

Power Management FY2017 Budget Presentation

**Facilities Committee Meeting
March 16, 2016**

Summary

- Power Management Program
 - PM program costs increase by 2.6%
 - PM business unit budgeted staffing levels are unchanged (25 FTE's)
 - Utilizing one vacant FTE for PT Intern position
 - Programmatic work areas unchanged

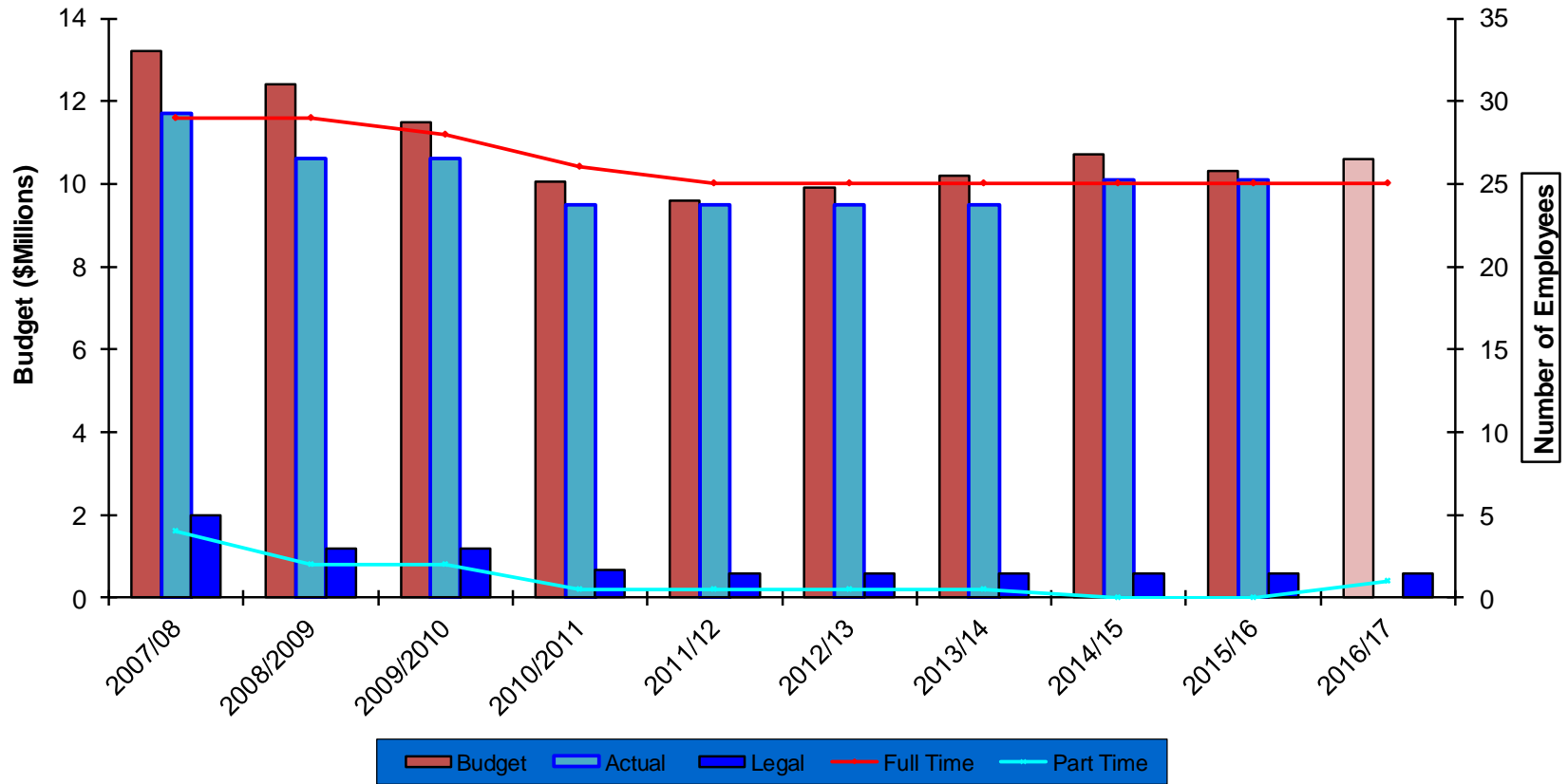
- Direct Charge Programs Funded in FY2016 Continue
 - Market Purchase Program
 - Gas Purchase Program
 - Green Power Project (program terminated/supporting finished projects)
 - Fuel Acquisition and Management

- Judicial Action Program
 - Western effort remains unchanged (\$25k)
 - CAISO effort unchanged (\$475k)
 - Refund effort unchanged (\$25k)
 - PG&E effort unchanged (\$50K)

