

For Webex Participants

- Notice: Everyone will be muted upon entering the meeting
- If you have a question and are logged into the Webex, find your name and click the hand to the right of it – this will alert the moderator that you have a question and you will be unmuted



- After your question has been addressed, please click the hand icon again to lower your hand, failure to do so will mean the moderator will be unable to tell if you have another question
- Please do not put this call on hold or take other calls while dialed in

Parker-Davis and Intertie Projects Fiscal Year 2023 Work Plan Meeting

Cherie Cottrell

Acting Supervisory Budget Analyst

Agenda

- Welcome
- Work Plan Meeting Schedule
- Fiscal Year (FY)23 Work Plan Introduction
- HQ FY23 Work Plan
- DSW FY21 Budget vs Actual
- DSW FY23 Work Plan and Rate Analysis
- Cash Flow and Reserve Balances

Work Plan Meeting Schedule

- FY23 Work Plan Meeting (Today)
 - FY18-20 Actuals
 - FY21-22 Budget Requests
 - FY23 Formulated Work Plan
 - FY24-27 Out Years Work Plan
- FY21 Budget vs Actual Meeting (Dec 2021)
 - FY21 Final Budget vs Actual
 - FY24 Strategic Budget Guidance
 - FY24 New FTE Requested

WAPA-Wide Work Plan

Michael D. Peterson

Senior VP & Chief Financial Officer

Executive Summary – FY23 Budget

Year-over-year (y/y) growth rates for WAPA's FY23 budget:

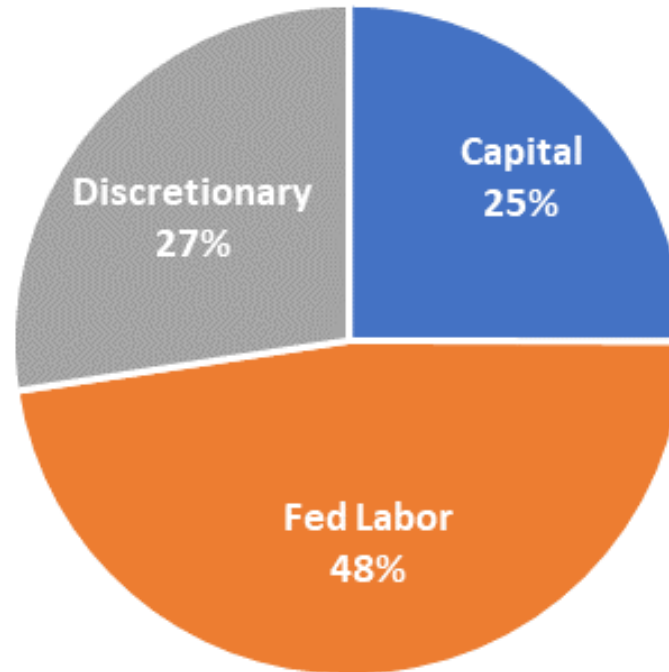
- -7.2 y/y growth in WAPA-wide Capital
- 4.9% y/y growth in WAPA-wide Labor
- 1.0% y/y growth in WAPA-wide Discretionary
- **0.5% y/y growth in WAPA-wide Total budget**

FY23 Financial discipline implemented by Administrator and supported by Senior Leadership

- \$4.2 million cut from HQ's discretionary budget resulted in slightly negative growth (-0.5% y/y)
 - In FY24, expect continued discipline in HQ discretionary budget with flat to negative growth
- FY23 formulation granted a single exception to the Administrator's 2% budget guidance
 - In FY24, expect continued discipline in Regional discretionary budgets with 1-2% y/y growth

WAPA-Wide Work Plan - FY23

WAPA Budget Composition, FY23



WAPA-Wide Work Plan - FY23

FY 2016-22 Summary

2.7% annual growth (CAGR)

3 budget categories:

- a) Capital (approved 11/20)
- b) Labor
- c) Discretionary

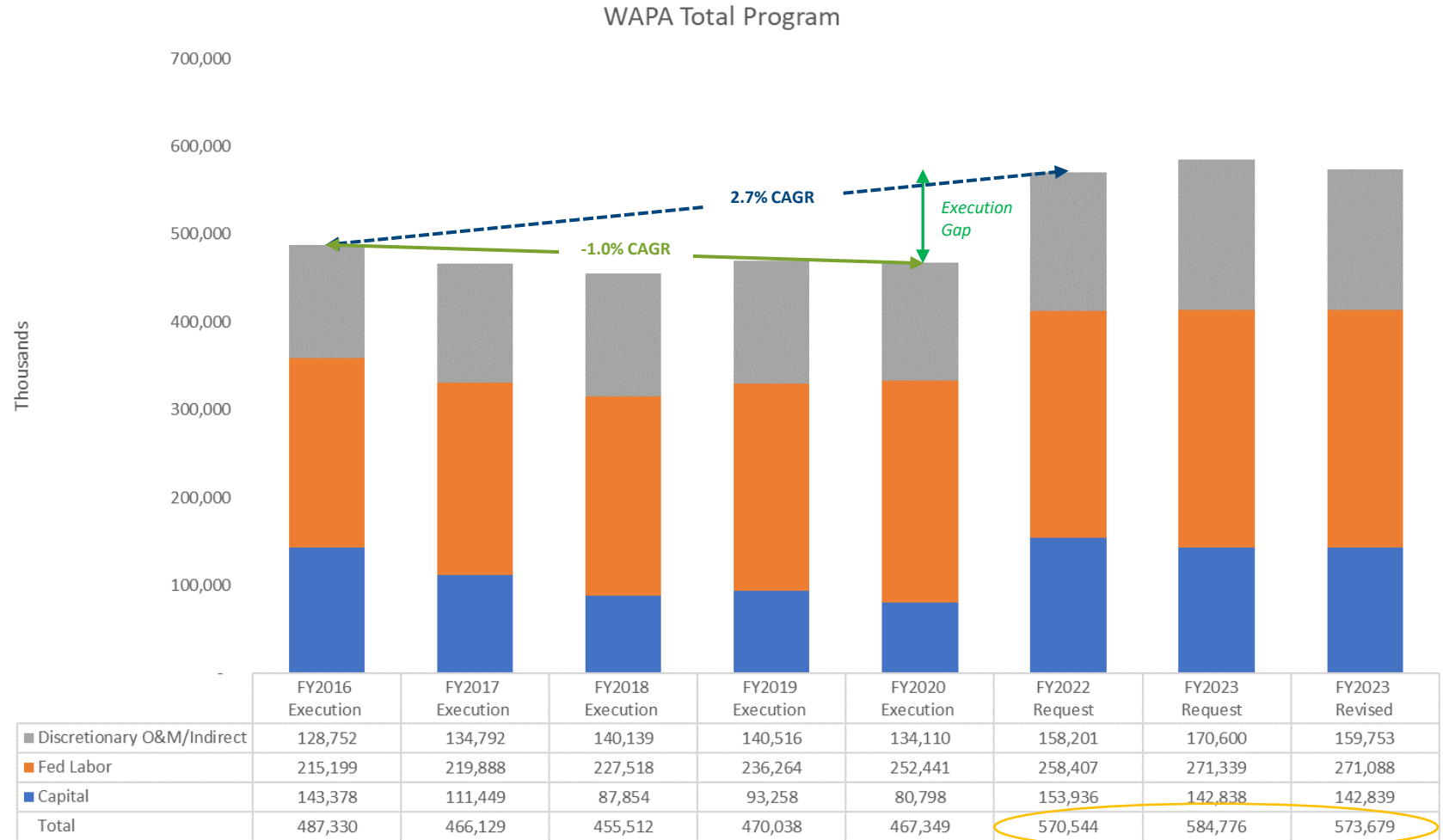
Execution Gap = \$ Amount by which budget plans exceed historical expenditures

FY 2022-23 Summary

- a) Capital = -7.2%
- b) Labor = 4.9%
(a + b = 0.4%)
- c) Discretionary = 1.0%
- d) **Total = 0.5%, or \$3,135k**

