

Power Management FY2017 Budget Presentation

**Facilities Committee Meeting
February 17, 2016**

Summary

- Power Management Program
 - PM program costs expected to remain flat (A&G/Occupancy TBD)
 - PM business unit budgeted staffing levels are unchanged (25 FTE's)
 - Utilizing one vacant FTE for PT Intern position
 - Programmatic work areas unchanged

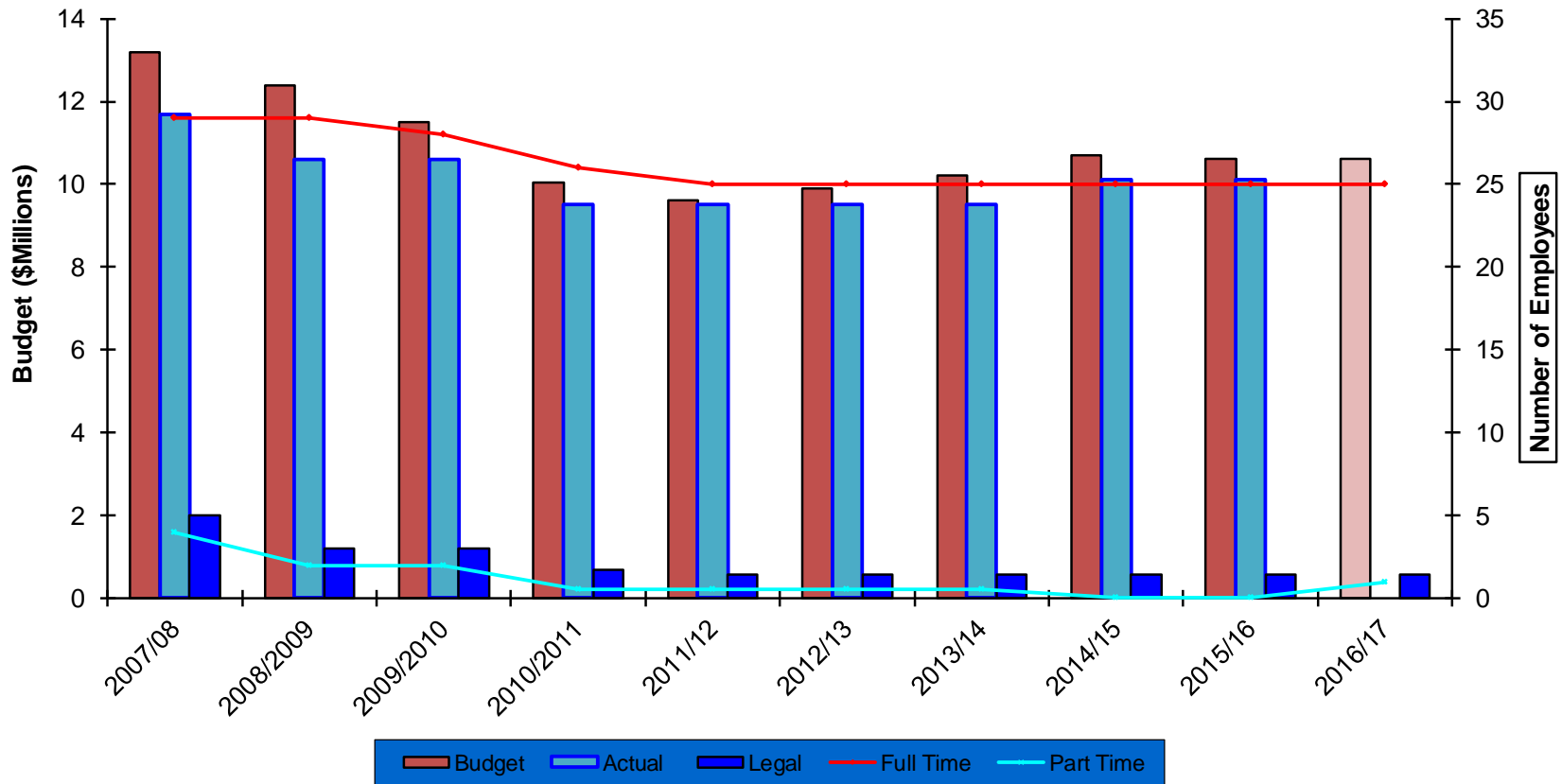
- Direct Charge Programs Funded in FY2016 Continue
 - Market Purchase Program
 - Gas Purchase Program
 - Green Power Project (program terminated/supporting finished projects)
 - Fuel Acquisition and Management

