

**Northern States Power Co (MN)
Elec O&M Summary with Adjustments
Actual Year Ending 12/31/2011**

	<u>Total Company</u>	<u>Minnesota</u>	<u>N. Dakota</u>	<u>S. Dakota</u>	<u>Wholesale</u>
Fuel & Purchased Energy	1,228,860,446	1,082,205,486	76,040,442	69,221,072	1,393,446
Power Production Expense	738,744,260	651,876,033	43,177,188	42,835,442	855,598
Transmission Expense	191,074,980	169,100,240	11,219,243	10,530,121	225,376
Distribution Expense	112,874,703	99,190,246	6,736,681	6,814,760	133,016
Customer Accounting Expense	59,285,299	50,918,171	4,410,998	3,915,400	40,730
Cust Service & Info Expense	129,097,767	128,275,694	488,647	250,444	82,982
Sales Expense	254,129	67,785	134,466	51,878	0
Administrative & General	192,773,441	167,978,928	12,025,741	12,619,290	149,481
Total Elec O&M	2,652,965,026	2,349,612,583	154,233,406	146,238,407	2,880,629
Payroll Taxes	30,956,355	27,262,254	1,819,783	1,845,764	28,554
Total Elec O&M without COGS	1,267,407,097	78,192,964	77,017,335	1,487,183	1,424,104,580

Administrative & General	<u>Total Company</u>	<u>Production</u>	<u>Tranmission</u>	<u>Distribution</u>	Check
NOTE: Entry for Total Company PTD	192,773,441	121,263,808	19,880,428	51,629,205	0
Payroll Taxes	<u>Total Company</u>	<u>Production</u>	<u>Tranmission</u>	<u>Distribution</u>	Check
NOTE: Entry for Total Company PTD	30,956,427	25,045,337	2,732,788	3,178,302	-72

XCEL ENERGY d/b/a NORTHERN STATES POWER CO
 2011 Actual - with South Dakota Rate Case Adjustments
 ITEMS FOR COST OF SERVICE
 Elec O&M ADJUSTMENTS

CATEGORY	TYPE	SUB BU	FUNCTIONAL CLASS	TOTAL CO.	MINNESOTA	NORTH DAKOTA	SOUTH DAKOTA	WHOLESALE
Elec Payroll Tax								
Windsorce	Adjustment (Exclude)	See Workpaper	PTax	\$ -	\$ -	\$ -	\$ -	\$ -
Foundation Administration	Adjustment (Exclude)	See Workpaper	PTax	\$ (6,545)	\$ (6,138)	\$ -	\$ (407)	\$ -
Payroll Tax Total				\$ (6,545)	\$ (6,138)	\$ -	\$ (407)	\$ -

Elec Fuel & Purchased Energy ADJUSTMENTS

Weather Normalization	Adjustment (Exclude)	See Workpaper	Fuel	\$ (419,788)	\$ -	\$ -	\$ (419,788)	\$ -
Fuel Lag	Adjustment (Include)	See Workpaper	Fuel	\$ 573,244	\$ -	\$ -	\$ 573,244	\$ -
Fuel & PP Total				\$ 153,456	\$ -	\$ -	\$ 153,456	\$ -

Elec Other Power Production ADJUSTMENTS

Black Dog Amortization	Adjustment (Exclude)	See Workpaper	Production	\$ (746,711)	\$ (659,809)	\$ (42,944)	\$ (43,094)	\$ (863)
Weather Normalization	Adjustment (Include)	See Workpaper	Production	\$ 188,000	\$ -	\$ -	\$ 188,000	\$ -
Asset/Non-Asset O&M Adjustment	Adjustment (Exclude)	See Workpaper	Production	\$ (1,372,000)	\$ (1,372,000)	\$ -	\$ -	\$ -
Service Company Allocation	Adjustment (Exclude)	See Workpaper	Production	\$ (1,061)	\$ -	\$ -	\$ (1,061)	\$ -
Amortizations	Adjustment (Exclude)	See Workpaper	Production	\$ (1,409,000)	\$ (1,409,000)	\$ -	\$ -	\$ -
Production Total				\$ (3,340,772)	\$ (3,440,809)	\$ (42,944)	\$ 143,845	\$ (863)