FY23 Request vs Revised

= -\$11,097k



WAPA Discretionary Work Plan

FY 2016-22 Summary

3.5% annual growth

6 budget categories:

a) 5 Regions

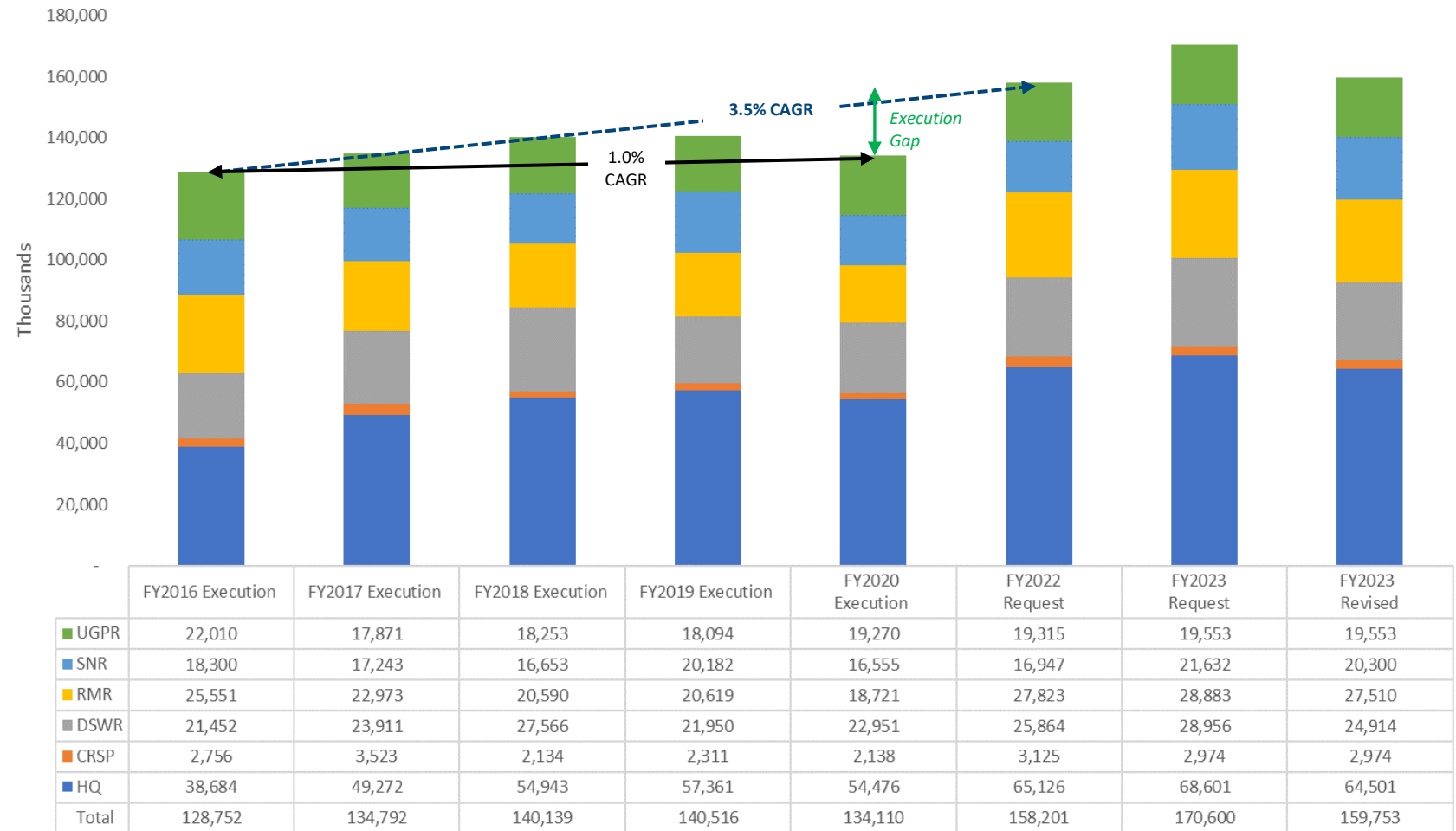
b) HQ

Execution Gap = Budget plans exceed historical expenditures

Regional CAGR by Period

	Compound Annual Growth Rate		
	2016-20	2016-22	2022-23
UGP	-3.3%	-2.2%	1.2%
SNR	-2.5%	-1.3%	19.8%
RMR	-7.5%	1.4%	-1.1%
DSW	1.7%	3.2%	-3.7%
CRSP	-6.2%	2.1%	-4.8%
HQ	8.9%	9.1%	-1.0%
Total	1.0%	3.5%	1.0%

WAPA Discretionary O&M and Indirect



WAPA-Wide Labor Trends, FY08-20

FY 2008-20 Labor Growth

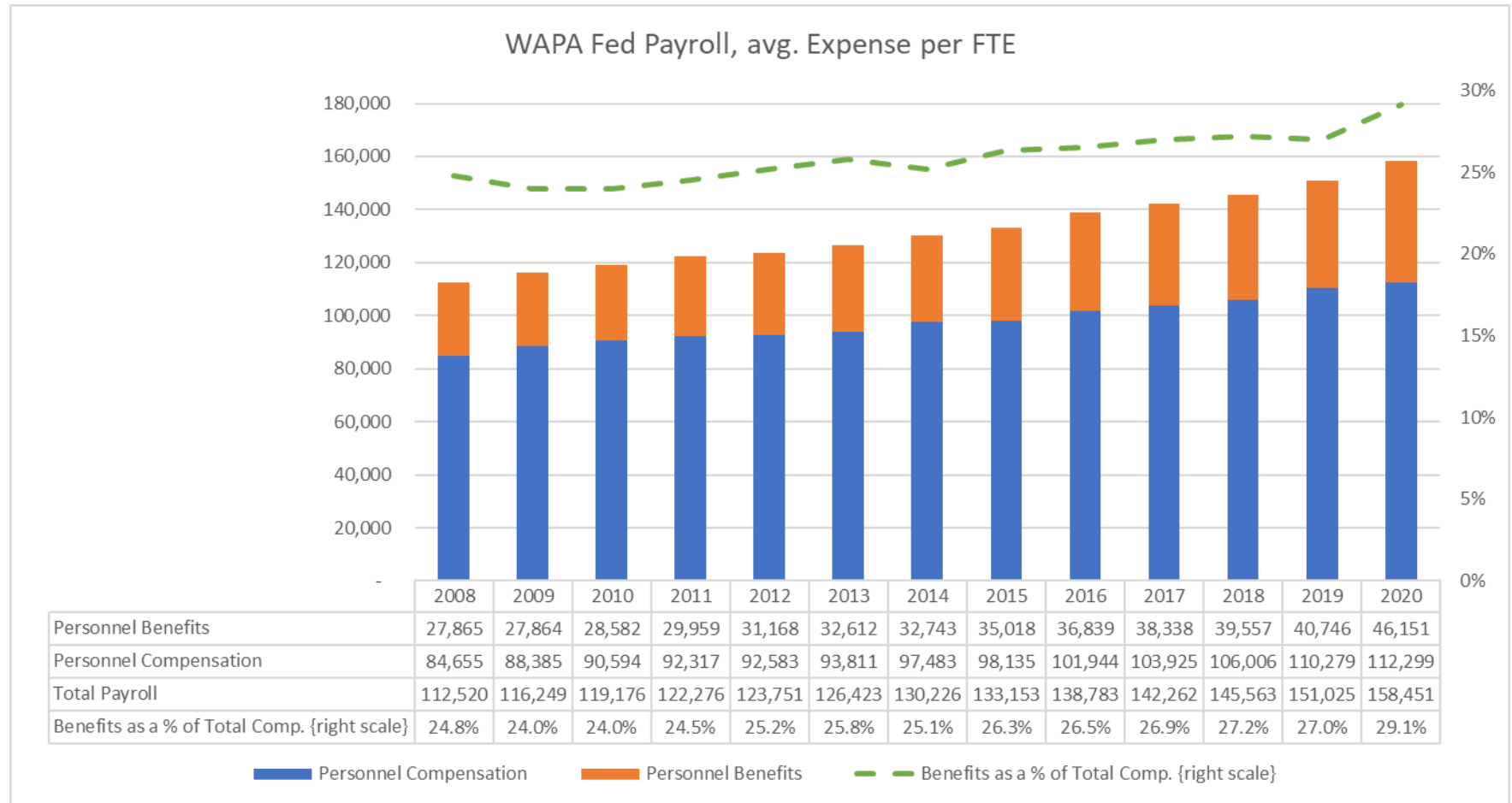
- a) Benefits = 4.3%
- b) Salary & Wages = 2.4%
- c) Total Labor = 2.9%

