-	-	-	-
2011	WECC		Western Area Power Administration - CRSP	U.S.	18,770	18,770	-	-	19,310	19,310	-	-	(1,107)	(1,107)	567	567	-	-	-	-	-
2011	WECC		Western Area Power Administration - Sierra Nevad	U.S.	16,298	16,298	-	-	16,766	16,766	-	-	(961)	(961)	492	492	-	-	-	-	-
2011	WECC		Western Area Power Administration-Desert South	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	U.S.	2,043	2,043	-	-	2,101	2,101	-	-	(120)	(120)	62	62	-	-	-	-	-
2011	WECC		Western Area Power Administration-Upper Great F	U.S.	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)	6	6	-	-	-	-	-
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)	1	1	-	-	-	-	-
2011	WECC		Yuma-Mesa Irrigation District	U.S.	2	2	-	-	2	2	-	-	(0)	(0)	0	0	-	-	-	-	-
<b>TOTAL WECC</b>					<b>9,020,357</b>	<b>7,745,261</b>	<b>1,150,409</b>	<b>124,686</b>	<b>9,397,916</b>	<b>7,967,946</b>	<b>1,308,841</b>	<b>121,130</b>	<b>(456,642)</b>	<b>(456,642)</b>	<b>79,083</b>	<b>233,958</b>	<b>(158,432)</b>	<b>3,557</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL ERO</b>					<b>47,604,156</b>	<b>43,036,224</b>	<b>4,443,246</b>	<b>124,686</b>	<b>49,659,070</b>	<b>43,840,607</b>	<b>5,697,333</b>	<b>121,130</b>	<b>(2,512,500)</b>	<b>(2,512,500)</b>	<b>-</b>	<b>1,287,265</b>	<b>(1,290,822)</b>	<b>3,557</b>	<b>457,586</b>	<b>420,851</b>	<b>36,735</b>
<b>Summary by Regional Entity</b>																					
2011	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	-	-	-
<b>Total</b>					<b>47,604,156</b>	<b>43,036,224</b>	<b>4,443,246</b>	<b>124,686</b>	<b>49,659,070</b>	<b>43,840,607</b>	<b>5,697,333</b>	<b>121,130</b>	<b>(2,512,500)</b>	<b>(2,512,500)</b>	<b>-</b>	<b>1,287,265</b>	<b>(1,290,822)</b>	<b>3,557</b>	<b>457,586</b>	<b>420,851</b>	<b>36,735</b>





2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total Regional Entity Assessments (Including WIRAB Assessments)				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	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total
2011	SERC	1586	Haywood EMC	U.S.	4,001	4,001	-	-	4,016	4,016	-	-	(15)	(15)															
2011	SERC	1509	Illinois Municipal Electric Agency	U.S.	25,708	25,708	-	-	25,803	25,803	-	-	(95)	(95)															
2011	SERC	1480	Rita 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	SERC	1319	Old Dominion Electric Cooperative	U.S.	78,691	78,691	-	-	78,981	78,981	-	-	(290)	(290)															
2011	SERC	1618	Oceola (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	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	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	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	SERC	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 Wintnsboro 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)															









2011 NEL Calculations and Allocations to Load Serving Entities (or Designee) for the 2013 NERC and RE Assessments

Data Year	Regional Entity	ID	Entity	Country	Total Regional Entity Assessments (Including WIRAB Assessments)				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	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Total	US Total	Canada Total	Total	US Total	Canada Total	Mexico Total	Total	US Total	Canada Total	Mexico 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 Dulles 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		Limatilla 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 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
<b>Summary by Regional Entity</b>																												
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	9,441,691	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	NPC				14,165,848	14,165,848	-	-	17,145,648	17,145,648	-	-	(2,979,800)	(2,979,800)					-	-			-	-				
2011	SEPC				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)					(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

**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