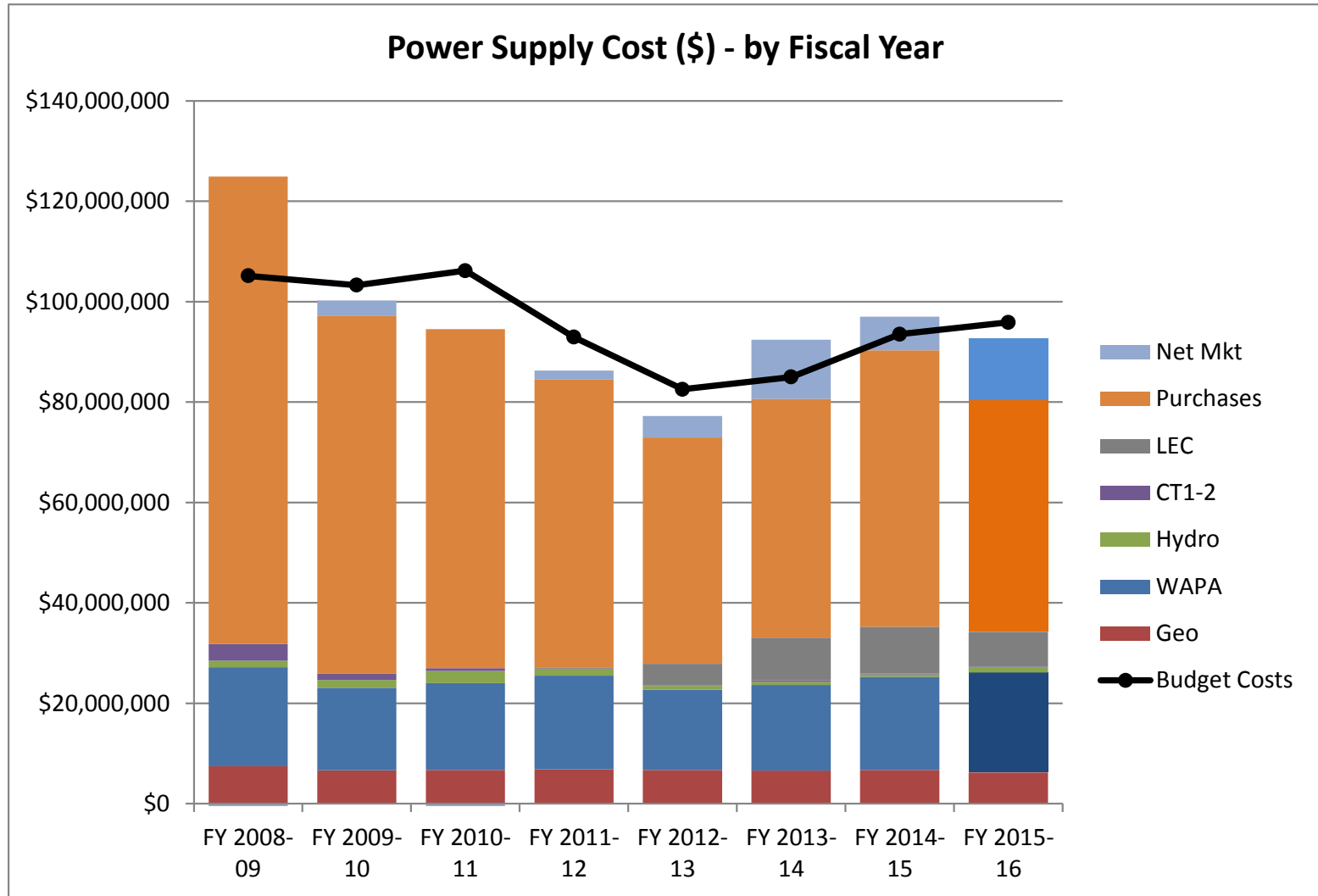
Focus Areas for FY17

- New Member/New Services Development and Implementation
- CAISO Market Initiatives
 - EIM/Regional CAISO Expansion
 - Governance
 - Resource Adequacy
 - Transmission Access Charges
- Comprehensive Load/Resource Balance, RPS, GHG, Capacity reporting to members
 - SB 350 planning and implementation issues
- Share Point Implementation
- Communications/Reporting

Historical Staffing, Budget and Expenditure Levels



Historical Power Supply Costs (Pool)



Value Added Background

- Power Management and Administrative Service budget and staff metrics
 - PM&AS expenditures down by $\approx 20\%$ since peak in 2008
 - PM FTE staff down by $\approx 21\%$ since peak in 2007
 - Implemented 6 major new initiatives and tasks associated with the initiatives since 2008
 - MRTU and various other market initiatives
 - ◆ (CRR's, RA, FMM, FERC 714, Western Displacement, complexity)
 - NERC reliability program
 - Contract Programs (SMSA, MPP, GPP, NGPP, Meter Maintenance)
 - AB32 GHG tracking, reporting, and compliance
 - RPS QE metering, tracking and reporting
 - Response to service RFP's

Value Added Background (cont)

- Added 1 new NCPA resource since 2008
 - LEC (NCPA)
- Added three Tri- Dam Units beginning January 1, 2014
 - Donnell's (SVP)
 - Beardsley (SVP)
 - Tulloch (SVP)
- Added 14 new member resources since 2008
 - Palo Alto Co-bug (PA)
 - Keller Canyon LFG (AL/PA)
 - Ox Mountain LFG (AL/PA)
 - Santa Cruz LFG (AL/PA)
 - Richmond LFG (AL)
 - Butte County LFG (AL)
 - Plumas High Sierra Co-Gen (PS)
 - Lake Mendocino Hydro (UK)
 - Gridley Solar (GR)
 - BART Solar (BART)
 - Johnson Canyon LFG (PA)
 - Kettleman Solar (PA)
 - Hayworth Solar (PA)
 - Crow Creek (PA)

Potential addition of 1 - 3 new service recipients

- City of Roseville
- PCWA
- MCE

Value Added Background (cont)

- Member Savings (MSS)

In Development

Value Added Background (Cont)

- Potential Incremental Revenues
 - PCWA - \$410,000
 - City of Roseville - \$950,000
 - Marin Clean Energy (MCE) – Scaled to Pool/SVP
 - City of Shasta Lake – \$350,000 - \$500,00
 - Kirkwood PUD - \$60,000 - \$100,000

Value Added Conclusions

- Member value has increased
 - Complex industry operating environment changes managed seamlessly for members
 - NCPA **responsibilities have increased** each year of the last seven year period
 - Annualized NCPA **costs and staffing have decreased** since the peaks in 2007 and 2008
- **Value increased** = NCPA doing more/Members getting more for less
- **Efficiency increased** = increased change in output/decreased change in input



MATERIALS SUPPLIES AND SERVICES BUDGET SUMMARY FOR FY 2016/2017

	Administration	Portfolio and Pool	SCALD	Transmission	Regulatory	Contracts	Power Management Total
Travel and Meetings	\$23,360	\$ 10,640	\$ 15,500	\$0	\$9,169	\$12,750	\$71,420
Travel and Training	\$1,000	\$ 25,440	\$ 34,300	\$0	\$5,070	\$4,870	\$70,680
Professional Services	\$26,000	\$ 97,300	\$ -	\$0	\$0	\$67,500	\$190,800
Legal Services	\$30,000	\$ -	\$ 2,000	\$0	\$11,500	\$6,500	\$50,000
Mobile Phone Services	\$1,200	\$ 3,060	\$ -	\$0	\$1,200	\$1,200	\$6,660
Office Supplies	\$1,600	\$ 49	\$ 3,700	\$0	\$1,400	\$1,500	\$8,249
Copy, Printing and Binding	\$0	\$ 100	\$ -	\$0	\$500	\$350	\$950
Software	\$1,000	\$ 77,734	\$ -	\$0	\$0	\$12,500	\$91,234
Memberships	\$300	\$ -	\$ 900	\$0	\$200	\$0	\$1,400
Books, Tapes and Subscriptions	\$1,000	\$ 65,485	\$ 16,300	\$0	\$30,000	\$550	\$113,335
Equipment Repair and Maintenance	\$1,000	\$ 390	\$ 15,000	\$0	\$0	\$1,300	\$17,690
Minor Equipment and Tools	\$2,000	\$ 25	\$ 42,500	\$0	\$0	\$200	\$44,725
Power, Water and Telephone	\$0	\$ -	\$ 13,000	\$0	\$0	\$0	\$13,000
							\$0
Grand Total	\$88,460	\$280,223	\$143,200	\$0	\$59,039	\$109,220	\$680,143
FY2015/2016 Totals	\$89,287	\$292,210	\$175,000	\$0	\$60,832	\$109,322	\$726,651
Increase/(Decrease) from prior year	(\$827)	(\$11,987)	(\$31,800)	\$0	(\$1,793)	(\$102)	(\$46,508)
% Change	-0.93%	-4.10%	-18.17%	0.00%	-2.95%	-0.09%	-6.40%