Key Drivers of Growth

- a) Benefits
- b) Locality Pay
- c) Cost of Living Adjustments
- d) Merit Increases & Promotions

Expense per FTE & Load Factor

- WAPA's FY20 average comp. expense per FTE reflects a GS-13, Step 5 in the Denver locality area
- In FY20, WAPA's benefits as a % of total compensation were 29.1%



HQ Budget: Past, Present & Future

FY 2018-22 Growth

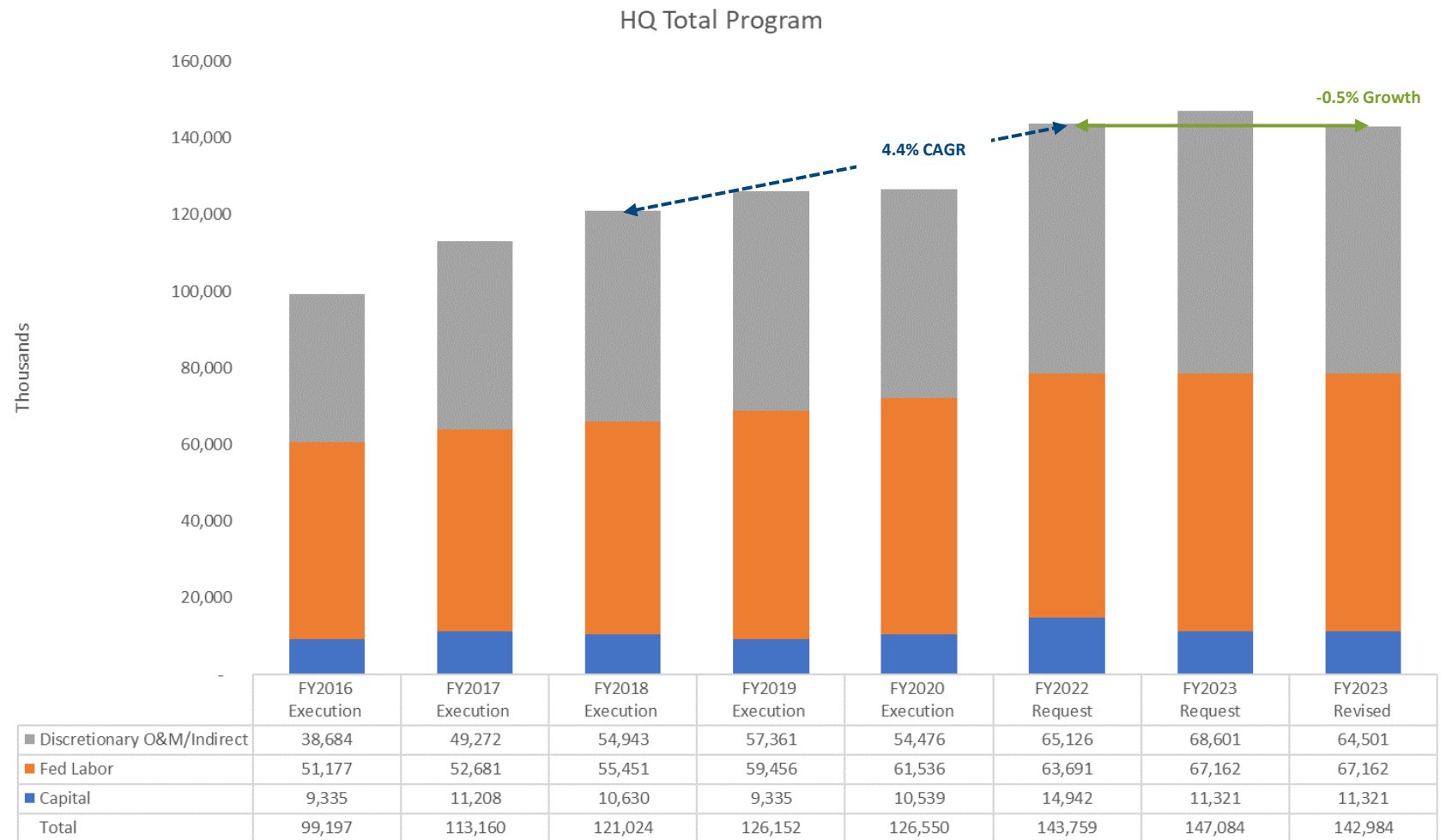
- a) Capital = 8.9%
- b) Fed Labor = 3.5%
- c) Discretionary = 4.3%
- d) **Total HQ = 4.4%**

FY 2022-23 Summary

- a) Capital = -24.2%
- b) Labor = 5.4%
(a + b = -0.2%)
- c) Discretionary = -1.0%
- d) **Total = -0.5%, or -\$775k**

FY24 Forward

- Expect continued discipline in HQ discretionary budget with flat to negative growth