Elec Transmission ADJUSTMENTS

Weather Normalization	Adjustment (Exclude)	See Workpaper	Trans	\$ (9,000)	\$ -	\$ -	\$ (9,000)	\$ -
TCR Removal	Adjustment (Exclude)	See Workpaper	Trans	\$ (701,460)	\$ -	\$ -	\$ (701,460)	\$ -
Service Company Allocation	Adjustment (Exclude)	See Workpaper	Production	\$ (834)	\$ -	\$ -	\$ (834)	\$ -
Vegetation Management	Adjustment (Exclude)	See Workpaper	Trans	\$ (17,000)	\$ -	\$ -	\$ (17,000)	\$ -
Amortizations	Adjustment (Exclude)	See Workpaper	Trans	\$ (3,276,000)	\$ (3,276,000)	\$ -	\$ -	\$ -
Transmission Total				\$ (4,004,294)	\$ (3,276,000)	\$ -	\$ (728,294)	\$ -

Elec Distribution ADJUSTMENTS

Vegetation Management	Adjustment (Exclude)	See Workpaper	Dist	\$ (58,767)	\$ -	\$ -	\$ (58,767)	\$ -
Storm Damage Removal	Adjustment (Exclude)	See Workpaper	Dist	\$ (53,835)	\$ -	\$ -	\$ (53,835)	\$ -
Wholesale Meter Maintenance	Adjustment (Realign costs)	See Workpaper	Dist	\$ -	\$ (133,000)	\$ -	\$ -	\$ 133,000
Dist Total				\$ (112,603)	\$ (133,000)	\$ -	\$ (112,603)	\$ 133,000

Elec Customer Accounting ADJUSTMENTS

Wholesale Account Management	Adjustment (Exclude)	See Workpaper	CA	\$ (5,000)	\$ -	\$ -	\$ (5,000)	\$ -
Service Company Allocation	Adjustment (Exclude)	See Workpaper	Production	\$ 2,115	\$ -	\$ -	\$ 2,115	\$ -
Wholesale Account Management	Adjustment (Exclude)	See Workpaper	CA	\$ 40,662	\$ -	\$ -	\$ -	\$ 40,662
CAcct Total				\$ 37,777	\$ -	\$ -	\$ (2,885)	\$ 40,662

Elec Customer Service & Information ADJUSTMENTS

Wholesale Account Management	Adjustment (Realign costs)	See Workpaper	C&I	\$ 82,981	\$ -	\$ -	\$ -	\$ 82,981
CIP Performance Incentive	Adjustment (Exclude)	See Workpaper	C&I	\$ 13,888,642	\$ 13,888,642	\$ -	\$ -	\$ -
South Dakota DSM	Adjustment (Exclude)	See Workpaper	C&I	\$ (185,923)	\$ -	\$ -	\$ (185,923)	\$ -
Advertising	Adjustment (Exclude)	See Workpaper	C&I	\$ (658,212)	\$ (575,959)	\$ (41,252)	\$ (41,000)	\$ (1)
Amortization	Adjustment (Exclude)	See Workpaper	C&I	\$ (154,000)	\$ (154,000)	\$ -	\$ -	\$ -
Windsorce	Adjustment (Exclude)	See Workpaper	C&I	\$ -	\$ -	\$ -	\$ -	\$ -
CInfo Total				\$ 12,773,488	\$ 12,958,683	\$ (41,252)	\$ (226,923)	\$ 82,980

Elec Sales ADJUSTMENTS

Non-Labor Related								
Economic Development	Adjustment (Include)	See Workpaper	Sales	\$ 199,253	\$ 16,748	\$ 132,505	\$ 50,000	\$ -
CSales Total				\$ 199,253	\$ 16,748	\$ 132,505	\$ 50,000	\$ -