SUMMARY OF POWER MANAGEMENT REVENUES AND EXPENSES FOR FY 2017										
	Administration	SCALD	Forecasting, Pooling, Preschedule & Trading	Transmission Planning & Design	Restructuring & Regulatory Affairs	Contracts, Interconnect Services & External Affairs	Subtotal Power Management Program	Risk Management	Settlements	Total Power Management Allocated
Power Management Direct Costs										
Salaries and Benefits	\$ 563,876	\$ 2,800,520	\$ 1,451,398	\$ -	\$ 253,407	\$ 733,855	\$ 5,803,056	\$ -	\$ -	\$ 5,803,056
Materials, Supplies and Services	\$ 88,460	\$ 143,200	\$ 280,223	\$ -	\$ 59,039	\$ 109,220	\$ 680,142	\$ -	\$ -	\$ 680,142
Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
PM Admin Liquidations		\$ 358,893	\$ 166,927	\$ -	\$ 27,296	\$ 73,653	\$ (25,567)			
Subtotal	\$ 652,336	\$ 3,302,613	\$ 1,898,548	\$ -	\$ 339,742	\$ 916,728	\$ 6,457,631	\$ -	\$ -	\$ 6,457,631
Direct Charges from Others										
Information Systems Salaries & Benefits	\$ -	\$ 795,566	\$ 160,140	\$ -	\$ -	\$ -	\$ 955,706	\$ -	\$ 150,846	\$ 1,106,552
Combustion Turbine Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,886	\$ -	\$ 110,886
Administrative Services Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,711	\$ -	\$ 7,711
Power Accounts Administration Salaries & Bene	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,292	\$ 397,478	\$ 406,770
Materials, Supplies and Services	\$ -	\$ 332,877	\$ -	\$ -	\$ -	\$ -	\$ 332,877	\$ 103,350	\$ 7,040	\$ 443,267
Subtotal	\$ -	\$ 1,128,443	\$ 160,140	\$ -	\$ -	\$ -	\$ 1,288,583	\$ 231,239	\$ 555,364	\$ 2,075,186
Administrative and General										
Administrative	\$ -	\$ 931,788	\$ 417,038	\$ -	\$ 63,048	\$ 184,996	\$ 1,596,870	\$ 37,712	\$ 152,782	\$ 1,787,364
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ 931,788	\$ 417,038	\$ -	\$ 63,048	\$ 184,996	\$ 1,596,870	\$ 37,712	\$ 152,782	\$ 1,787,364
Occupancy Costs										
HQ Main Building	\$ -	\$ 186,852	\$ 82,122	\$ -	\$ 11,740	\$ 36,800	\$ 317,514	\$ 5,252	\$ 32,462	\$ 355,228
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ 186,852	\$ 82,122	\$ -	\$ 11,740	\$ 36,800	\$ 317,514	\$ 5,252	\$ 32,462	\$ 355,228
Revenue										
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ (82)	\$ -	\$ (82)	\$ -	\$ -	\$ (82)
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (61,789)	\$ -	\$ (61,789)
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ (82)	\$ -	\$ (82)	\$ (61,789)	\$ -	\$ (61,871)
Total	\$ 652,336	\$ 5,549,696	\$ 2,557,848	\$ -	\$ 414,448	\$ 1,138,524	\$ 10,312,852	\$ 212,414	\$ 740,608	\$ 10,613,538
PM Admin Liquidations to PM Allocated Prog	\$ (652,336)						\$ (652,336)			
Total	\$ -	\$ 5,549,696	\$ 2,557,848	\$ -	\$ 414,448	\$ 1,138,524	\$ 9,660,516	\$ 212,414	\$ 740,608	\$ 10,613,538