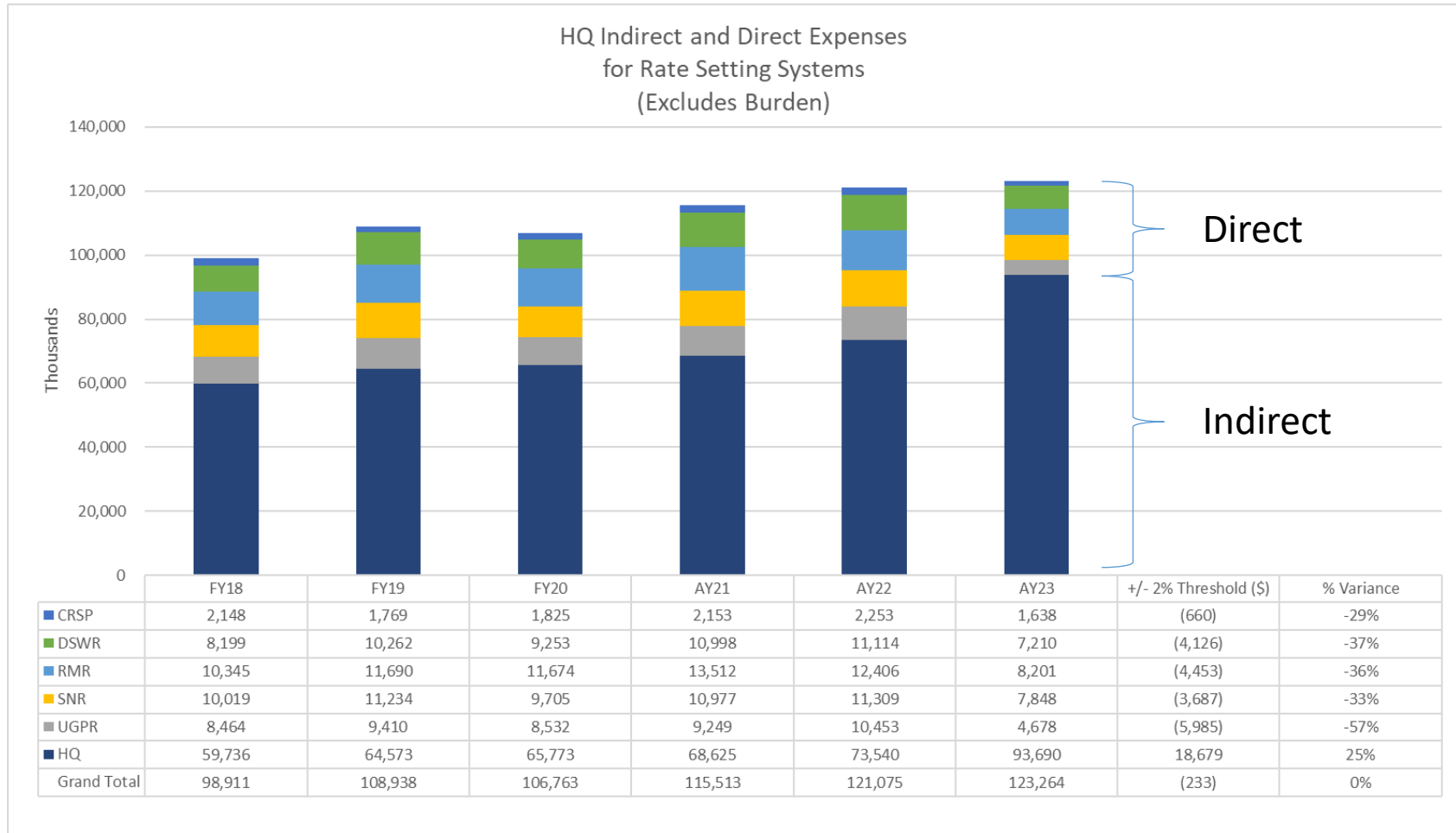
HQ Workplan Review

Colin Marquez
VP of Budget & Analysis

Handout – WAPA-HQ

Summary

- Cut ~\$4.2M given labor trends and shifts
- Federal labor trending at 4% (\$2.2M in O&M and indirect)
- Contract labor shift from capital to expense putting pressure on O&M and Indirect ~\$2M (change in accounting)
- PD YoY Change (-\$357K or -3%)
- IN YoY Change (-\$96K or -2%)



WAPA HQ Trends – Indirect, O&M, Capital

Object Class Grouping	FY 2018	FY 2019	FY 2020	AY 2021	AY 2022	AY 2023	AY22 vs AY23
1100 - Federal Labor & Benefits	53,015	55,099	60,154	57,765	61,543	64,982	3,440
12xx - Permanent Change of Station (PCS)	184	162	(208)	0	47	36	(11)
21xx - Travel	2,061	2,115	775	2,496	2,481	1,906	(575)
22xx - Transportation	(32)	38	51	82	58	61	3
23xx - Rent, Communications, & Utilities	4,472	5,293	5,399	6,968	7,472	6,087	(1,386)
24xx - Printing & Reproduction	101	100	76	123	110	117	7
251T - Training	724	493	853	2,521	2,595	2,609	13
251xx - Advisory & Assistance Services (Consulta	2,260	1,490	3,500	2,179	2,106	4,246	2,140
251xx - Support Services (Contractor)	18,666	21,805	19,096	22,315	22,934	21,427	(1,507)
257x - IT Maintenance Agreements	12,215	12,941	13,352	12,685	14,771	14,800	28
25xx - Purchase Power & Wheeling	1	0	0	0	0	0	0
25xx - Services (Non-PD)	1,577	1,728	1,867	1,961	808	2,132	1,324
25xx - Services (PD)	7,166	9,749	8,983	9,496	9,877	10,098	221
26xx - Supplies & Materials	722	795	543	808	1,020	812	(208)
31xx - Capitalized Equipment	5,025	3,668	6,866	9,713	12,249	6,868	(5,381)
31xx - Non-Capitalized Equipment	4,295	5,941	4,256	5,174	3,053	4,000	947
32xx - Land, Structures & GFE	(25)	152	(42)	4	6	0	(6)
42xx - Tort Claims	3	4	3	0	0	0	0
5/6/7/8/9xxx - Other	0	0	2	0	114	0	(114)
Grand Total	112,430	121,573	125,527	134,292	141,246	140,180	(1,066)

-\$4.5M

FY21 Request v FY22 Request

- \$3.2M (2.6%) increase over inflation vs. FY2021 request
 - Pay/benefits +\$0.2M
 - Labor shift +\$3.0M
- Labor shifts
 - Capital to expense for IT
 - Non-rate to O&M and capital for Engineering / Natural Resources
 - General alignment with FY19 execution

FY21-23 Top Anticipated Projects

- FIMS Upgrade - \$1.5M
- Energy Imbalance Markets - \$3.4M
- Common SCADA vendor system purchase & SNR/UGP/DSW/RMR implementation approximately - \$10M
- Helicopter replacement - \$4M

WAPA-Wide Program Standardized Budgeting & Reporting

Colin Marquez
VP of Budget & Analysis

Program and Budget Integration:

WAPA-wide Standardized Budgeting & Reporting

- Costing for WAPA-wide programs is complex, unpredictable, difficult to repeat and administratively burdensome.
 - The standardized framework is an activity-based costing model that efficiently and effectively allocates program costs WAPA-wide.
- ✓ Increases visibility and transparency.
 - ✓ Increases predictability between formulation and execution.
 - ✓ Increases efficiency by reducing administration.
 - ✓ Increases consistency in the method of allocating costs to their beneficiaries.

DATA



SORTED



ARRANGED



PRESENTED
VISUALLY



Standardized Budgeting & Reporting:

Enhances consistency & transparency, WAPA-wide

Current State

Management Information Support

- Constrained ability to reprioritize.
- Inconsistent & unpredictable.
- Limited comparability.
- Time intensive for programs and budget.

Financial Transparency

- Inconsistent accounting.
- Unclear allocation methodology.
- Limited program visibility.
- Unpredictable cost shifts.

Future State

Management Information Support

- Allows greater flexibility in re-prioritization.
- Consistent & predictable.
- WAPA-wide comparability.
- Streamlines program and budget administration.

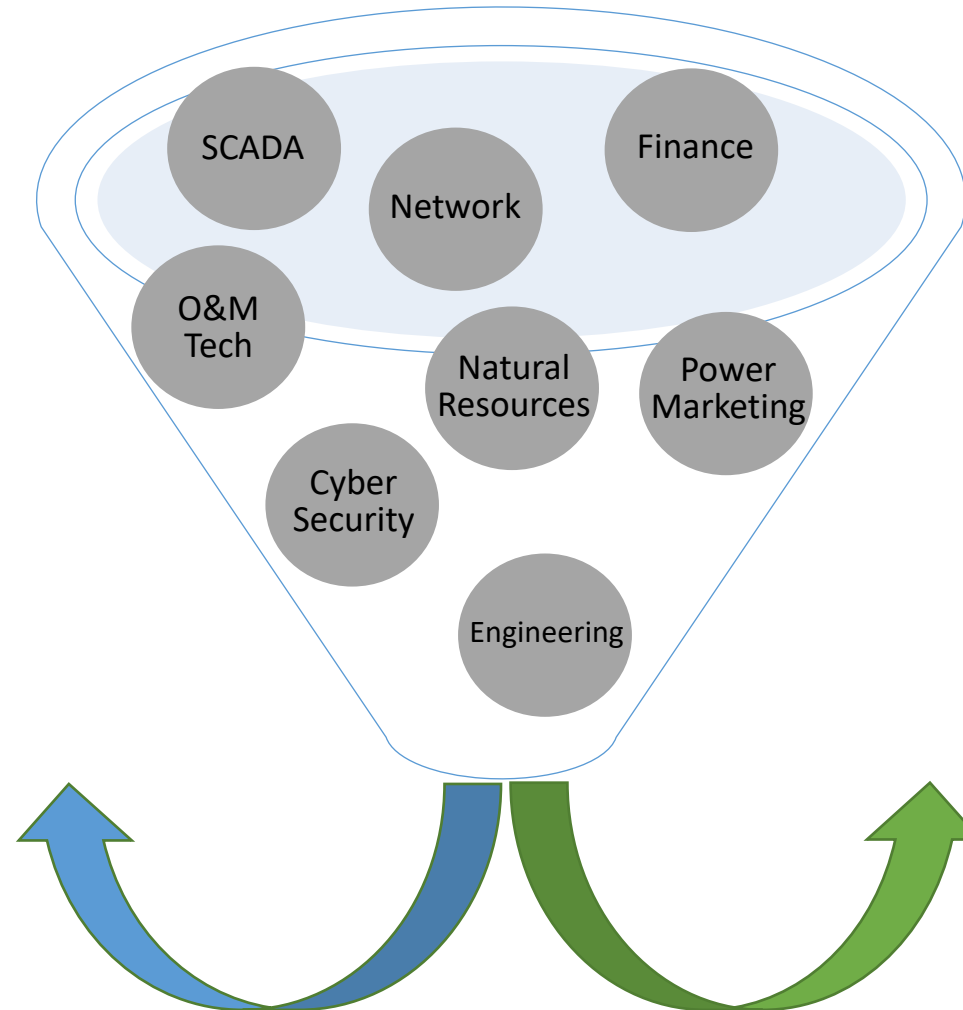
Financial Transparency

- Consistent accounting.
- Documented allocation methodology.
- Enhanced program visibility.
- Greater fidelity in aligning costs with beneficiary.