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

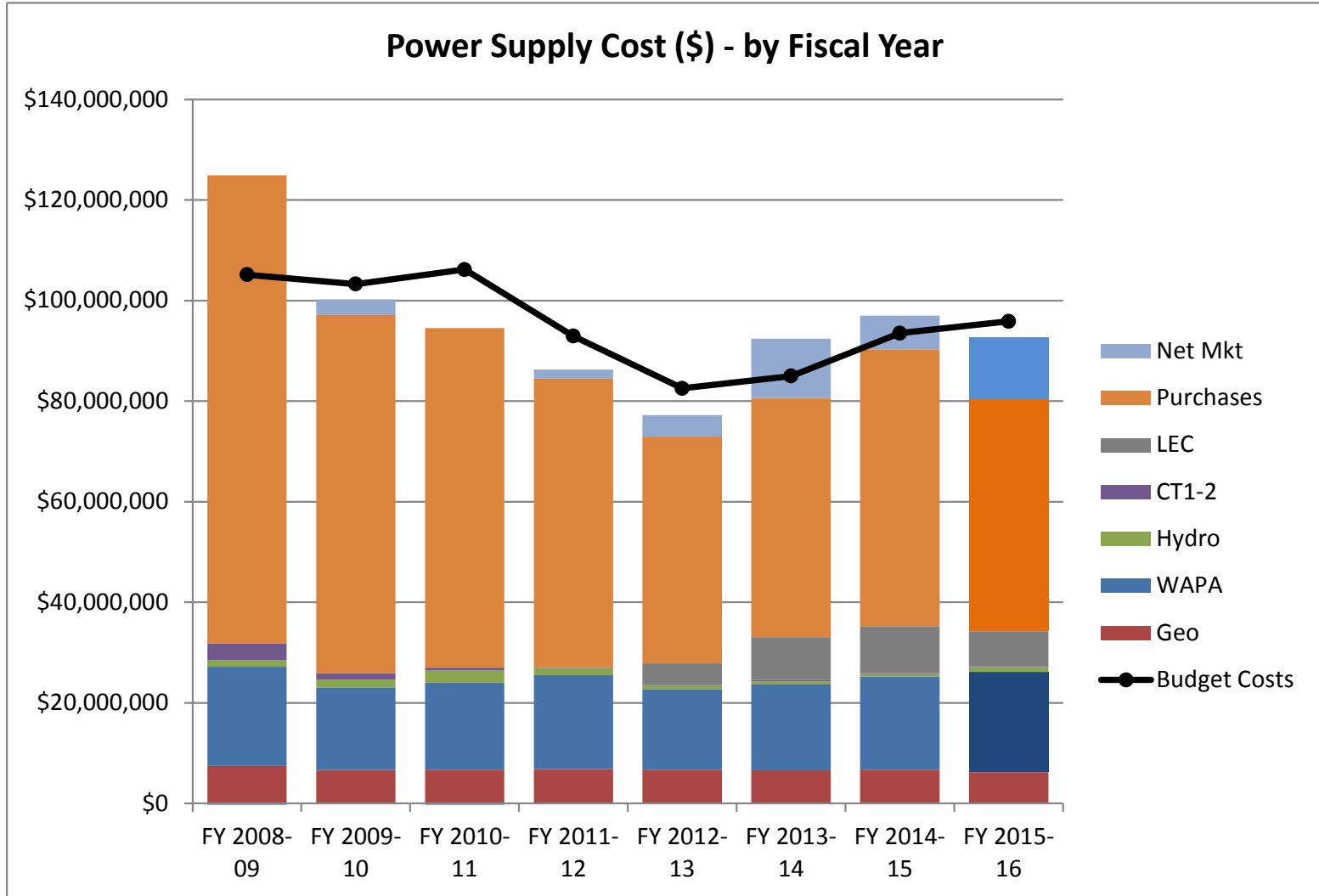
Focus Areas for FY17

- 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 $\approx 14\%$ 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%