NORTHERN CALIFORNIA POWER AGENCY

COMPARISON OF POWER MANAGEMENT REVENUES AND EXPENSES FOR FISCAL YEARS 2008 THROUGH 2016

	Total FY2008	Total FY2009	Total FY2010	Total FY2011	Total FY2012	Total F2013	Total FY2014	Total FY2015	Total FY2016	Total FY2017	Budget Change (\$)	Budget Change (%)
Power Management Direct Costs												
Salaries and Benefits	\$ 5,034,047	\$ 5,011,686	\$ 4,829,176	\$ 4,831,815	\$ 4,781,873	\$ 5,083,346	\$ 5,306,816	\$ 5,449,026	\$ 5,628,259	\$ 5,803,056	\$ 174,797	3.11%
Materials, Supplies and Services	\$ 1,639,669	\$ 1,150,064	\$ 825,494	\$ 815,249	\$ 667,195	\$ 704,062	\$ 702,531	\$ 717,311	\$ 726,750	\$ 680,142	\$ (46,608)	-6.41%
Capital Equipment	\$ 256,707	\$ 255,924	\$ 255,665	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Subtotal	\$ 6,930,423	\$ 6,417,674	\$ 5,910,335	\$ 5,647,064	\$ 5,449,068	\$ 5,787,408	\$ 6,009,347	\$ 6,166,337	\$ 6,334,226	\$ 6,457,631	\$ 123,405	1.95%
									\$ -			
									\$ -			
Direct Charges from Others												
Information Systems Salaries & Benefits	\$ 2,124,387	\$ 2,129,117	\$ 1,976,187	\$ 1,279,128	\$ 1,179,078	\$ 1,242,061	\$ 1,163,909	\$ 1,202,962	\$ 1,302,985	\$ 1,106,552	\$ (196,433)	-15.08%
Combustion Turbine Salaries & Benefits	\$ 148,999	\$ 44,482	\$ 49,097	\$ 51,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Accounting & Finance Salaries & Benefits	\$ 18,325	\$ 19,343	\$ 19,472	\$ 19,923	\$ 10,262	\$ 10,644	\$ -	\$ 127,473	\$ 114,532	\$ 110,886	\$ (3,646)	-3.18%
Administrative Services Salaries & Benefits	\$ 201,178	\$ 213,151	\$ 192,477	\$ 195,427	\$ 195,807	\$ 196,986	\$ 6,296	\$ 14,814	\$ 7,377	\$ 7,711	\$ 334	4.53%
Power Accounts Administration Salaries & Bene	\$ 832,994	\$ 899,440	\$ 802,772	\$ 767,341	\$ 488,283	\$ 489,755	\$ 606,268	\$ 374,713	\$ 215,959	\$ 406,770	\$ 190,811	88.36%
Materials, Supplies and Services	\$ 1,062,056	\$ 805,372	\$ 817,943	\$ 383,309	\$ 553,130	\$ 471,520	\$ 483,824	\$ 572,700	\$ 441,709	\$ 443,267	\$ 1,558	0.35%
Subtotal	\$ 4,387,939	\$ 4,110,905	\$ 3,857,948	\$ 2,696,353	\$ 2,426,560	\$ 2,410,966	\$ 2,260,297	\$ 2,292,662	\$ 2,082,562	\$ 2,075,186	\$ (7,376)	-0.35%
									\$ -			
									\$ -			
Administrative and General												
Administrative	\$ 929,591	\$ 952,071	\$ 859,334	\$ 877,653	\$ 913,195	\$ 1,109,035	\$ 1,206,768	\$ 1,660,714	\$ 1,619,109	\$ 1,787,364	\$ 168,255	10.39%
General	\$ 422,313	\$ 426,640	\$ 387,917	\$ 334,552	\$ 326,110	\$ 325,371	\$ 375,072	\$ -	\$ -	\$ -	\$ -	0.00%
Subtotal	\$ 1,351,904	\$ 1,378,711	\$ 1,247,251	\$ 1,212,205	\$ 1,239,305	\$ 1,434,406	\$ 1,581,840	\$ 1,660,714	\$ 1,619,109	\$ 1,787,364	\$ 168,255	10.39%
									\$ -			
									\$ -			
Occupancy Costs												
HQ Main Building	\$ 608,972	\$ 595,129	\$ 601,423	\$ 490,887	\$ 477,898	\$ 477,407	\$ 458,451	\$ 701,363	\$ 377,694	\$ 355,228	\$ (22,466)	-5.95%
HQ Credit	\$ (12,903)	\$ (12,903)	\$ (12,898)	\$ (6,441)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Subtotal	\$ 596,069	\$ 582,226	\$ 588,525	\$ 484,446	\$ 477,898	\$ 477,407	\$ 458,451	\$ 701,363	\$ 377,694	\$ 355,228	\$ (22,466)	-5.95%
									\$ -			
									\$ -			
Revenue												
Interest Income	\$ (54,248)	\$ (42,857)	\$ (4,019)	\$ (2,322)	\$ (2,412)	\$ (211)	\$ (1,955)	\$ (1,955)	\$ (1,955)	\$ (82)	\$ 1,873	-95.81%
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services for Others	\$ -	\$ -	\$ (76,000)	\$ -	\$ -	\$ (148,628)	\$ (111,722)	\$ (117,037)	\$ (117,037)	\$ (61,789)	\$ 55,248	-47.21%
Subtotal	\$ (54,248)	\$ (42,857)	\$ (80,019)	\$ (2,322)	\$ (2,412)	\$ (148,839)	\$ (113,677)	\$ (118,992)	\$ (118,992)	\$ (61,871)	\$ 57,121	-48.00%
									\$ -			
									\$ -			
Total	\$ 13,212,087	\$ 12,446,659	\$ 11,524,040	\$ 10,037,746	\$ 9,590,419	\$ 9,961,348	\$ 10,196,258	\$ 10,704,039	\$ 10,341,549	\$ 10,613,538	\$ 271,989	2.63%
Comparative Analysis												
Salary & Benefits as Percent of Total	38.10%	40.27%	41.91%	71.18%	69.40%	70.50%	69.47%	66.97%	70.29%	70.05%		
Mat, Supps & Svcs as Percent of Total	12.41%	9.24%	7.16%	11.94%	12.72%	11.80%	11.64%	12.05%	11.30%	10.58%		
PM Capital Equipment as Percent of Total	1.94%	2.06%	2.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
A&G as Percent of Total	10.23%	11.08%	10.82%	12.08%	12.92%	14.40%	15.51%	15.51%	15.66%	16.84%		
Occupancy as Percent of Total	4.51%	4.68%	5.11%	4.83%	4.98%	4.79%	4.50%	6.55%	3.65%	3.35%		
Revenue as Percent of Total	-0.41%	-0.34%	-0.69%	-0.02%	-0.03%	-1.49%	-1.11%	-1.11%	-1.15%	-0.58%		

Power Management Service Structure

Contracts & Interconnection Affairs

- Industry restructuring
- Contracts, CAISO, TANC, Western
- Pooling
- Judicial Action

Forecasting & Pre-Scheduling

- Forecasting
- Pre - Scheduling
- Resource Planning
- Facilities Committee
- MPP
- GPP
- NGPP
- Fuel Transactions