Regional Direct

- ☐ Design & Engineering
- ☐ SCADA
- ☐ O&M Technology
- ☐ Power Marketing
- ☐ Security
- ☐ General Counsel
- ☐ Natural Resources

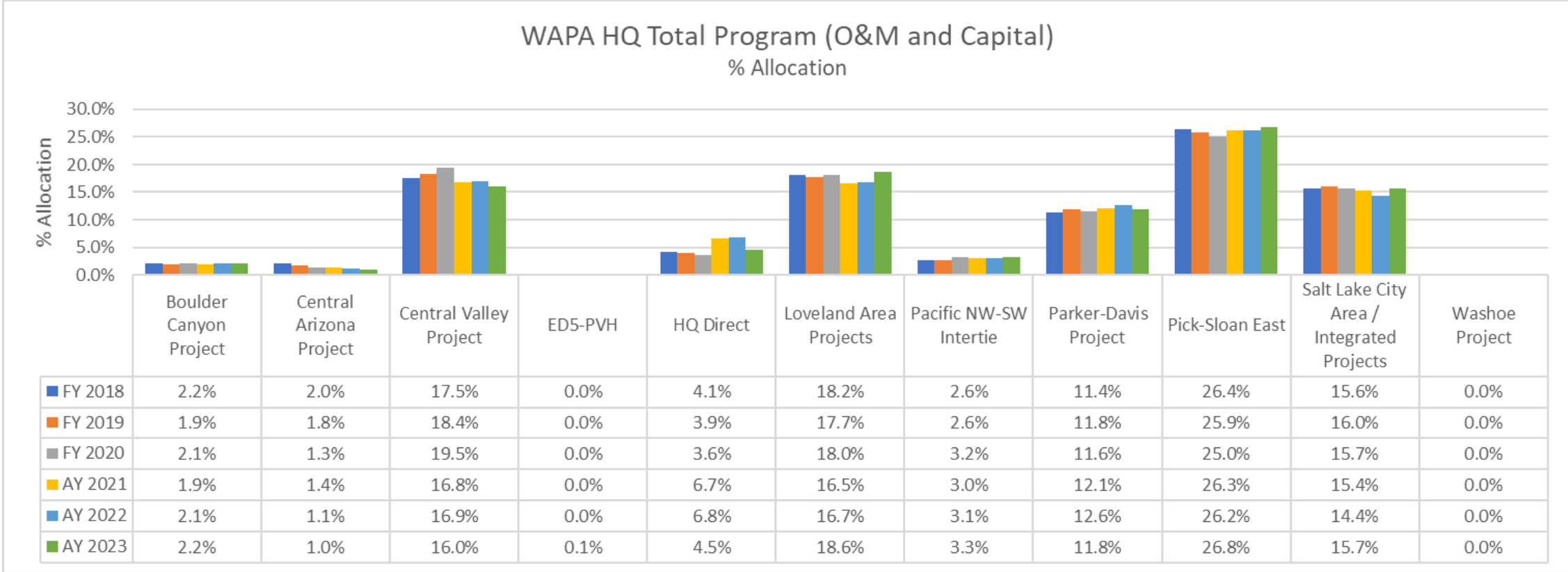
WAPA-Wide Programs



Enterprise-Wide

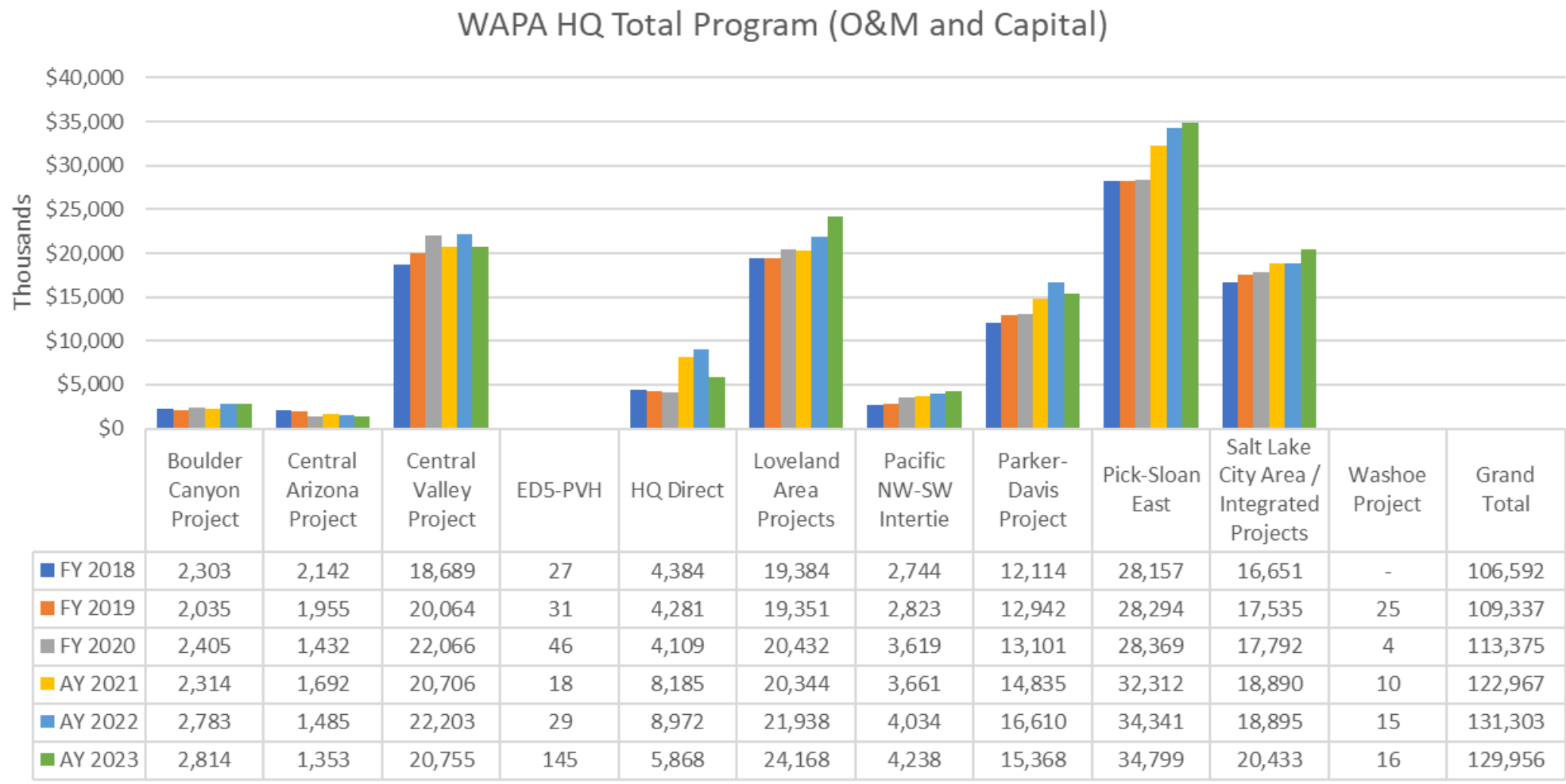
- ☐ Network
- ☐ Enterprise Applications
- ☐ Cyber Security
- ☐ Infrastructure
- ☐ Finance
- ☐ Human Resources
- ☐ Public Affairs
- ☐ DOE Systems
- ☐ Electric Power Training Center