NORTHERN CALIFORNIA POWER AGENCY

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 652,336	\$ 2,943,720	\$ 1,731,621	\$ -	\$ 312,446	\$ 843,075	\$ 6,483,198	\$ -	\$ -	\$ 6,483,198
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 121,975	\$ -	\$ 121,975
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	\$ 108,350	\$ 7,040	\$ 448,267
Subtotal	\$ -	\$ 1,128,443	\$ 160,140	\$ -	\$ -	\$ -	\$ 1,288,583	\$ 247,328	\$ 555,364	\$ 2,091,275
Administrative and General										
Administrative	\$ -	\$ 872,997	\$ 362,568	\$ -	\$ 58,627	\$ 161,912	\$ 1,456,104	\$ 34,363	\$ 128,642	\$ 1,619,109
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ 872,997	\$ 362,568	\$ -	\$ 58,627	\$ 161,912	\$ 1,456,104	\$ 34,363	\$ 128,642	\$ 1,619,109
Occupancy Costs										
HQ Main Building	\$ -	\$ 202,747	\$ 85,354	\$ -	\$ 12,948	\$ 37,786	\$ 338,835	\$ 5,927	\$ 32,932	\$ 377,694
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ 202,747	\$ 85,354	\$ -	\$ 12,948	\$ 37,786	\$ 338,835	\$ 5,927	\$ 32,932	\$ 377,694
Revenue										
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ (82)	\$ -	\$ (82)	\$ -	\$ -	\$ (82)
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (71,960)	\$ -	\$ (71,960)
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ (82)	\$ -	\$ (82)	\$ (71,960)	\$ -	\$ (72,042)
Total	\$ 652,336	\$ 5,147,907	\$ 2,339,683	\$ -	\$ 383,939	\$ 1,042,773	\$ 9,566,638	\$ 215,658	\$ 716,938	\$ 10,499,234
PM Admin Liquidations to PM Allocated Prog	\$ (652,336)									\$ -
Total	\$ -	\$ 5,147,907	\$ 2,339,683	\$ -	\$ 383,939	\$ 1,042,773	\$ 9,566,638	\$ 215,658	\$ 716,938	\$ 10,499,234
Comparative Analysis										
PM Salary & Benefits as Percent of Total	86.44%	54.40%	62.03%	n/a	66.00%	70.38%	60.66%	0.00%	0.00%	55.27%
PM Mat, Supps & Svcs as Percent of Total	13.56%	2.78%	11.98%	n/a	15.38%	10.47%	1.22%	0.00%	0.00%	6.48%
PM Capital Equipment as Percent of Total	0.00%	0.00%	0.00%	n/a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Salary & Benefits from Others as % of Total	0.00%	15.45%	6.84%	n/a	0.00%	0.00%	9.99%	64.44%	76.48%	15.65%
Mat, Sup's & Svcs from Others as % of Total	0.00%	6.47%	0.00%	n/a	0.00%	0.00%	3.48%	50.24%	0.98%	4.27%
A&G as Percent of Total	0.00%	16.96%	15.50%	n/a	15.27%	15.53%	15.22%	15.93%	17.94%	15.42%
Occupancy as Percent of Total	0.00%	3.94%	3.65%	n/a	3.37%	3.62%	3.54%	2.75%	4.59%	3.60%
Revenue as Percent of Total	0.00%	0.00%	0.00%	n/a	-0.02%	0.00%	0.00%	-33.37%	0.00%	-0.69%

