



2008 Business Plan and Budget

for the

Southwest Power Pool Regional Entity

May 11, 2007

First Draft

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Introduction

| Total SPP Regional Entity Resources (in whole dollars) | | | |
|--|-------------|-----------------|-------------|
| | 2007 Budget | 2007 Projection | 2008 Budget |
| Total FTEs | 11.2 FTE | 9.0 FTE | 11.4 FTE |
| Total Direct Funding | \$3,181,026 | \$2,679,100 | \$1,906,124 |
| Total Indirect Funding | | \$413,980 | \$2,357,959 |
| Total Funding | \$3,181,026 | \$3,093,080 | \$4,264,083 |

Southwest Power Pool, Inc. (SPP) operates as the NERC Regional Entity (RE) over an eight state area within the Eastern Interconnection. This business plan outlines the tasks that SPP performs to fulfill its duties as an RE as per the FERC approved Regional Entity Delegation Agreement¹. SPP also provides non-RE related functions for entities operating within the SPP footprint; those activities and related funding amounts are not included as part of this Business Plan.

A significant portion of the increase in total funding results from the identification of shared services (Human Resources, Information Technology, etc.) and allocation methodology. Shared services in the 2008 budget are allocated for each direct RE resource. The 2007 budget identified three specific resources to support RE functions. The remainder of the overall increase results from three additional direct RE resources (see Table 2), based on historical experience. Appropriate separation of staff functions ensures that the SPP RE will meet the independence requirements set forth in the April FERC Order.

Actions following Certification/Recognition as the Regional Entity

In addition to the services it presently provides for its member entities, SPP will provide services to fulfill its obligations under the NERC SPP Regional Entity Delegation Agreement. SPP will assess the directives issued in the April FERC Order and implement changes to ensure appropriate separations from non-RE activities to meet the independence requirements for the RE function.

SPP is working with NERC to revise the funding of the ERO and RE budget from a Balancing Area basis to a Load Serving Entity basis for entities within the SPP footprint.

SPP has installed the new governing body for the SPP RE. Three new independent RE Trustees oversee the implementation of the elements of the 2008 SPP Regional Entity Business Plan. The RE Trustees have autonomy over decisions in fund allocation and approval of the SPP RE Budget.

¹ FERC Order R07-6-000 - April 19, 2007

SPP staff for the Compliance Enforcement and Readiness Evaluation functions are dedicated staff who are responsible only to the RE Trustees and do not perform any functions that are non-RE related. Other functions under the 2008 Business Plan are performed by shared SPP staff. Training of applicable SPP shared staff in the duties and responsibilities under the SPP RE will ensure the obligations of the RE Delegation Agreement and the April FERC Order are met.

Section A — 2008 Business Plan

Reliability Standards Program

| Reliability Standards Program Resources (in whole dollars) | | |
|--|-------------|-----------------|
| | 2007 Budget | 2008 Budget |
| Total FTEs | 0.5 FTE | 0.5 FTE |
| Total Direct Funding | \$120,647 | Salary \$50,694 |
| Total Indirect Funding | | \$103,419 |
| Total Funding | \$120,647 | \$154,113 |

Background

SPP will coordinate with NERC to develop and approve technically sound, fair, and balanced reliability standards to ensure the reliability of the bulk power systems in North America. SPP will also develop any regional reliability standards per the guideline as defined in the delegation agreement. NERC will submit such standards to FERC and to the appropriate Canadian governmental authorities for adoption as mandatory for bulk power system owners, operators, and users in the United States, and to applicable authorities in Canada for similar status.

The foregoing activities of persons engaged in the reliability standards development process will be conducted, to the extent possible, by conference calls and e-mail, website postings and other means of electronic communications. If face-to-face meetings of participants are needed, those meetings will be announced on the SPP website calendar.

In addition, SPP staff will coordinate any reliability standards work through their working groups such as the Transmission Working Group for TPL standards, System Protection and Control Working Group for PRC standards, etc.

Based on the portion of professional/technical staff time and other resources devoted to reliability standards development, SPP estimates 0.5 FTE on this activity.

Regional Standards Process

SPP will follow the standards process as defined in their delegation agreement for any new regional standards or any update in the existing regional standard. SPP's reliability standards development process will be overseen by the Markets and Operations Policy Committee (MOPC), which will be responsible for ensuring that all stakeholder interests are fairly represented in the development of standards. The MOPC has broad representation. Standards will be voted on through a ballot body. The ballot body consists of multiple, defined segments, and no entity may have more than one vote.