Estimated Allocation of WAPA-Wide Programs



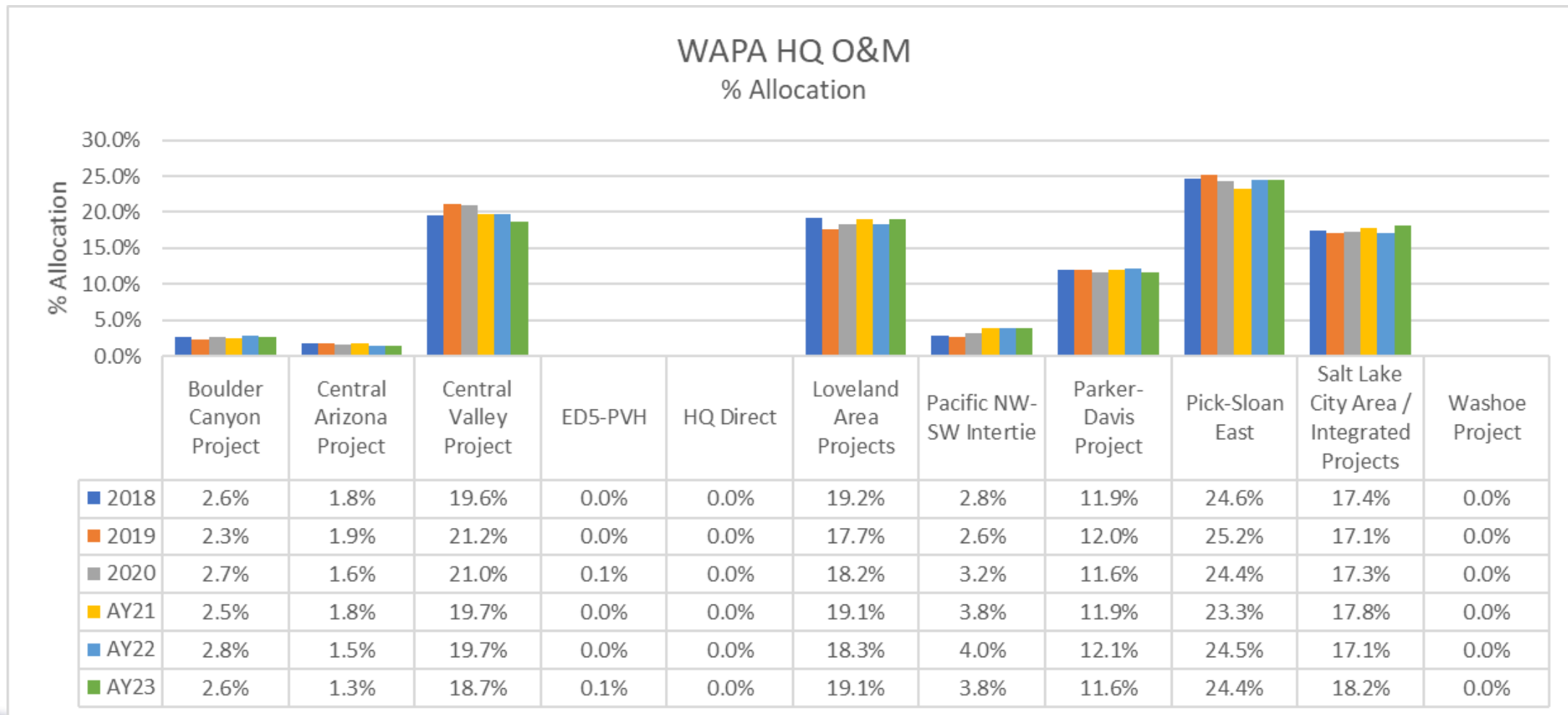
2018 – 2020 Data from [The Source](#)

Estimated Allocation of WAPA-Wide Programs



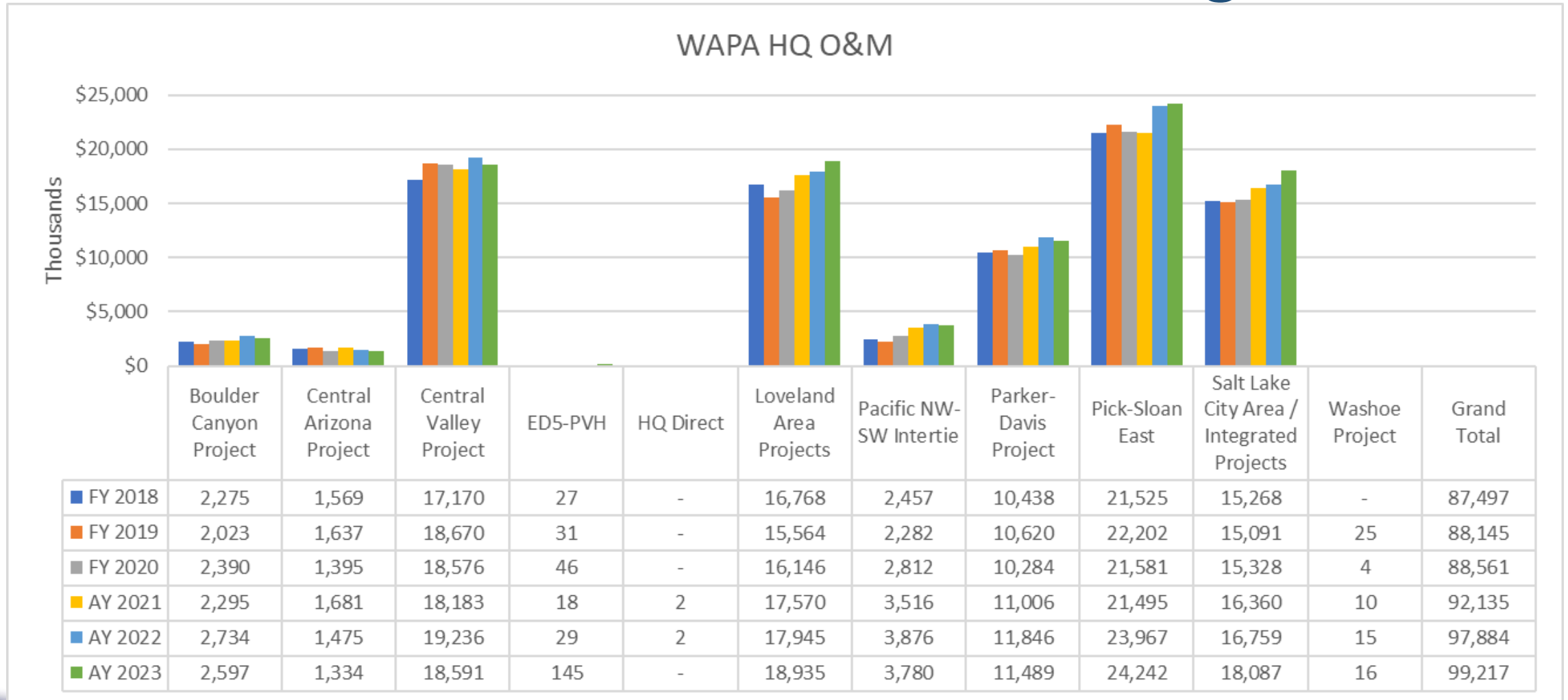
2018 – 2020 Data from [The Source](#)