Elec A&G ADJUSTMENTS

Labor Related								
Incentive Adjustment	Adjustment (Exclude)	See Workpaper	A&G	\$ (10,353,342)	\$ (8,908,000)	\$ (600,916)	\$ (839,467)	\$ (4,959)
Contributions	Adjustment (Include)	See Workpaper	A&G	\$ 1,741,000	\$ 1,741,000	\$ -	\$ -	\$ -
Interest on Customer Deposits	Adjustment (Include)	See Workpaper	A&G	\$ 18,988	\$ 14,900	\$ 1,067	\$ 1,021	\$ -
Damage Claims and Injury Com	Adjustment (Exclude)	See Workpaper	A&G	\$ (238,205)	\$ -	\$ -	\$ (238,205)	\$ -
Econ Dev Labor Removal	Adjustment (Exclude)	See Workpaper	A&G	\$ (22,584)	\$ -	\$ -	\$ (22,584)	\$ -
Pension Adjustment	Adjustment (Exclude)	See Workpaper	A&G	\$ 677,458	\$ -	\$ -	\$ 677,458	\$ -
Advertising A&G	Adjustment (Exclude)	See Workpaper	A&G	\$ (2,445,767)	\$ (2,079,834)	\$ (224,035)	\$ (140,239)	\$ (1,859)
Wholesale Billing	Adjustment (Exclude)	See Workpaper	A&G	\$ (2,131)	\$ -	\$ -	\$ (2,131)	\$ -
South Dakota DSM	Adjustment (Exclude)	See Workpaper	A&G	\$ (2,844)	\$ -	\$ -	\$ (2,844)	\$ -
Assn Dues	Adjustment (Exclude)	See Workpaper	A&G	\$ (217,182)	\$ (191,451)	\$ (12,864)	\$ (12,720)	\$ (147)
Foundation Administration	Adjustment (Exclude)	See Workpaper	A&G	\$ (302,833)	\$ (284,000)	\$ -	\$ (18,833)	\$ -
EL09 Amortization Reclass	Adjustment (Exclude)	See Workpaper	A&G	\$ (53,620)	\$ -	\$ -	\$ (53,620)	\$ -
Service Company Allocation	Adjustment (Exclude)	See Workpaper	Production	\$ 641,311	\$ -	\$ -	\$ 641,311	\$ -
FAS106 Pay-Go	Adjustment (Exclude)	See Workpaper	A&G	\$ 90,784	\$ -	\$ -	\$ 90,784	\$ -
Aviation Adjustment	Adjustment (Exclude)	See Workpaper	A&G	\$ (997,075)	\$ (879,000)	\$ (58,971)	\$ (58,300)	\$ (804)
Union Wage Increase	Adjustment (Exclude)	See Workpaper	A&G	\$ 440,000	\$ -	\$ -	\$ 440,000	\$ -
Employee Expense	Adjustment (Exclude)	See Workpaper	A&G	\$ (127,487)	\$ (112,397)	\$ (7,537)	\$ (7,451)	\$ (103)
A&G Total				\$ (11,155,529)	\$ (10,698,582)	\$ (903,256)	\$ 454,180	\$ (7,872)
				\$ (5,449,223)	\$ (4,572,960)	\$ (854,947)	\$ (269,224)	\$ 247,907

	PROD	TRANS	DISTR	CHECK
Direct Assigned	(3,187,316)	(4,004,294)	12,891,370	5,699,760
Allocate A&G	(6,476,900)	(1,289,579)	(3,389,950)	(11,155,529)
	(9,664,216)	(5,293,873)	9,502,321	-
	58.0600%	11.5600%	30.3800%	
	127,740,708	21,170,007	55,018,255	
	121,263,808	19,880,428	51,629,205	