Scheduling & Load Dispatch

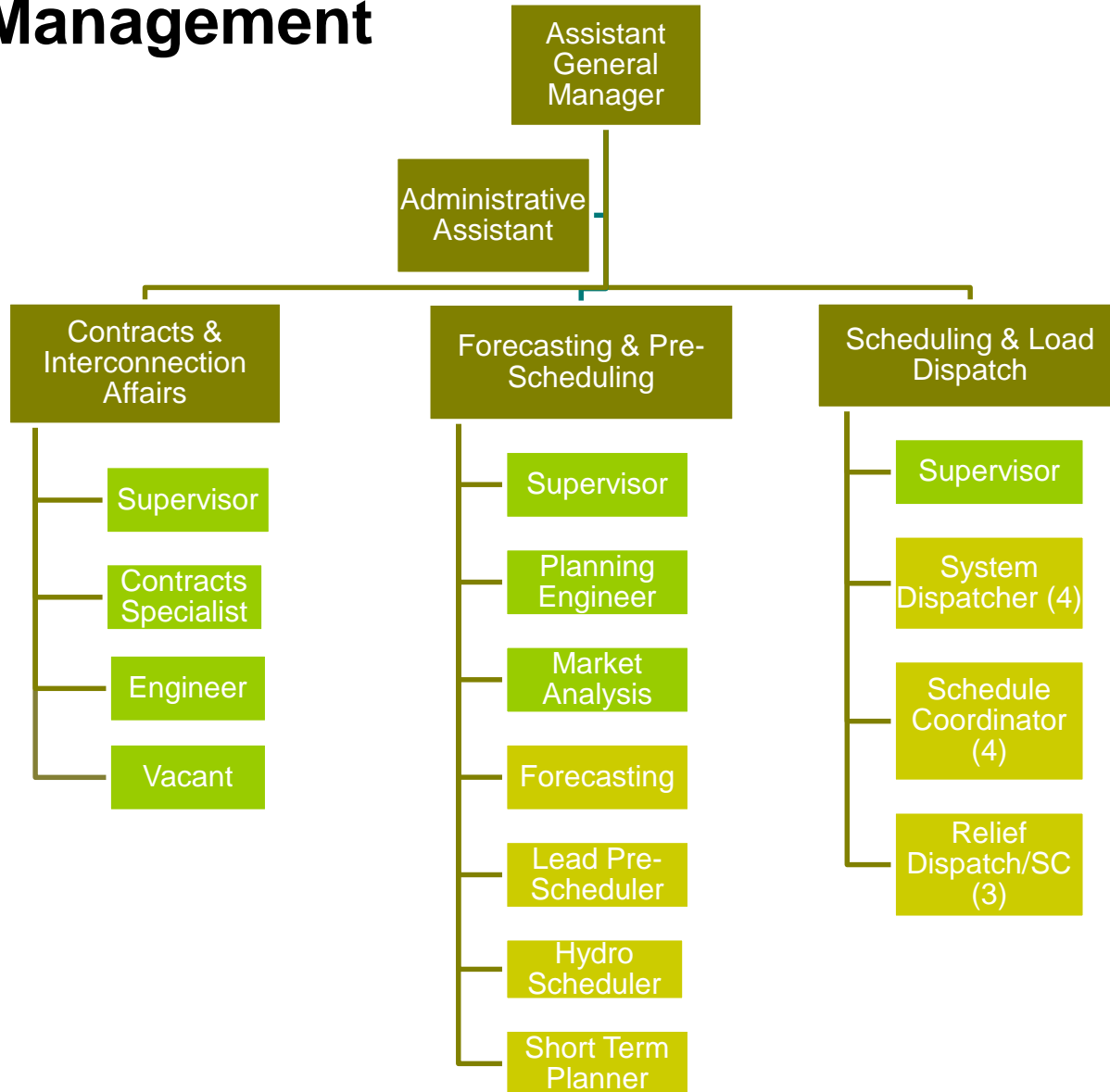
- Dispatch
- Schedule Coordination
- SCADA
- NERC/WECC

Costs allocated per Nexant study

3rd Phase Programs - costs direct assigned by program agreement

Costs allocated per Nexant study

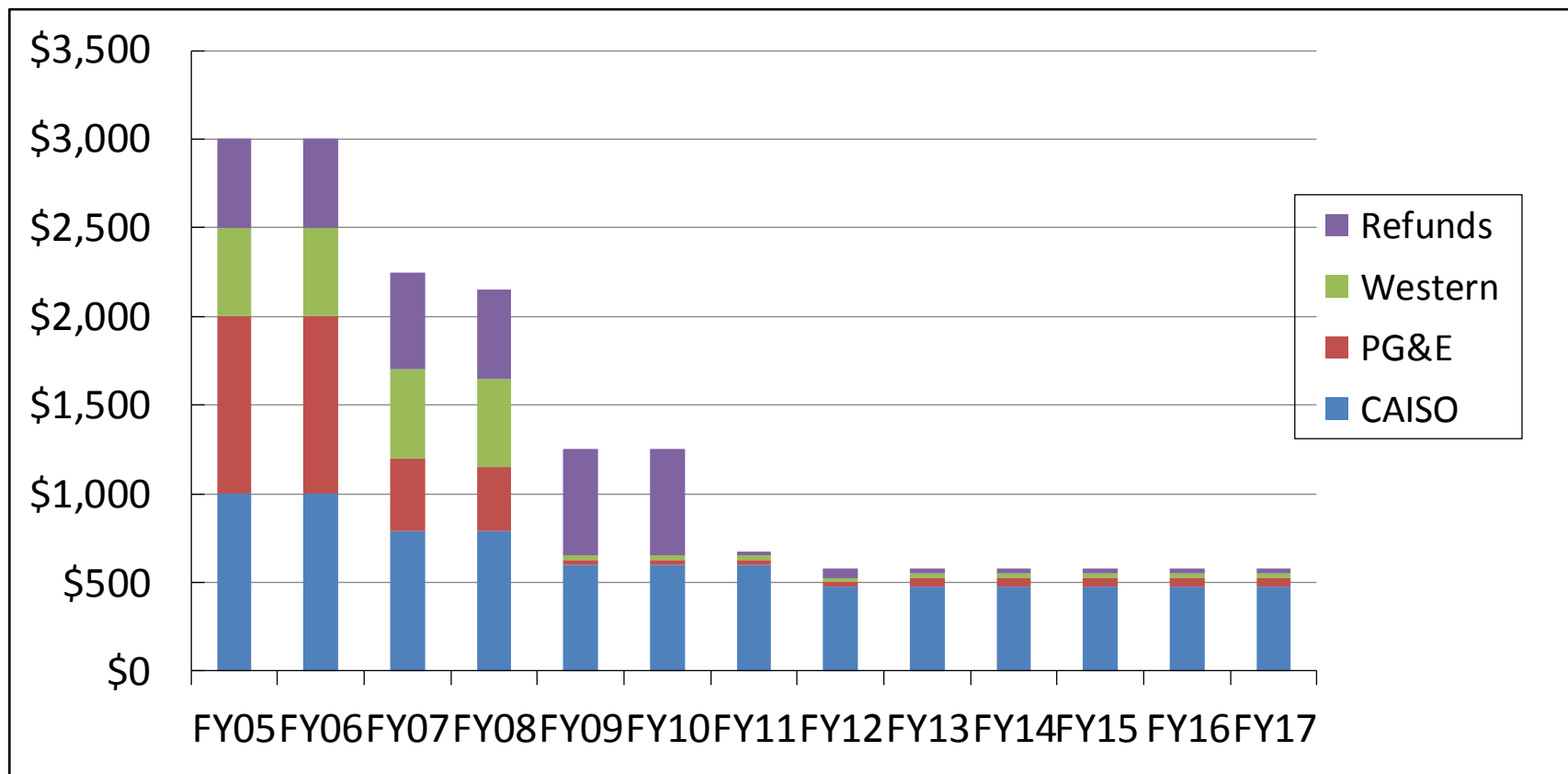
Power Management



Third Phase Programs and Projects under the Power Management Business Unit

- Market Purchase Program (\$125,272) [\$11,193 increase]
 - Alameda, Biggs, BART, Gridley, Healdsburg, Lompoc, Lodi and Ukiah [Labor \$9K, A&G \$3K]
- Fuel Acquisition and Management (\$139,082) [\$48,061 increase] [Consultant \$21K, Legal \$20K, A&G \$4K, PM Liquidation \$4K]
- Gas Purchase Program – (\$86,571) [\$17,389 increase] [Labor \$12K, A&G \$4K, PM Allocation \$1K]
 - Biggs, Gridley, Healdsburg, Lompoc, Lodi and Ukiah
- Green Power Project (\$17,626) [\$18,718 reduction]
 - Project Terminated. Funding supports legal and technical services associated with completed projects.