The SPP Regional Standards Development Procedure provides the basis for SPP to propose and develop regional reliability standards. That Procedure is consistent with a NERC standard format for all RE standards procedures and has been approved by FERC in the SPP RE Order.

The SPP Standards Process will provide an open, balanced, and inclusive stakeholder process in which any interested party may provide input and vote on any proposed regional reliability standard.

As SPP performs other functions, the SPP Regional Standards Development Procedure is utilized only for those standards that are proposed to be part of the NERC reliability standards. SPP may utilize alternative standards procedures for stakeholder input on non-RE related requirements, such as SPP RTO Market Protocols.

Transition to Electric Reliability Organization

No new functionality or staffing changes are anticipated in 2008 to implement the SPP Standards Program. SPP continues to utilize shared SPP staff to facilitate the development of standards. SPP will continue training applicable staff to implement the SPP RE Standards Procedure Manual.

Standards Program Goals

- Meet directives of ERO governmental authorities regarding standards development and procedures
- Assist NERC on 2007 high priority standards
- Meet stated targets in the regional "fill-in-the-blank" standards work plan
- Maintain consistency and quality of regional reliability standards
- Communicate with stakeholders and regulators regarding standards development
- Complete and assist NERC with first 10 highest priority regional "fill-in-the-blank" standards

Standards Program Objectives

- Develop regional reliability standards to fulfill the NERC reliability standards that require a region to develop region specific requirements.
- Develop regional reliability standards as needed for SPP to meet NERC standards requirements. Primary emphasis for 2008 in the area of regional “fill-in-the-blank” standards.
- Also development of any regional differences to NERC standards as required

Compliance, Enforcement, Organization Registration, and Certification Program

| Compliance Monitoring and Enforcement and Organization Registration and Certification Program Resources (in whole dollars) | | |
|--|-------------|---|
| | 2007 Budget | 2008 Budget |
| Total FTEs | 2.6 FTE | 3.5 FTE |
| Total Direct Funding | \$690,171 | <ul style="list-style-type: none"> • Travel \$69,000 • Continuing Education \$15,000 • SPP Meetings \$10,000 • Outside Services \$221,000 • Salary \$427,884 |
| Total Indirect Funding | | \$723,935 |
| Total Funding | \$690,171 | \$1,466,819 |

Background

As a Regional Entity, SPP has the delegated authority and responsibility to enforce compliance with approved reliability standards by users, owners, and operators of bulk power systems throughout the SPP footprint. To facilitate SPP's compliance enforcement activities, all users, owners, and operators of the bulk power system that operate in the SPP footprint are identified and registered in the NERC Compliance Registry.

According to the SPP Compliance Monitoring and Enforcement Program, there are eight sources of an alleged violation: self report, self certification, audit report, investigation, exception report, spot check, complaint, or data submittal.

SPP Compliance staff will conduct compliance monitoring and investigate alleged violations of reliability standards, with the assistance of certified independent auditors and occasional volunteers from the electric industry. Volunteers will be utilized primarily to provide industry expertise to compliance audit teams, provide technical advice, and make recommendations to compliance staff.

SPP compliance enforcement activities will be conducted at its headquarters in Little Rock, Arkansas, and at the locations of owners, operators, and users of the bulk power system registered in the SPP portion of the NERC Compliance Registry.

SPP will strive to maintain a high level of reliable bulk power system operation through a program of monitoring, audits, and investigations; mitigation activities; and the imposition of penalties and sanctions for noncompliance with reliability standards.

2008 is the first full year that the SPP Compliance Monitoring and Enforcement Program will be responsible for mandatory compliance with approved NERC and SPP reliability standards. SPP has implemented the infrastructure for the SPP Compliance Monitoring and Enforcement Program, including processes, procedures, software, and tools. The infrastructure will receive continued enhancements in 2008.