2011 ALS O&M Costs

Template V1.2

Statement of Income	Period	Mn Co Electric												Mn Co Gas		Jur Electric				Jur Gas				
		Production				Transmission				Distribution				MN	ND	MN	ND	SD	Whls	MN	ND			
		MN	ND	SD	Whls	MN	ND	SD	Whls	MN	ND	SD	Whls											
Operating Expenses:																								
Fuel & Purchased Energy	Annual	1,228,707	1,228,707	1,228,707	1,228,707													1,082,205	76,040	69,068	1,393			
Power Production	Annual	742,085	742,085	742,085	742,085													655,317	43,220	42,692	856			
Transmission	Annual					195,079	195,079	195,079	195,079									172,376	11,219	11,258	225			
Distribution	Annual									112,987	112,987	112,987	112,987					99,323	6,737	6,927	0			
Customer Accounting	Annual									59,248	59,248	59,248	59,248					50,918	4,411	3,918	0			
Customer Service & Information	Annual									116,324	116,324	116,324	116,324					115,317	530	477	0			
Sales, Econ Dvlp & Other	Annual									55	55	55	55					51	2	2	0			
Administrative & General	Annual	127,741	127,741	127,741	127,741	21,170	21,170	21,170	21,170	55,018	55,018	55,018	55,018					178,678	12,929	12,165	157			
Total Operating Expenses:	Annual	2,098,533	2,098,533	2,098,533	2,098,533	216,249	216,249	216,249	216,249	343,632	343,632	343,632	343,632	0	0	0	0	2,354,185	155,088	146,507	2,631	0	0	
Depreciation																								
Amortization	Annual																							
Taxes:																								
Property	Annual																							
Gross Earnings Tax	Annual																							
Deferred Income Tax & ITC	Annual																							
Payroll & other	Annual	25,049	25,049	25,049	25,049	2,734	2,734	2,734	2,734	3,180	3,180	3,180	3,180					27,268	1,820	1,846	29			
Total Taxes:	Annual	25,049	25,049	25,049	25,049	2,734	2,734	2,734	2,734	3,180	3,180	3,180	3,180	0	0	0	0	27,268	1,820	1,846	29	0	0	
Jurisdiction Cash Working Capital																								
Fuel Expenses																								
Coal & Rall Transport	Annual	344,376	344,376	344,376	344,376													303,090	21,420	19,471	396			
Gas for Generation	Annual	103,070	103,070	103,070	103,070													90,713	6,411	5,827	118			
Oil	Annual	2,413	2,413	2,413	2,413													2,123	150	136	3			
Nuclear & EOL	Annual	100,902	100,902	100,902	100,902													88,765	6,330	5,691	116			
Nuclear Disposal	Annual	11,471	11,471	11,471	11,471													10,136	660	662	13			
Total Fuel Expenses	Annual	562,232	562,232	562,232	562,232	0	0	0	0	0	0	0	0	0	0	0	0	494,827	34,971	31,787	646	0	0	
Purchased Power																								
Purchases	Annual	783,027	783,027	783,027	783,027	92,842	92,842	92,842	92,842									772,563	52,855	49,450	1,001			
Interchange	Annual	68,379	68,379	68,379	68,379	55,955	55,955	55,955	55,955									109,796	7,242	7,153	144			
Total Purchased Power	Annual	851,406	851,406	851,406	851,406	148,797	148,797	148,797	148,797	0	0	0	0	0	0	0	0	882,359	60,097	56,603	1,145	0	0	
Labor Related																								
Regular Payroll	Annual	288,596	288,596	288,596	288,596	18,903	18,903	18,903	18,903	80,008	80,008	80,008	80,008	0	0	0	0	340,446	23,557	22,931	750	0	0	
Incentive Compensation	Annual	17,446	17,446	17,446	17,446	3,474	3,474	3,474	3,474	9,129	9,129	9,129	9,129					26,495	1,800	897	17			
Pension & Benefits	Annual	49,050	49,050	49,050	49,050	6,327	6,327	6,327	6,327	15,186	15,186	15,186	15,186					62,096	4,201	4,964	62			
Total Labor & Related	Annual	355,092	355,092	355,092	355,092	28,704	28,704	28,704	28,704	104,323	104,323	104,323	104,323	0	0	0	0	429,037	29,558	28,792	829	0	0	
Taxes																								
State Sales Tax Customer Billings	Annual																							
Employer's Payroll Taxes	Annual																							
All Other Operating Expenses	Annual																							
Property Tax	Annual																							
Gross Earnings Tax	Annual																							
Federal Income Tax	Annual																							
State Income Tax	Annual																							
Total Taxes	Annual	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Northern States Power Co (MN)
Elec O&M Summary
Actual Year Ending 12/31/2011

	<u>Total Company</u>	<u>Minnesota</u>	<u>N. Dakota</u>	<u>S. Dakota</u>	<u>Wholesale</u>
Fuel & Purchased Energy	1,228,706,990	1,082,205,486	76,040,442	69,067,616	1,393,446
Power Production Expense	742,085,032	655,316,842	43,220,132	42,691,597	856,461
Transmission Expense	195,079,274	172,376,240	11,219,243	11,258,415	225,376
Distribution Expense	112,987,306	99,323,246	6,736,681	6,927,363	16
Customer Accounting Expense	59,247,522	50,918,171	4,410,998	3,918,285	68
Cust Service & Info Expense	116,324,279	115,317,011	529,899	477,367	2
Sales Expense	54,876	51,037	1,961	1,878	0
Administrative & General	203,928,970	178,677,510	12,928,997	12,165,110	157,353
Total Elec O&M	2,658,414,249	2,354,185,543	155,088,353	146,507,631	2,632,722
Payroll Taxes	30,962,900	27,268,392	1,819,783	1,846,171	28,554
Total Elec O&M without COGS	1,271,980,057	79,047,911	77,440,015	1,239,276	1,429,707,259