Plug values from last year

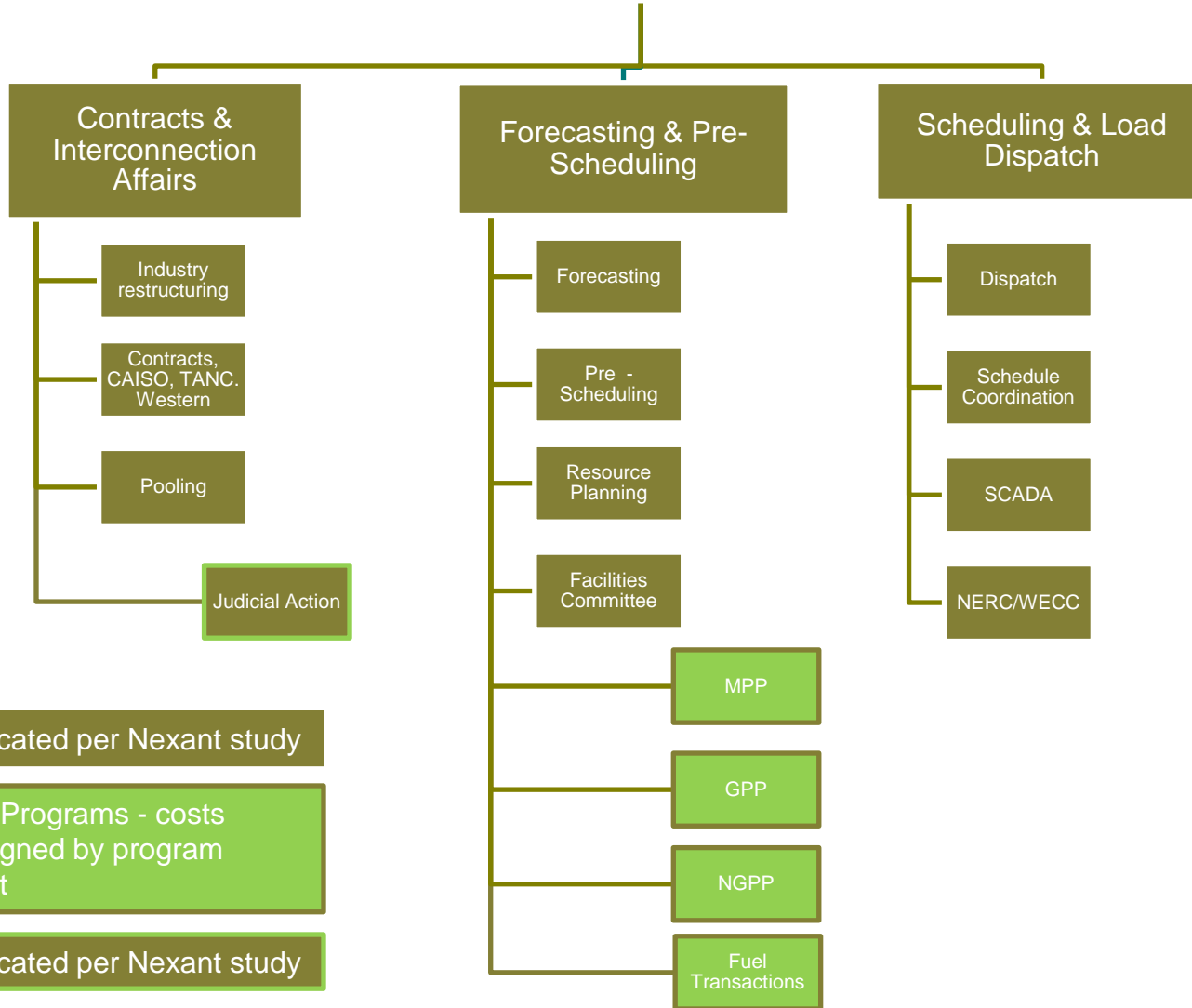


NORTHERN CALIFORNIA POWER AGENCY

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	\$ 6,483,198	\$ 148,972	2.35%
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	\$ 121,975	\$ 7,443	6.50%
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	\$ 448,267	\$ 6,558	1.48%
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	\$ 2,091,275	\$ 8,713	0.42%
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	\$ 1,619,109	\$ -	0.00%
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	\$ 1,619,109	\$ -	0.00%
Occupancy Costs												
HQ Main Building	\$ 608,972	\$ 595,129	\$ 601,423	\$ 490,887	\$ 477,898	\$ 477,407	\$ 458,451	\$ 701,363	\$ 377,694	\$ 377,694	\$ -	0.00%
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	\$ 377,694	\$ -	0.00%
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)	\$ (71,960)	\$ 45,077	-38.52%
Subtotal	\$ (54,248)	\$ (42,857)	\$ (80,019)	\$ (2,322)	\$ (2,412)	\$ (148,839)	\$ (113,677)	\$ (118,992)	\$ (118,992)	\$ (72,042)	\$ 46,950	-39.46%
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	\$ 10,499,234	\$ 157,685	1.52%
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%	70.92%		
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%	10.75%		
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%	15.42%		
Occupancy as Percent of Total	4.51%	4.68%	5.11%	4.83%	4.98%	4.79%	4.50%	6.55%	3.65%	3.60%		
Revenue as Percent of Total	-0.41%	-0.34%	-0.69%	-0.02%	-0.03%	-1.49%	-1.11%	-1.11%	-1.15%	-0.69%		