Planned 2008 Compliance Activities for 2008

- Seven to nine on-site compliance audits of registered RC, BA, and TOP entities
- Seven to nine on-site (or other approved methods) of compliance audits of other registered entities
- Compliance reviews of SPP's modeling processes and regional planning processes
- Quarterly compliance surveys of specific reliability standards
- Annual self-certification program
- Monitoring of periodic data submittals
- Investigations, as necessary
- Calculations and imposition of financial penalties or non-monetary sanctions for non-compliance findings
- Participate in Regional Hearing Process, as necessary
- One or two compliance workshops for registered entities

Organization Registration and Certification

The SPP registration program is expected to enter a maintenance mode by early 2008. Approximately 125 entities have been registered in the SPP footprint for the Regional Entity program. The bulk of the investigation, education, and registration of the users, owners and operators of the bulk electric system in the SPP footprint will be complete by the summer of 2007.

SPP Compliance staff will make additions, removals, and changes to the existing registry. Challenges to entries in the registry by either registrants or SPP Compliance staff will be conducted through the approved Regional Entity hearing process.

SPP will follow the certification procedures approved by NERC. It is anticipated that Reliability Coordinators, Transmission Operators, and Balancing Authorities will require organizational certification. A timetable to complete this item has yet to be established.

Reliability Readiness Evaluation and Improvement Program

| Reliability Readiness Evaluation and Improvement Program Resources (in whole dollars) | | |
|---|-------------|--|
| | 2007 Budget | 2008 Budget |
| Total FTEs | 0.3 FTE | 0.5 FTE |
| Total Direct Funding | \$56,598 | <ul style="list-style-type: none"> • Salary \$61,126 • Travel \$15,000 |
| Total Indirect Funding | | \$103,419 |
| Total Funding | \$56,598 | \$179,545 |

Background

SPP staff supports the NERC Reliability Readiness Evaluation and Improvement Program by acting as the Regional Co-Lead on all Readiness Evaluations performed in the SPP footprint. SPP staff also schedules SPP evaluations and solicits internal volunteers. Staff monitors the progress of recommendations that evolve from the final Readiness Evaluation reports and updates this progress to NERC at least quarterly.

In 2008, SPP staff members expect to schedule and participate in seven to nine SPP Readiness Evaluations. SPP staff members participate in one or two non-SPP Readiness Evaluations annually as team volunteers.

Training, Education, and Operator Certification Program

| Training, Education, and Operator Certification Program Resources (in whole dollars) | | |
|--|-------------|--|
| | 2007 Budget | 2008 Budget |
| Total FTEs | 2.0 FTE | 4.0 FTE |
| Total Direct Funding | \$459,742 | <ul style="list-style-type: none"> • Travel \$21,000 • Meeting Expenses \$54,670 • Online Testing Services \$13,400 • CEH Application Fees \$6,100 • Salaries \$391,410 |
| Total Indirect Funding | | \$827,354 |
| Total Funding | \$459,742 | \$1,313,934 |

Background Information

The SPP Training Department designs, develops, implements, assesses, and maintains a training and education program to provide continuing education (i.e., emergency operations, simulations, and standards) for system operating personnel. Personnel who participate in the SPP training program include system operations, operations support (EMS engineering, Ops engineering, and information technology), supervisors and managers, and others directly responsible for complying with reliability standards who, through their actions or inactions, may impact the real-time or day-ahead reliability of the bulk power system. The SPP Training Department:

- Conducts job task analyses for system operations personnel to ensure that the training program content is properly aligned to the job tasks performed by those personnel
- Develops and maintains training program curriculum requirements based on valid job-task analyses
- Periodically conducts performance needs assessments to identify areas for further training development and improvement
- Administers individual assessments for both knowledge and performance evaluations
- Administers course, trainer, and program evaluations

The SPP Training Department anticipates that the majority of the training and education will take place onsite at the SPP offices in Little Rock and via net conferencing. It is also estimated that approximately forty percent of its resources will be dedicated to RE training activities in 2008.

System Operator Training Program

In 2007, the SPP training program expanded beyond internal continuing education to include regional emergency operations, system operations training, blackstart training/drills, and system restoration training. The expansion of the training program required the addition of two FTE whose primary function is regional training. The expansion also necessitated additional FTE hours of support for the regional training program.

Continuing Education Program

Certified system operators are now able to submit qualifying continuing education hours to maintain their credential in lieu of recertifying via an exam. To accommodate the recordkeeping requirements for continuing education, SPP will utilize the Quality Training Systems (QTS) database.