Administrative & General	<u>Total Company</u>	<u>Production</u>	<u>Tranmission</u>	<u>Distribution</u>	Check
NOTE: Entry for Total Company PTD	203,928,970	127,740,708	21,170,007	55,018,255	0
Payroll Taxes	<u>Total Company</u>	<u>Production</u>	<u>Tranmission</u>	<u>Distribution</u>	Check
NOTE: Entry for Total Company PTD	30,962,972	25,049,137	2,733,545	3,180,290	-72

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FERC Gro		Data				
Bus Area Desc CC1	Sum of Dec Fcst YTD	Sum of MN Jurisdiction	Sum of ND Jurisdiction	Sum of SD Jurisdiction	Sum of Wholesale	
A&G	(5,078)	(4,770)	(154)	(152)	(2)	
Chief Executive Officer	1,133,699	999,503	67,023	66,259	914	
Corporate Other	(7,204,063)	(6,351,324)	(425,897)	(421,041)	(5,801)	
Corporate Services	61,797,930	54,430,315	3,695,642	3,622,218	49,755	
Distribution Operations	10,424,349	9,176,480	619,060	628,711	98	
Energy Supply	15,225,073	13,453,407	875,602	878,657	17,407	
Financial Operations	39,291,024	34,663,033	2,321,317	2,273,233	33,441	
Gas Systems	635,787	508,061	44,263	83,473	0	
General Counsel	5,143,487	4,320,839	583,095	236,950	2,603	
Group President	21,858,688	18,339,439	1,928,821	1,586,504	3,924	
Incentive & Workers Comp	13,576,988	11,969,377	803,078	793,696	10,837	
Nuclear Generation Bus Area	22,129,678	19,554,293	1,272,707	1,277,154	25,524	
Operations Services	5,432,641	4,798,423	315,048	313,845	5,325	
Public Policy/External Affairs	5,417,564	4,776,532	320,328	316,442	4,262	
Strategy & Planning	3,542,641	3,129,620	206,089	203,705	3,227	
Transmission and Op Svcs	5,528,562	4,914,282	302,985	305,456	5,839	
A&G Total	203,928,970	178,677,510	12,928,997	12,165,110	157,353	
CAcct	58,904,499	50,585,948	4,404,107	3,914,376	68	
Corporate Services	280,254	277,167	2,953	134	0	
Distribution Operations	161	142	10	9	0	
Energy Supply	2,278	1,999	142	137	0	
Financial Operations	35,713	31,323	2,242	2,148	0	
General Counsel	74,947	65,732	4,707	4,508	0	
Group President	(10,650)	(9,341)	(669)	(640)	0	
Incentive & Workers Comp	3	3	0	0	0	
Operations Services	961	842	61	58	0	
Public Policy/External Affairs	(40,644)	(35,644)	(2,555)	(2,445)	0	
Transmission and Op Svcs	59,247,522	50,918,171	4,410,998	3,918,285	68	
CAcct Total	111,394,658	111,265,972	128,686	128,686	0	
CInfo	1,737	21	859	857	0	
CIP Recovery	690,910	605,097	42,859	42,954	0	
CIP Spend	3,025,042	2,431,840	265,919	327,282	1	
Corporate Services	8	7	1	0	0	
Group President	1,211,924	1,014,074	91,575	106,274	1	
Nuclear Generation Bus Area	116,324,279	115,317,011	529,899	477,367	2	
Public Policy/External Affairs	66	58	4	4	0	
Corporate Services	54,810	50,979	1,957	1,874	0	
Group President	54,876	51,037	1,961	1,878	0	
CSales Total	3,063	2,969	38	36	0	
Dist	(5,006,828)	(4,391,342)	(314,454)	(301,021)	(11)	
Corporate Other	8,706,508	7,639,066	516,377	551,061	4	
Corporate Services	89,524,227	78,723,568	5,413,650	5,386,998	11	
Distribution Operations	3,625	3,182	227	216	0	
Energy Supply	1,092	957	69	66	0	
Financial Operations	7,044,881	5,991,849	430,866	622,176	0	
Gas Systems	6,475	5,757	368	350	0	
General Counsel	3,246	227	3,017	2	0	
Group President	487,334	427,080	32,761	27,493	0	
Operations Services	1,862	1,632	117	113	0	
Public Policy/External Affairs	82	82	0	0	0	