Plug values from last year

Power Management Service Structure

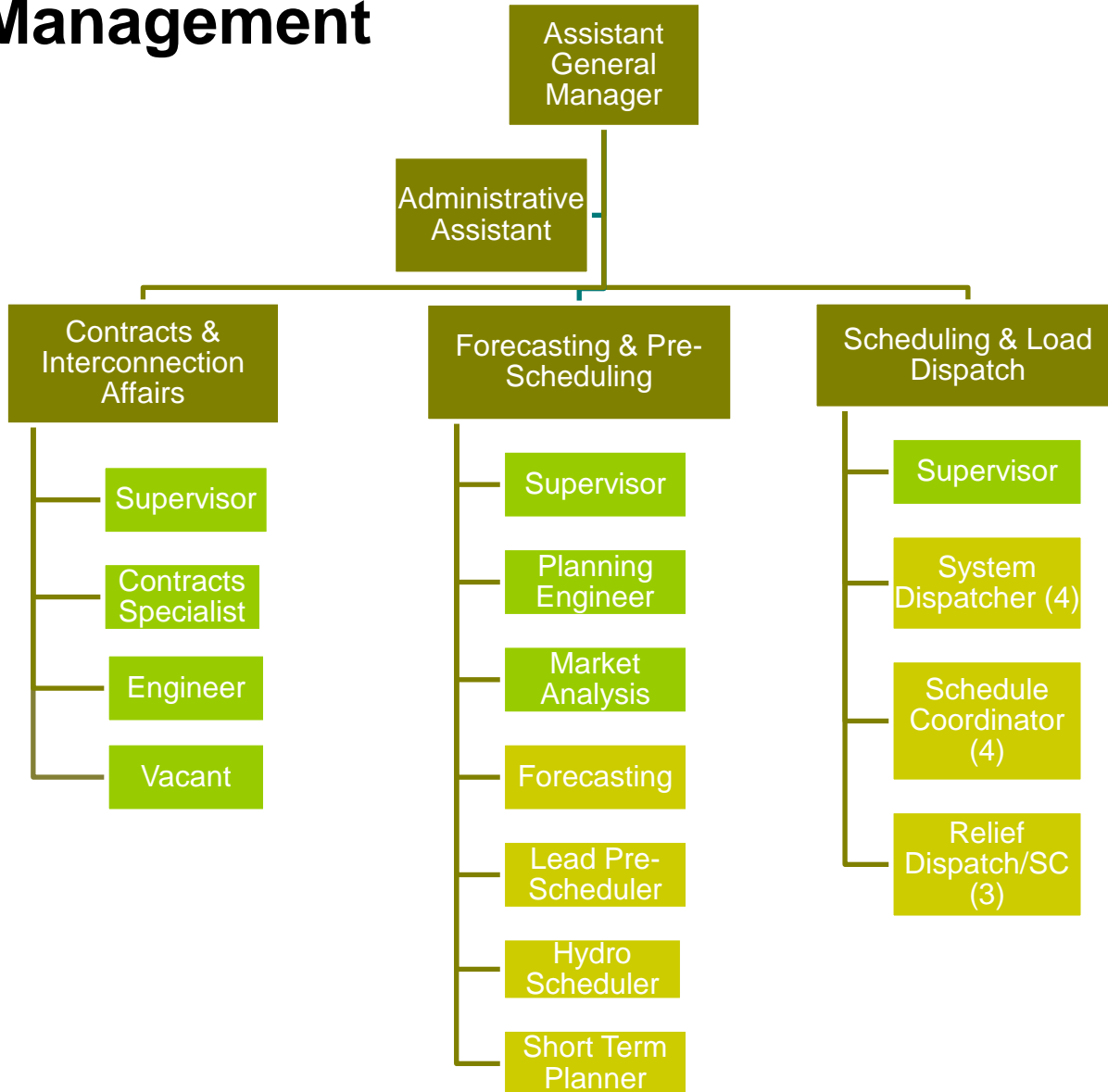


Costs allocated per Nexant study

3rd Phase Programs - costs direct assigned by program agreement

Costs allocated per Nexant study

Power Management

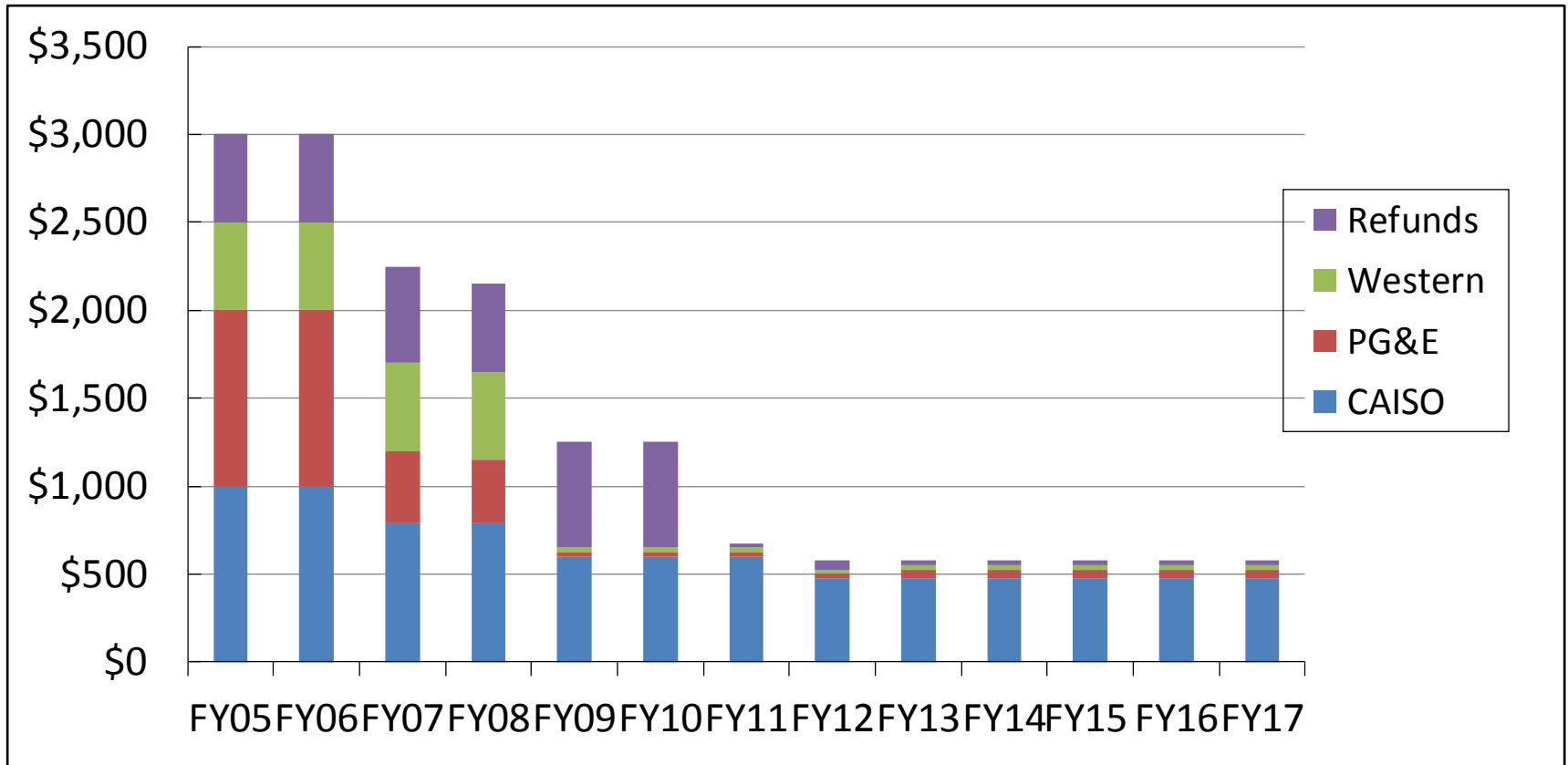


Third Phase Programs and Projects under the Power Management Business Unit

- Market Purchase Program **(\$116,299) [\$2,200 increase]**
 - Alameda, Biggs, BART, Gridley, Healdsburg, Lompoc, Lodi and Ukiah
- Fuel Acquisition and Management **(\$124,307) [\$33,286 increase]**
 - CT1 and STIG (Legal and Roth Consulting increases)
- Gas Purchase Program – **(\$76,587) [\$7,405 increase]**
 - Biggs, Gridley, Healdsburg, Lompoc, Lodi and Ukiah
- Green Power Project **(\$20,600) [\$16,358 reduction]**
 - Project Terminated. Funding supports legal and technical services associated with completed projects.

Note: Values are highlighted as they will adjust once final A&G and Occupancy charges are applied. No A&G/Occupancy charges applied yet

JUDICIAL ACTION



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



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%



	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					\$ -
Subtotal	\$ 1,510,744	\$ 1,268,373	\$ 41,093	\$ 123,510	\$ 2,943,720