Training and Education Objectives

- Assess current and future training needs
- Maintain accurate job task documents
- Assess and improve the training offered as a part of the SPP RE function
- Develop and submit Individual Learning Applications for all training events
- Maintain training database to track and report all continuing education activities sponsored by SPP
- Develop online and computer-based learning activities and materials for the training and education function
- Develop and maintain seamless online registration, assessment, and reporting functions
- Develop authentic assessments to accurately measure knowledge and performance gains achieved from training events
- Develop and deliver training for system operations personnel
 - Regional and Subregional Blackstart and System Restoration
 - Regional Emergency Operations and Systems Operations
 - Continuing Education Emergency Operations

Reliability Assessment and Performance Analysis Program

| Reliability Assessment and Performance Analysis Program Resources | | |
|--|-------------|------------------|
| (in whole dollars) | | |
| | 2007 Budget | 2008 Budget |
| Total FTEs | 2.7 FTE | 2.4 FTE |
| Total Direct Funding | \$540,135 | Salary \$243,331 |
| Total Indirect Funding | | \$496,413 |
| Total Funding | \$540,135 | \$739,744 |

Background

In the United States, SPP as a NERC RE is required to “conduct periodic assessments of the reliability and adequacy of the bulk-power system in North America.” (FPA, § 215(g); 16 C.F.R. § 39.11.) In accordance with this responsibility and SPP’s responsibility to support the reliability of the North American bulk power system, SPP intends to support NERC’s three reliability assessments each year: a long-term reliability assessment report, a summer assessment report, and a winter assessment report. These reports will analyze electricity demand and the Reliability and Adequacy Assessment Objectives adequacy of supply throughout the North American bulk power system, as well as examine the adequacy of the transmission system. SPP will also conduct inter-regional studies and other planning studies to comply with NERC’s various TPL standards.

Reliability and adequacy assessments of the bulk power system will be conducted by teams comprised NERC’s and RE professional/technical staff, along with volunteers from the electric industry, government, and academia who possess appropriate technical competencies. Except when site visits are necessary to conduct analyses, these teams’ work will be conducted through conference calls, e-mail, website postings, other means of electronic communications, and meetings. Meetings may be held at NERC’s headquarters or at meeting locations around the United States and Canada selected for proximity to and ease of access by team members.

SPP staff will conduct inter-regional studies or other planning studies in coordination with its members. The work of these teams will be conducted through conference calls, e-mail, website postings, other means of electronic communications, and meetings at SPP’s headquarters or at locations around the United States selected for proximity to and ease of access by team members. SPP estimates that it will spend 2.4 FTEs of its resources on this activity.

Based on the portion of its professional/technical staff time and other resources that it expects to devote to the performance of reliability and adequacy assessments and other planning studies, SPP estimates 2.4 FTE on this activity.

Reliability and Adequacy Assessment Objectives

- Maintain a library of solved power flow models, a system dynamics database, and dynamics simulation cases for use by regional reliability organizations and their members to assist with planning and evaluating future systems and current operating conditions
- Provide regional input to NERC's three reliability assessments each year: a long-term reliability assessment report, a summer assessment report, and a winter assessment report
- Participate in NERC meetings to discuss reliability assessment, investigation analysis, etc.
- Conduct inter-regional and other planning studies to comply with NERC's TPL standards, including participation in the Eastern Interconnection Reliability Assessment Group
- Investigate, assess, and report on the potential impacts of new and evolving electricity market practices, new or proposed regulatory procedures, and new or proposed legislation (e.g., environmental requirements) on the adequacy and operating reliability of the bulk power system
- Maintain a working dialog on bulk power system reliability and adequacy issues with SPP members

Events Analysis and Information Exchange Objectives

- Provide NERC with information on disturbances and other bulk power system off-normal events for their Events Database, that was created in 2006 (in conjunction with Situational Awareness and Infrastructure Security Program). Participate in NERC-level investigations, as needed, of large-scale outages, disturbances, and near misses to determine root causes and lessons learned.
- Provide regional investigations, evaluations, and analyses, as determined by NERC
- Maintain and enhance NERC's Blackout and Disturbance Response Procedures (in conjunction with Situation Awareness and Infrastructure Security Program)
- Analyze frequency performance of the interconnections using data from appropriate measurement systems
- Coordinate with NERC to establish a clear set of criteria for sorting reported disturbances and other bulk power system off-normal events into categories; decide what level of investigation, evaluation, or analysis is needed; and determine who will undertake such investigations, evaluations, or analyses (triage function)
- Communicate to the industry root causes of events that may be precursors of potentially more serious events and other "lessons learned" from investigations, evaluations, and analyses
- Analyze and identify improvements to the interaction of the transmission system with nuclear power plants, especially related to minimum voltages required by the plants