JUDICIAL ACTION



Allocated in accordance with Nexant “Industry Restructuring” allocation methodology – 1/3 Power Pool Management, 2/3 Resource Management



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	Administration	Portfolio and Pool	SCALD	Transmission	Regulatory	Contracts	Power Management Total
Travel and Meetings	\$23,360	\$ 10,640	\$ 15,500	\$0	\$9,169	\$12,750	\$71,420
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Professional Services	\$26,000	\$ 97,300	\$ -	\$0	\$0	\$67,500	\$190,800
Legal Services	\$30,000	\$ -	\$ 2,000	\$0	\$11,500	\$6,500	\$50,000
Mobile Phone Services	\$1,200	\$ 3,060	\$ -	\$0	\$1,200	\$1,200	\$6,660
Office Supplies	\$1,600	\$ 49	\$ 3,700	\$0	\$1,400	\$1,500	\$8,249
Copy, Printing and Binding	\$0	\$ 100	\$ -	\$0	\$500	\$350	\$950
Software	\$1,000	\$ 77,734	\$ -	\$0	\$0	\$12,500	\$91,234
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Power, Water and Telephone	\$0	\$ -	\$ 13,000	\$0	\$0	\$0	\$13,000
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Grand Total	\$88,460	\$280,223	\$143,200	\$0	\$59,039	\$109,220	\$680,143
FY2015/2016 Totals	\$89,287	\$292,210	\$175,000	\$0	\$60,832	\$109,322	\$726,651
Increase/(Decrease) from prior year	(\$827)	(\$11,987)	(\$31,800)	\$0	(\$1,793)	(\$102)	(\$46,508)
% Change	-0.93%	-4.10%	-18.17%	0.00%	-2.95%	-0.09%	-6.40%



Administration		
	Administration	Total
Power Management Direct Costs		
Salaries and Benefits	\$ 563,876	\$ 563,876
Materials, Supplies and Services	\$ 88,460	\$ 88,460
Capital Equipment	\$ -	\$ -
PM Admin Liquidation	\$ (652,336.00)	\$ (652,336.00)
Subtotal	\$ -	\$ -
Direct Charges from Others		
Information Systems Salaries & Benefits	\$ -	\$ -
Combustion Turbine Salaries & Benefits	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -
Administrative Services Salaries & Benefits	\$ -	\$ -
Power Accounts Administration S&B	\$ -	\$ -
Materials Supplies and Services		
Subtotal	\$ -	\$ -
Administrative and General		
Administrative	\$ -	\$ -
General	\$ -	\$ -
Subtotal	\$ -	\$ -
Occupancy Costs		
HQ Main Building	\$ -	\$ -
HQ Credit		
Subtotal	\$ -	\$ -
Revenue		
Interest Income	\$ -	\$ -
Scheduling Services		
Services for Others		
Subtotal	\$ -	\$ -
Total	\$ -	\$ -



Administration			
	Administration	Total	
Power Management Direct Costs			
Salaries and Benefits	\$ 563,876	\$ 563,876	
Materials, Supplies and Services	\$ 88,460	\$ 88,460	
Capital Equipment	\$ -	\$ -	
PM Admin Liquidation	\$ (652,336.00)	\$ (652,336.00)	
Subtotal	\$ -	\$ -	
Direct Charges from Others			
Information Systems Salaries & Benefits	-	\$ -	
Combustion Turbine Salaries & Benefits	-	\$ -	
Accounting & Finance Salaries & Benefits	-	\$ -	
Administrative Services Salaries & Benefits	-	\$ -	
Power Accounts Administration S&B	\$ -	\$ -	
Materials Supplies and Services	-	\$ -	
Subtotal	\$ -	\$ -	
Administrative and General			
Admin	Misc Studies – 40 hrs - \$6,000	-	\$ -
Gene	Member Survey - \$17,000	-	\$ -
Subtotal	Legalease subscription - \$3,000	-	\$ -
Occu	General Counsel – 120 hrs - \$30,000	-	\$ -
HQ M	Travel & Meetings - \$24,000	-	\$ -
HQ Cr		-	\$ -
Subtotal		\$ -	\$ -
Revenue			
Interest Income	\$ -	\$ -	
Scheduling Services			
Services for Others			
Subtotal	\$ -	\$ -	
Total	\$ -	\$ -	



System Control and Load Dispatch					
	Dispatch & RT Resource Management	Schedule Coordination	System Control & Data Acquisition	WECC	Total
Power Management Direct Costs					
Salaries and Benefits	\$ 1,435,344	\$ 1,244,073	\$ 6,593	\$ 114,510	\$ 2,800,520
Materials, Supplies and Services	\$ 75,400	\$ 24,300	\$ 34,500	\$ 9,000	\$ 143,200
Capital Equipment (P+I) or Debt Service (P&I)	\$ -	\$ -	\$ -	\$ -	\$ -
PM Admin Liquidation	\$ 145,542	\$ 138,495	\$ 61,882	\$ 12,974	\$ 358,893
Subtotal	\$ 1,656,286	\$ 1,406,868	\$ 102,975	\$ 136,484	\$ 3,302,613
Direct Charges from Others					
Information Systems Salaries & Benefits	\$ 149,643	\$ 310,946	\$ 334,977	\$ -	\$ 795,566
Combustion Turbine Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Services Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Power Accounts Administration S&B	\$ -	\$ -	\$ -	\$ -	\$ -
Other Materials Supplies and Services/Debt Sv	\$ 5,600	\$ -	\$ 327,277	\$ -	\$ 332,877
Subtotal	\$ 155,243	\$ 310,946	\$ 662,254	\$ -	\$ 1,128,443
Administrative and General					
Administrative	\$ 381,240	\$ 396,386	\$ 124,337	\$ 29,825	\$ 931,788
General	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 381,240	\$ 396,386	\$ 124,337	\$ 29,825	\$ 931,788
Occupancy Costs					
HQ Main Building	\$ 77,567	\$ 84,785	\$ 18,969	\$ 5,531	\$ 186,852
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 77,567	\$ 84,785	\$ 18,969	\$ 5,531	\$ 186,852
Revenue					
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,270,336	\$ 2,198,985	\$ 908,535	\$ 171,840	\$ 5,549,696