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	\$ 334,392	\$ 381,604	\$ 126,737	\$ 30,264	\$ 872,997
General	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 334,392	\$ 381,604	\$ 126,737	\$ 30,264	\$ 872,997
Occupancy Costs					
HQ Main Building	\$ 80,341	\$ 92,860	\$ 23,659	\$ 5,887	\$ 202,747
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 80,341	\$ 92,860	\$ 23,659	\$ 5,887	\$ 202,747
Revenue					
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,080,720	\$ 2,053,783	\$ 853,743	\$ 159,661	\$ 5,147,907

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	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 1,510,744	\$ 1,268,373	\$ 6,593	\$ 123,510	\$ 2,943,720
Direct Charges from Others					
Information Systems Salaries & Benefits	\$ 149,643	\$ 310,946	\$ 77	\$ -	\$ 795,566
Combustion Turbine Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Accounting & Finance Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Services Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Power Accounts Administration	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Sv	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ 5,000	\$ 310,946	\$ -	\$ -	\$ 315,946
Staff Development	\$ 20,700	\$ -	\$ -	\$ -	\$ 20,700
NERC CEH dues	\$ 9,500	\$ -	\$ -	\$ -	\$ 9,500
Legal - 40hrs	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,000
Dispatch Center Upgrades	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Subtotal	\$ 186,843	\$ 310,946	\$ 77	\$ 30,264	\$ 872,997
Occupancy Costs					
HQ Main Building	\$ 90,341	\$ 92,000	\$ -	\$ -	\$ 182,341
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 90,341	\$ 92,000	\$ -	\$ -	\$ 182,341
Revenue					
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Schedule	\$ -	\$ -	\$ -	\$ -	\$ -
Services	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,080,720	\$ 2,053,783	\$ 853,743	\$ 159,661	\$ 5,147,907

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+I)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PM Admin Liquidated							\$ -
Subtotal	\$ 483,629	\$ 357,266	\$ 94,598	\$ 539,402	\$ 139,290	\$ 117,436	\$ 1,731,621
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	\$ 87,694	\$ 72,274	\$ 20,637	\$ 118,132	\$ 47,050	\$ 16,781	\$ 362,568
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 87,694	\$ 72,274	\$ 20,637	\$ 118,132	\$ 47,050	\$ 16,781	\$ 362,568
Occupancy Costs							
HQ Main Building	\$ 18,364	\$ 16,127	\$ 4,944	\$ 27,402	\$ 11,140	\$ 7,377	\$ 85,354
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 18,364	\$ 16,127	\$ 4,944	\$ 27,402	\$ 11,140	\$ 7,377	\$ 85,354
Revenue							
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 589,687	\$ 445,667	\$ 120,179	\$ 730,663	\$ 311,893	\$ 141,594	\$ 2,339,683