Situation Awareness and Infrastructure Security Program

| Situation Analysis and Infrastructure Security Program Resources (in whole dollars) | | |
|---|-------------|--|
| | 2007 Budget | 2008 Budget |
| Total FTEs | | ** |
| Total Direct Funding | \$2,000 | CIPC rep travel expense reimbursement \$18,000 CIPWG Secretary travel expense \$4,000 |
| Total Indirect Funding | | |
| Total Funding | | \$22,000 |

** CIPWG secretary and man hours of other SPP staff attending the CIPWG meetings are included in indirect funding rate.

Background

NERC coordinates electric industry activities to promote critical infrastructure protection of the bulk power system in North America. NERC has a leadership role in the critical infrastructure protection of the electricity sector to reduce vulnerability and improve mitigation and protection of the electricity sector's critical infrastructure. NERC acts as the electricity sector's Sector Coordinator and operates its Information Sharing and Analysis Center to gather and communicate information about security-related threats within the sector, United States and Canadian governmental authorities, and other critical infrastructure sectors. NERC also performs security planning activities focused on the critical infrastructure protection of the electricity sector, including sharing sensitive or classified information with federal, state, and provincial governmental authorities.

SPP actively participates in NERC critical infrastructure protection activities and serves as an information conduit between NERC and SPP members.

Infrastructure Security Program

SPP sponsors a Critical Infrastructure Protection Working Group (CIPWG). The CIPWG:

- Serves as an expert advisory panel to the SPP Board of Directors, committees, and members
- Provides a forum for discussion of physical and cyber security issues within the SPP Region
- Serves as the interface between the NERC Critical Information Protection Committee (CIPC) and the SPP membership, including:
 - Serving as a conduit for information flow between the CIPC and SPP members
 - Developing guidance and recommendations to CIPC members representing the SPP
- Develops policies and procedures for SPP-managed resources, including:
 - Security of SPP Frame Relay Network (SPPNET) member connections
 - Acceptable use policies for SPP-managed wide area networks (SPPNET, Internet, etc.)
 - Security of SPP-managed systems and applications
 - Incident reporting and dissemination
- Assists the SPP Compliance Manager with the conduct and evaluation of compliance self-certification and field audits of NERC security standards

The CIPWG consists of SPP members who are subject to the NERC CIP Cyber Security Standards (CIP-002-1 through CIP-009-1) and is facilitated by an SPP staff member. The working group meets quarterly at a member location. Additional meetings and conference calls are scheduled as required.

SPP is represented on the CIPC by three SPP member company representatives who represent the physical, cyber, and operations disciplines. Per the SPP Bylaws, SPP reimburses the member representatives for travel expenses incurred while performing CIPC responsibilities.

Administrative Services

| Administrative Services Resources (in whole dollars) | | |
|--|-------------|--|
| | 2007 Budget | 2008 Budget |
| Total FTEs | 3.1 FTE | 0.5 FTE |
| Total Direct Funding | \$1,313,733 | <ul style="list-style-type: none"> • Salaries \$124,509 • SPP Travel \$15,000 • Trustees \$135,000 • Trustee Travel \$10,000 |
| Total Indirect Funding | | \$103,419 |
| Total Funding | \$1,313,733 | \$387,928 |

Members' Forums

SPP provides forums for entities within its footprint to discuss and share reliability concerns. This includes SPP committees, subcommittees, working groups, and task forces that are grouped by technical areas.

Members' Forums Objectives

- Provide input on ERO and RE issues, including but not limited to the NERC Members Representative Committee and other NERC standing committees
- Provide technical forums to act as standards-drafting teams in development of SPP regional reliability standards.

Information Technology

SPP will provide computer and technology resources for the SPP Regional Entity, including computer equipment, software, modeling data, and databases.

Information Technology Objective

To provide adequate information technology resources for the SPP RE to fulfill the responsibilities of the RE Delegation Agreement and to provide these resources in a manner that is independent and separate from other non-RE SPP responsibilities.