System Control and Load Dispatch

	Dispatch & RT Resource Management	Schedule Coordination	System Control & Data Acquisition	WECC	Total
Power Management Direct Costs					
Salaries and Benefits	\$ 1,435,344	\$ 1,244,073	\$ 6,593	\$ 114,510	\$ 2,800,520
Materials, Supplies and Services	\$ 75,400	\$ 24,300	\$ 34,500	\$ 9,000	\$ 143,200
Capital Equipment (P+I) or Debt Service (P&I)	\$ -	\$ -	\$ -	\$ -	\$ -
PM Admin Liquidation	\$ 145,542	\$ 138,495	\$ 11,882	\$ 12,774	\$ 358,893
Subtotal	1,656,286	1,406,868	18,475	136,284	3,302,613
Direct Charges from Others					
Information Systems Salaries & Benefits	\$ 149,643	\$ 310,946	\$ 9,977	\$ -	\$ 795,566
Combustion Turbine Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Services Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Power Accounts Administration & B	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Sv	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 1,240	\$ 396,386	\$ -	\$ 29,825	\$ 931,788
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 881,240	\$ 396,386	\$ -	\$ -	\$ 1,277,626
Occupancy Costs					
HQ Main Building	\$ 77,567	\$ 84,000	\$ -	\$ -	\$ 161,567
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	77,567	84,000	-	-	161,567
Revenue					
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Schedule	\$ -	\$ -	\$ -	\$ -	\$ -
Services	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,270,336	\$ 2,198,985	\$ 908,535	\$ 171,840	\$ 5,549,696

Travel - \$5,000
 Staff Development - \$20,700
 NERC CEH dues - \$9,500
 Legal - 40hrs - \$2,000
 Dispatch Center Upgrades - \$30,000

Staff Development - \$13,600
 Travel - \$2,400
 Dues & Subscriptions - \$3,800

Meter Reading/Maintenance - \$15,000
 Special Equipment - \$5,000
 Voice Circuits (telephone) - \$13,000

Travel - \$7,800
 WECC Dues - \$1,000



Forecasting, Planning, Preschedule & Trading							
	Forecasting	Planning, Optimization & Risk Analysis	Power & Fuel Transactions	Pre-scheduling	Power Pool Admin & Mgmt	Facilities Agreement Administration	Total
Power Management Direct Costs							
Salaries and Benefits	\$ 322,636	\$ 309,920	\$ 94,598	\$ 467,518	\$ 139,290	\$ 117,436	\$ 1,451,398
Materials, Supplies and Services	\$ 160,993	\$ 47,346	\$ -	\$ 71,884	\$ -	\$ -	\$ 280,223
Capital Equipment (P+)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PM Admin Liquidated	\$ 42,251	\$ 32,871	\$ 8,264	\$ 51,118	\$ 22,164	\$ 10,259	\$ 166,927
Subtotal	\$ 525,880	\$ 390,137	\$ 102,862	\$ 590,520	\$ 161,454	\$ 127,695	\$ 1,898,548
Direct Charges from Others							
Information Systems Salaries & Benefits	\$ -	\$ -	\$ -	\$ 45,727	\$ 114,413	\$ -	\$ 160,140
Combustion Turbine Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Services Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Power Accounts Administration S&B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials Supplies and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ 45,727	\$ 114,413	\$ -	\$ 160,140
Administrative and General							
Administrative	\$ 95,959	\$ 79,780	\$ 22,535	\$ 131,589	\$ 58,918	\$ 28,257	\$ 417,038
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 95,959	\$ 79,780	\$ 22,535	\$ 131,589	\$ 58,918	\$ 28,257	\$ 417,038
Occupancy Costs							
HQ Main Building	\$ 17,610	\$ 15,465	\$ 4,741	\$ 26,484	\$ 11,839	\$ 5,983	\$ 82,122
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 17,610	\$ 15,465	\$ 4,741	\$ 26,484	\$ 11,839	\$ 5,983	\$ 82,122
Revenue							
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 639,449	\$ 485,382	\$ 130,138	\$ 794,320	\$ 346,624	\$ 161,935	\$ 2,557,848



Forecasting, Planning, Preschedule & Trading

	Forecasting	Planning, Optimization & Risk Analysis	Power & Fuel Transactions	Pre-scheduling	Power Pool Admin & Mgmnt	Facilities Agreement Administration	Total
Power Management Direct Costs							
Salaries and Benefits	\$ 322,636	\$ 309,920	\$ 94,598	\$ 467,518	\$ 139,290	\$ 117,436	\$ 1,451,398
Materials, Supplies and Services	\$ 160,993	\$ 47,346	\$ -	\$ 71,884	\$ -	\$ -	\$ 280,223
Capital Equipment (P+I)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PM Admin Liquidated	\$ 2,251	\$ 32,871	\$ 8,264	\$ 51,118	\$ 22,164	\$ 10,259	\$ 166,927
Subtotal	\$ 515,880	\$ 390,137	\$ 102,862	\$ 590,520	\$ 161,454	\$ 127,695	\$ 1,898,548
Direct Charges from Others							
Information Systems Salaries & Benefits	\$ -	\$ -	\$ -	\$ 45,727	\$ 114,413	\$ -	\$ 160,140
Combustion Turbine Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Services Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Power Accounts Administration S&B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials Supplies and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ 45,727	\$ 114,413	\$ -	\$ 160,140
Administrative and General							
Administrative	\$ 5,050	\$ 79,780	\$ 22,535	\$ 131,589	\$ 58,910	\$ 28,257	\$ 417,038
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 5,050	\$ 79,780	\$ 22,535	\$ 131,589	\$ 58,910	\$ 28,257	\$ 417,038
Occupancy Costs							
HQ Main Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue							
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 639,449	\$ 485,382	\$ 130,138	\$ 794,320	\$ 346,624	\$ 161,935	\$ 2,557,848

Travel - \$4,400
 Staff Development - \$20,000
 Professional Svcs - \$39,700
 Software - \$31,500
 Subscriptions - \$65,000