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+I)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PM Admin Liquidated							\$ -
Subtotal	\$ 3,629	\$ 357,266	\$ 94,598	\$ 539,402	\$ 139,290	\$ 117,436	\$ 1,731,621
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	87,694	72,274	20,637	118,132	47,050	16,781	362,568
General							
Subtotal					47,050	16,781	362,568
Occupancy							
HQ Main Bui					11,140	7,354	85,354
HQ Credit							
Subtotal					11,140	7,354	85,354
Revenue							
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 589,687	\$ 445,667	\$ 120,179	\$ 730,663	\$ 311,893	\$ 141,594	\$ 2,339,683

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		\$ -
Subtotal	\$ 312,446	\$ 312,446
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	\$ 58,627	\$ 58,627
General	\$ -	\$ -
Subtotal	\$ 58,627	\$ 58,627
Occupancy Costs		
HQ Main Building	\$ 12,948	\$ 12,948
HQ Credit		\$ -
Subtotal	\$ 12,948	\$ 12,948
Revenue		
Interest Income	\$ (82)	\$ (82)
Scheduling Services	\$ -	\$ -
Services for Others	\$ -	\$ -
Subtotal	\$ (82)	\$ (82)
Total	\$ 383,939	\$ 383,939

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	\$ -	\$ -
Subtotal	\$ 312,446	\$ 312,446
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	\$ 58,627	\$ 58,627
General	\$ -	\$ -
Subtotal	\$ 58,627	\$ 58,627
Occupancy Costs		
HQ Main Building	\$ 12,948	\$ 12,948
HQ Credit	\$ -	\$ -
Subtotal	\$ 12,948	\$ 12,948
Revenue		
Interest Income	\$ (82)	\$ (82)
Scheduling Services	\$ -	\$ -
Services for Others	\$ -	\$ -
Subtotal	\$ (82)	\$ (82)
Total	\$ 383,939	\$ 383,939

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						\$ -
Subtotal	\$ 634,509	\$ 12,760	\$ 127,250	\$ 68,556	\$ -	\$ 843,075
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	\$ 121,483	\$ 2,202	\$ 22,663	\$ 15,564	\$ -	\$ 161,912
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 121,483	\$ 2,202	\$ 22,663	\$ 15,564	\$ -	\$ 161,912
Occupancy Costs						
HQ Main Building	\$ 28,369	\$ 471	\$ 4,944	\$ 4,002	\$ -	\$ 37,786
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 28,369	\$ 471	\$ 4,944	\$ 4,002	\$ -	\$ 37,786
Revenue						
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 784,361	\$ 15,433	\$ 154,857	\$ 88,122	\$ -	\$ 1,042,773



Contract Administration						
	Contract Maintenance & Admin	TANC Representation & Advocay	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						\$ -
Subtotal	\$ 634,509	\$ 12,760	\$ 127,250	\$ 68,556	\$ -	\$ 843,075
Direct Charges from Others						
Information Systems Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Combustion Turbine Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel, Meetings & Training - \$8,520 Legal Svcs - \$65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel & Meetings \$2,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative	\$ 121,483	\$ 2,202	\$ -	\$ 15,564	\$ -	\$ 161,912
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 121,483	\$ 2,202	\$ -	\$ 15,564	\$ -	\$ 161,912
Occupancy Costs						
HQ Main Building	\$ 28,369	\$ 471	\$ -	\$ -	\$ -	\$ 37,786
HQ Credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 28,369	\$ 471	\$ -	\$ -	\$ -	\$ 37,786
Revenue						
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scheduling Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services for Others	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 784,361	\$ 15,433	\$ 154,857	\$ 88,122	\$ -	\$ 1,042,773

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