Legal and Regulatory

SPP will provide legal and regulatory support for the SPP Regional Entity, including SPP legal and regulatory staff and any required outside counsel

Legal and Regulatory Objective

To provide adequate legal and regulatory resources for the SPP RE to fulfill the responsibilities of the RE Delegation Agreement and to provide these resources in a manner that is independent and separate from other non-RE SPP responsibilities.

Human Resources

SPP will provide Human Resources support for the SPP Regional Entity, include the hiring of any needed staff and the administration of payroll and benefits

Human Resources Objective

To provide adequate human resources services for the SPP RE to fulfill the responsibilities of the RE Delegation Agreement and to provide these resources in a manner that is independent and separate from other non-RE SPP responsibilities.

Finance and Accounting

The Finance and Accounting department will direct the overall financial plans and accounting practices for SPP's RE functions.

Section B — 2008 Budget

2007 Projection and 2008 Budget Comparison

Table 1

| <i>(In Whole Dollars)</i> | 2007 Full Year Projection | 2008 Full Year Budget | Variance |
|---------------------------------|--------------------------------------|----------------------------------|------------------|
| Funding | | | |
| ERO Funding | 3,176,026 | 1,906,124 | 1,269,902 |
| Miscellaneous | | | - |
| Total Funding | 3,176,026 | 1,906,124 | 1,269,902 |
| Expenses | | | |
| Personnel Expenses | 1,546,138 | 1,313,954 | 232,184 |
| Meeting Expenses | | | |
| Meetings | 344,211 | 64,670 | 279,541 |
| Travel | 98,351 | 152,000 | (53,649) |
| Conference Calls | 15,000 | - | 15,000 |
| Total Meeting Expenses | 457,562 | 216,670 | 240,892 |
| Operating Expenses | | | |
| Contracts & Consultants | 62,500 | - | 62,500 |
| Office Rent | 25,088 | - | 25,088 |
| Office Costs | 63,138 | 6,100 | 57,038 |
| Administrative Costs | 1,935 | 234,400 | (232,465) |
| Professional Services | 272,640 | - | 272,640 |
| Computer Purchase & Maint. | 37,500 | - | 37,500 |
| Board of Trustees | 195,000 | 135,000 | 60,000 |
| Depreciation | 10,100 | - | 10,100 |
| Miscellaneous/ Contingency | 7,500 | - | 7,500 |
| Total Operating Expenses | 675,400 | 375,500 | 299,900 |
| Total Direct Costs | 2,679,100 | 1,906,124 | 772,976 |
| Total Indirect Costs | 413,980 | - | 413,980 |
| Total Costs | 3,093,080 | 1,906,124 | 1,186,956 |

Summary Explanation

Direct Costs

Delay in approval of delegation agreement from FERC has slowed RE activity, resulting in lower than anticipated direct personnel and operating expenses in 2007. The 2008 budget reflects a full year of activity.

Indirect Costs

Indirect costs include identifiable infrastructure and overhead resources associated with SPP's current business model. These shared services and costs are allocated to the RE based on direct resources engaged to perform specific statutory functions. These costs are intended to replace previously budgeted overhead items such as office rent, depreciation, communications, technology support, etc.

Indirect costs exceed original budgeted costs due to additional items identified needed to support direct resources. Examples of these additional costs include support functions such as accounts payable, payroll, human resources, communications, general office administration, and other support costs.

Direct Personnel Analysis

Table 2 shows staffing by program area for both the 2007 budget and projection and the 2008 budget. The 2008 budget levels show an increase of 1.9 FTE compared to the 2007 projection.

Table 2

| | Budget 2007 | Projected 2007 | Budget 2008 |
|--|------------------------|---------------------------|------------------------|
| Reliability Standards | 0.5 | 0.5 | 0.5 |
| Compliance and Organization Registration and Certification | 2.6 | 3.0 | 3.5 |
| Reliability Readiness Audit and Improvement | 0.3 | 0.5 | 0.5 |
| Training and Education | 2.0 | 3.0 | 4.0 |
| Reliability Assessment and Performance Analysis | 2.7 | 2.0 | 2.4 |
| Situational Awareness and Infrastructure Security | 0.0 | 0.0 | 0.0 |
| Total FTEs Operational Programs | 8.1 | 9.0 | 10.9 |