Staff Development - \$6,200
 Professional Svcs - \$11,100
 Software - \$27,634

Meetings - \$5,400
 Brokerage Fees - \$46,500
 Software - \$18,600

**Industry Restructuring and Regulatory Affairs**

	Industry Restructuring & Regulatory Affairs	Total
Power Management Direct Costs		
Salaries and Benefits	\$ 253,407	\$ 253,407
Materials, Supplies and Services	\$ 59,039	\$ 59,039
Capital Equipment		\$ -
PM Admin Liquidations	\$ 27,296	\$ 27,296
Subtotal	\$ 339,742	\$ 339,742
Direct Charges from Others		
Information Systems Salaries & Benefits	\$ -	\$ -
Combustion Turbine Salaries & Benefits	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -
Administrative Services Salaries & Benefits	\$ -	\$ -
Power Accounts Administration S&B	\$ -	\$ -
Materials Supplies and Services	\$ -	\$ -
Subtotal	\$ -	\$ -
Administrative and General		
Administrative	\$ 63,048	\$ 63,048
General	\$ -	\$ -
Subtotal	\$ 63,048	\$ 63,048
Occupancy Costs		
HQ Main Building	\$ 11,740	\$ 11,740
HQ Credit		\$ -
Subtotal	\$ 11,740	\$ 11,740
Revenue		
Interest Income	\$ (82)	\$ (82)
Scheduling Services	\$ -	\$ -
Services for Others	\$ -	\$ -
Subtotal	\$ (82)	\$ (82)
Total	\$ 414,448	\$ 414,448

Industry Restructuring and Regulatory Affairs

	Industry Restructuring & Regulatory Affairs	Total
Power Management Direct Costs		
Salaries and Benefits	\$ 253,407	\$ 253,407
Materials, Supplies and Services	\$ 59,039	\$ 59,039
Capital Equipment	\$ -	\$ -
PM Admin Liquidations	\$ 27,296	\$ 27,296
Subtotal	\$ 339,742	\$ 339,742
Direct Charges from Others		
Information Systems Salaries & Benefits	\$ -	\$ -
Combustion Turbine Salaries & Benefits	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -
Administrative Services Salaries & Benefits	\$ -	\$ -
Power Accounts Administration S&B	\$ -	\$ -
Materials Supplies and Services	\$ -	\$ -
Subtotal	\$ -	\$ -
Administrative and General		
Administrative	\$ 63,048	\$ 63,048
General	\$ -	\$ -
Subtotal	\$ 63,048	\$ 63,048
Occupancy Costs		
HQ Main Building	\$ 11,740	\$ 11,740
HQ Credit	\$ -	\$ -
Subtotal	\$ 11,740	\$ 11,740
Revenue		
Interest Income	\$ (82)	\$ (82)
Scheduling Services	\$ -	\$ -
Services for Others	\$ -	\$ -
Subtotal	\$ (82)	\$ (82)
Total	\$ 414,448	\$ 414,448

Meetings - \$9,200
 Training - \$5,000
 Legal – 60 hrs - \$11,500
 Know the ISO - \$30,000



Contract Administration						
	Contract Maintenance & Admin	TANC Representation & Advocacy	Western Representation & Advocacy	Pooling Committee	Revenues	Total
Power Management Direct Costs						
Salaries and Benefits	\$ 556,141	\$ 12,037	\$ 99,521	\$ 66,156		\$ 733,855
Materials, Supplies and Services	\$ 78,368	\$ 723	\$ 27,729	\$ 2,400	\$ -	\$ 109,220
Capital Equipment (P+I)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PM Admin Liquidations	\$ 55,432	\$ 1,115	\$ 11,117	\$ 5,989		\$ 73,653
Subtotal	\$ 689,941	\$ 13,875	\$ 138,367	\$ 74,545	\$ -	\$ 916,728
Direct Charges from Others						
Information Systems Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Combustion Turbine Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Services Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Power Accounts Administration S&B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials Supplies and Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative and General						
Administrative	\$ 139,443	\$ 2,493	\$ 25,561	\$ 17,499	\$ -	\$ 184,996
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 139,443	\$ 2,493	\$ 25,561	\$ 17,499	\$ -	\$ 184,996
Occupancy Costs						
HQ Main Building	\$ 27,769	\$ 452	\$ 4,741	\$ 3,838	\$ -	\$ 36,800
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 27,769	\$ 452	\$ 4,741	\$ 3,838	\$ -	\$ 36,800
Revenue						
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 857,153	\$ 16,820	\$ 168,669	\$ 95,882	\$ -	\$ 1,138,524



Contract Administration						
	Contract Maintenance & Admin	TANC Representation & Advocacy	Western Representation & Advocacy	Pooling Committee	Revenues	Total
Power Management Direct Costs						
Salaries and Benefits	\$ 556,141	\$ 12,037	\$ 99,521	\$ 66,156		\$ 733,855
Materials, Supplies and Services	\$ 78,368	\$ 723	\$ 27,729	\$ 2,400	\$ -	\$ 109,220
Capital Equipment (P+I)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PM Admin Liquidations	\$ 55,432	\$ 1,115	\$ 1,117	\$ 5,199		\$ 73,653
Subtotal	\$ 689,941	\$ 13,875	\$ 110,367	\$ 74,355	\$ -	\$ 916,728
Direct Charges from Others						
Information Systems Salaries & Benefits	-	\$ -	\$ -	\$ -	\$ -	\$ -
Combustion Turbine Salaries & Benefits	-	\$ -	\$ -	\$ -	\$ -	\$ -
Travel, Meetings & Training - \$8,520	-	\$ -	\$ -	\$ -	\$ -	\$ -
Legal Svcs - \$65,000	-	\$ -	\$ -	\$ -	\$ -	\$ -
	-	\$ -	\$ -	\$ -	\$ -	\$ -
	-	\$ -	\$ -	\$ -	\$ -	\$ -
	-	\$ -	\$ -	\$ -	\$ -	\$ -
	-	\$ -	\$ -	\$ -	\$ -	\$ -
	-	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative and General						
Administrative	\$ 139,443	\$ 2,493	\$ -	\$ 17,499	\$ -	\$ 184,996
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 139,443	\$ 2,493	\$ -	\$ 17,499	\$ -	\$ 184,996
Occupancy Costs						
HQ Main Building	\$ 27,769	\$ 452	\$ -	\$ -	\$ -	\$ 36,800
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 27,769	\$ 452	\$ -	\$ -	\$ -	\$ 36,800
Revenue						
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 857,153	\$ 16,820	\$ 168,669	\$ 95,882	\$ -	\$ 1,138,524

Travel, Meetings & Training - \$8,520
 Legal Svcs - \$65,000

Travel & Meetings \$2,400

Travel & Meetings \$6,000
 Legal - \$2,500
 Software - \$12,500
 Professional Services - \$6,500