Strategy & Planning	12,211,739	10,918,199	653,655	639,873	12	
Transmission and Op Svcs	112,987,306	99,323,246	6,736,681	6,927,363	16	
Dist Total	90	79	6	5	0	
Fuel	18,838,318	16,579,845	1,171,722	1,065,104	21,847	
Corporate Services	7,192,163	6,329,917	447,347	406,637	8,262	
Energy Supply	300	264	19	17	0	
Financial Operations	706,006	621,368	43,913	39,915	810	
Nuclear Generation Bus Area	1,302	1,146	80	76	0	
Operations Services	26,738,179	23,532,619	1,663,087	1,511,754	30,719	
Transmission and Op Svcs	103,069,971	90,713,224	6,410,850	5,827,471	118,426	
FuelG Total	0	0	0	0	0	
FuelG	2,412,698	2,123,448	150,067	136,411	2,772	
Energy Supply	2,412,698	2,123,448	150,067	136,411	2,772	
Financial Operations	19,429,563	17,100,211	1,208,500	1,098,528	22,324	
Corporate Other	(605,475)	(532,886)	(37,660)	(34,233)	(696)	
Energy Supply	630,136,593	555,395,892	38,809,964	35,225,042	705,695	
Financial Operations	648,960,681	571,963,217	39,980,804	36,289,337	727,323	
FuelPP Total	110,251,396	97,033,688	6,857,526	6,233,503	126,679	
FuelN	110,251,396	97,033,688	6,857,526	6,233,503	126,679	
Nuclear Generation Bus Area	110,251,396	97,033,688	6,857,526	6,233,503	126,679	
FuelN Total	2,013	1,779	116	116	2	
Production	48,949,521	43,252,824	2,815,136	2,824,975	56,586	
Corporate Other	28,594,924	25,267,104	1,644,598	1,650,238	32,984	
Corporate Services	5,239	4,630	301	302	6	
Distribution Operations	154,947,921	136,749,008	9,133,783	8,886,632	178,498	
Energy Supply	182,657,623	161,382,156	10,528,821	10,535,528	211,118	
Financial Operations	39	35	2	2	0	
Gas Systems	2,036,395	1,796,876	120,491	116,681	2,347	
General Counsel	3,373,472	2,974,280	202,838	192,476	3,878	
Group President	11,986,879	10,591,858	689,378	691,786	13,857	
Incentive & Workers Comp	(8,187,234)	(7,240,838)	(462,275)	(474,648)	(9,473)	
Nuclear Amortz & Other	312,330,088	275,779,442	18,232,464	17,957,691	360,491	
Nuclear Generation Bus Area	4,526,949	3,997,821	263,441	260,494	5,193	
Operations Services	607,740	535,983	36,330	34,731	696	
Strategy & Planning	253,463	223,884	14,708	14,593	278	
Transmission and Op Svcs	742,085,032	655,316,842	43,220,132	42,691,597	856,461	
Production Total	0	0	0	0	0	
Trans	55,954,687	49,442,736	3,218,010	3,229,257	64,684	
Corporate Other	5,780,786	5,108,063	332,454	333,613	6,658	
Corporate Services	5,853,302	5,172,098	336,633	337,803	6,768	
Distribution Operations	14,939	13,200	859	863	17	
Energy Supply	101,216,260	89,438,584	5,821,160	5,841,509	117,007	
Financial Operations	293,214	259,090	16,863	16,922	339	
General Counsel	380,837	336,518	21,905	21,979	435	
Group President	61,542	54,380	3,539	3,552	71	
Incentive & Workers Comp	14,693	12,982	846	848	17	
Nuclear Generation Bus Area	118,811	104,812	6,820	6,845	134	
Operations Services	35	31	2	2	0	
Public Policy/External Affairs	25,388,368	22,433,748	1,460,152	1,465,222	29,248	
Strategy & Planning	195,079,274	172,376,240	11,219,243	11,258,415	225,376	
Transmission and Op Svcs	344,376,409	303,090,155	21,419,867	19,470,699	395,688	
Energy Supply	(7,102,344)	(6,250,855)	(441,759)	(401,559)	(8,161)	
Financial Operations	337,274,065	296,839,290	20,978,108	19,069,140	387,527	
Energy Supply	2,658,414,249	2,354,185,543	155,088,353	146,507,631	2,632,722	
Grand Total						