Table 3: 2007 Organizational Chart

The chart includes staff expected to be hired in each program area by the end of 2007

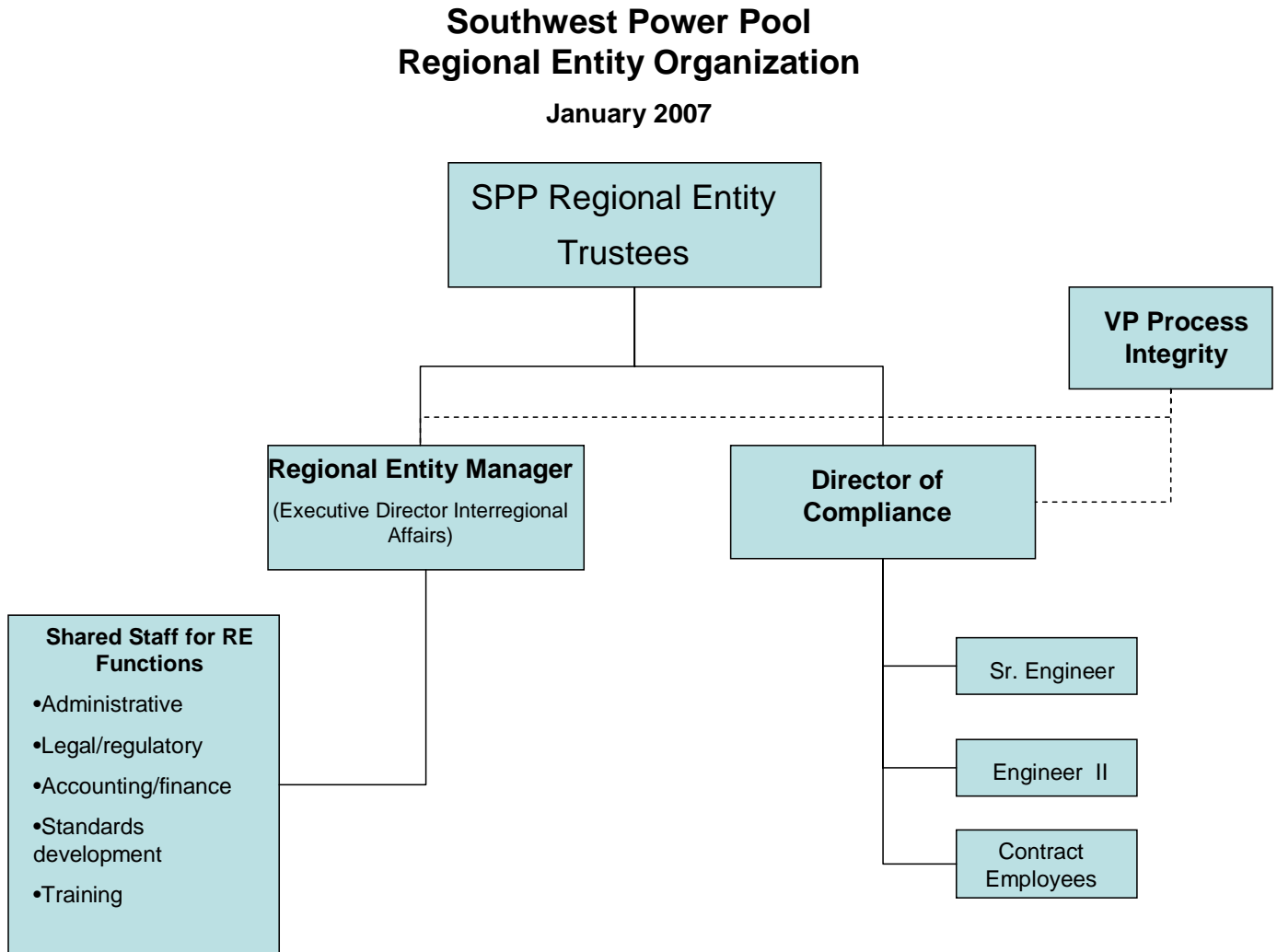


Table 4: 2008 Organizational Chart

The chart includes 2007 staffing levels, plus additional staff that will be hired to support the increased ERO activities in 2008

**Southwest Power Pool
Regional Entity Organization**

January 2008