Estimated Allocation of WAPA-Wide Programs



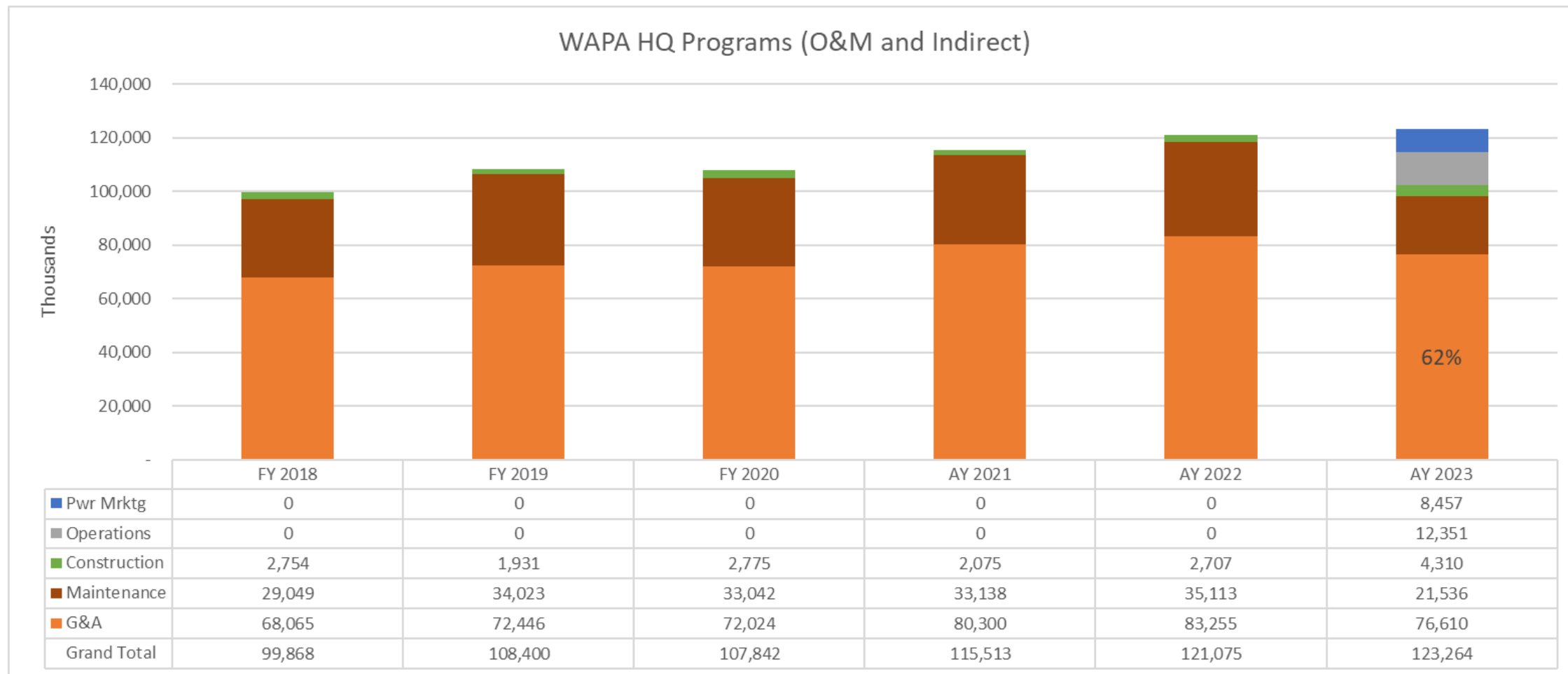
2018 – 2020 Data from [The Source](#)

Estimated Allocation of WAPA-Wide Programs

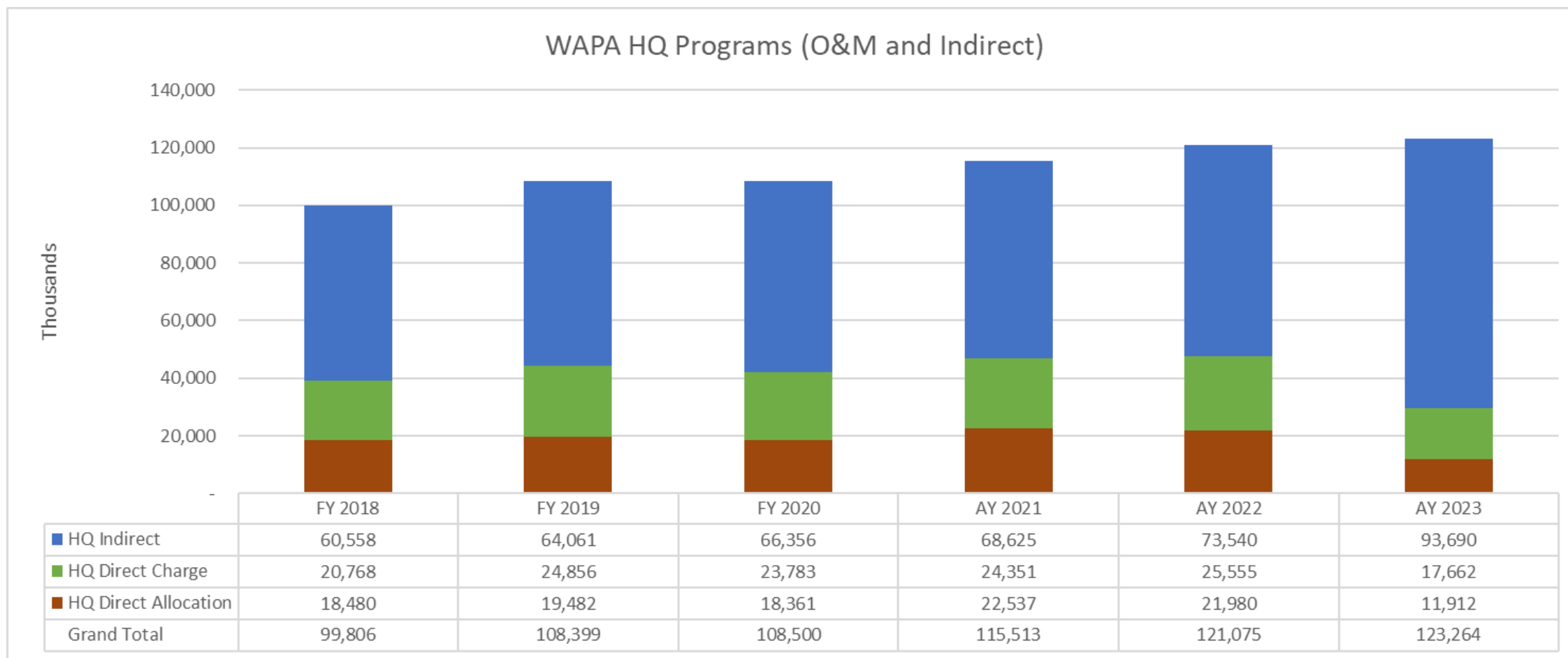


2018 – 2020 Data from [The Source](#)

WAPA HQ Trends – Cost Pool

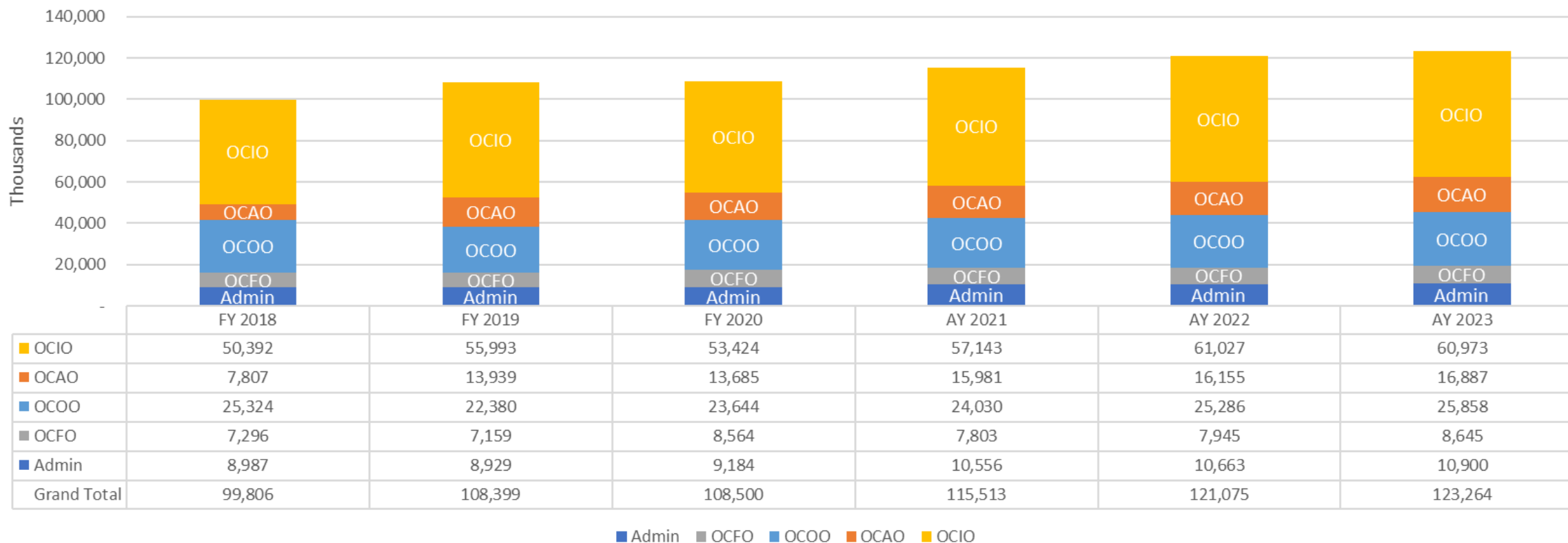


WAPA HQ Trends – Charge Type



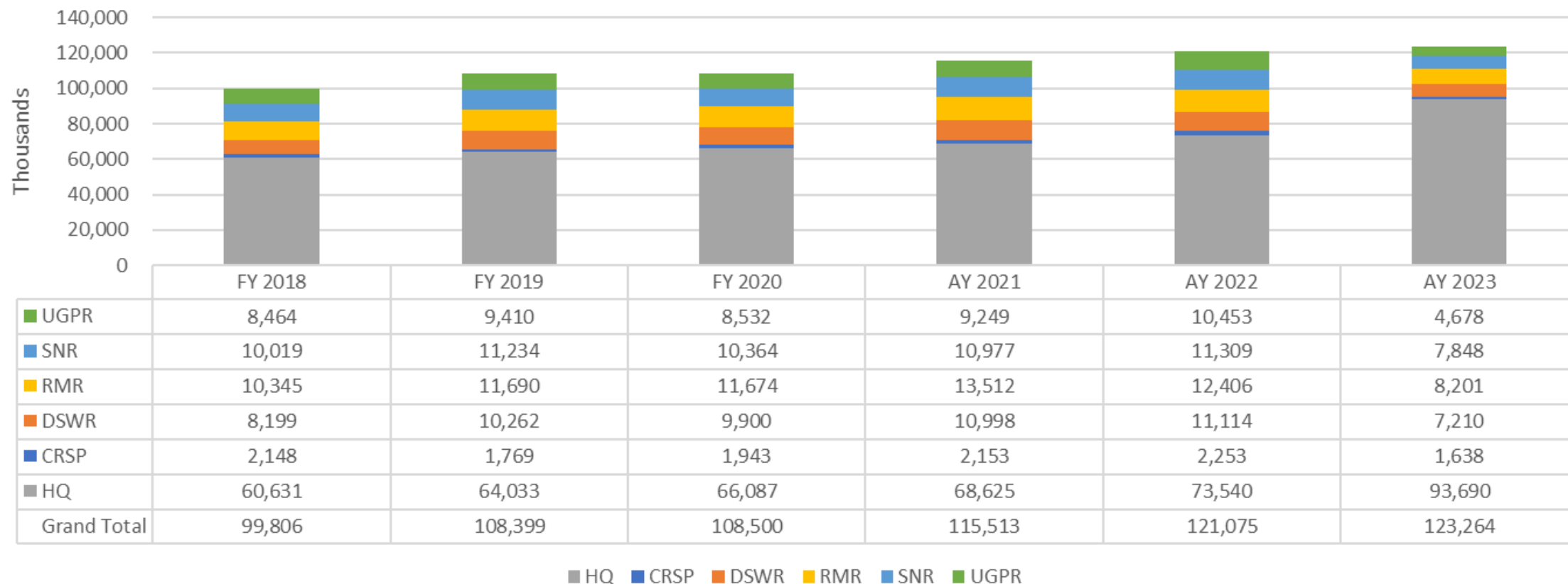
WAPA HQ Trends – Functional Organization

WAPA HQ Programs (O&M and Indirect)



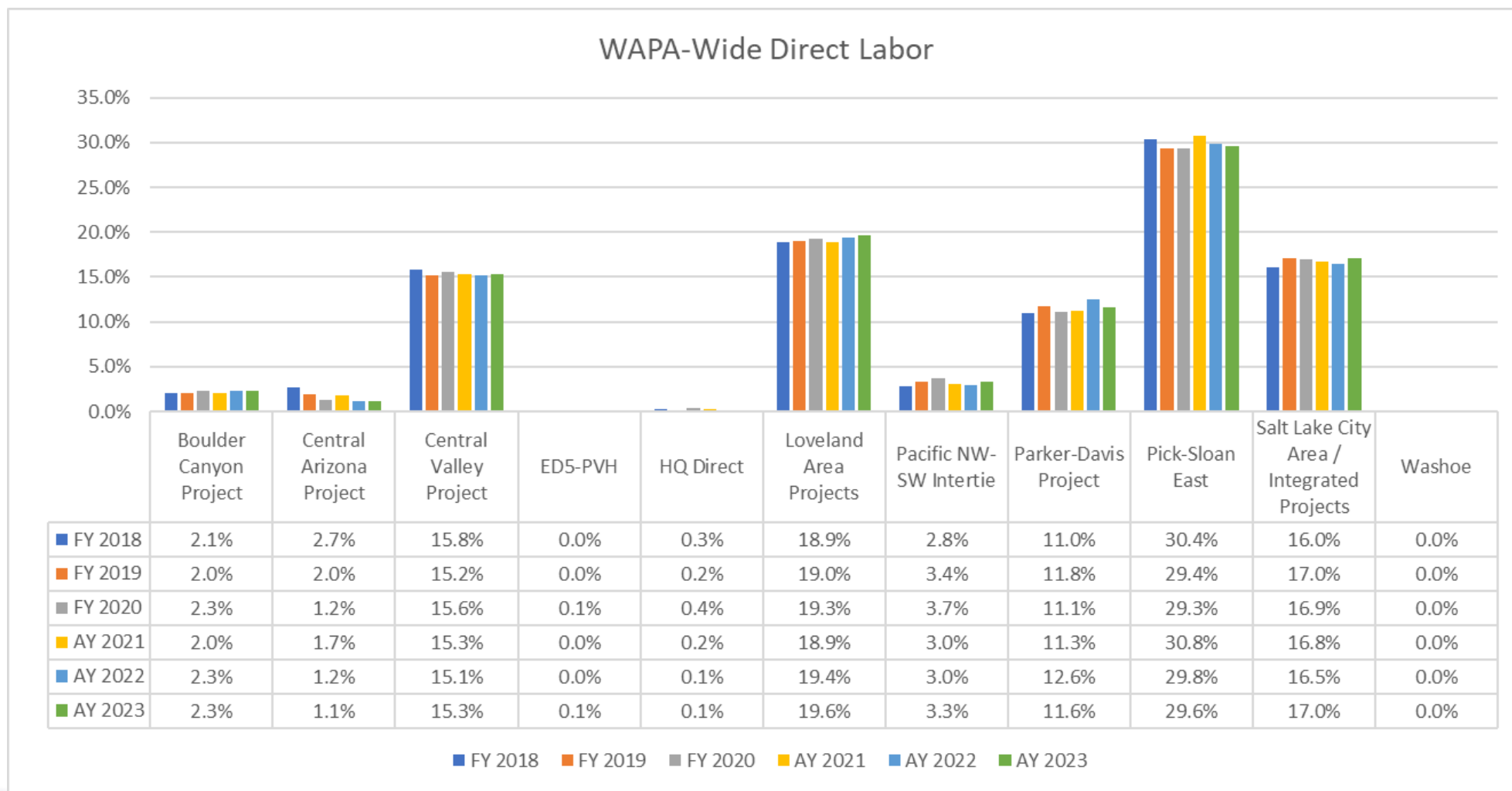
WAPA HQ Trends – Region

WAPA HQ Programs (O&M and Indirect)

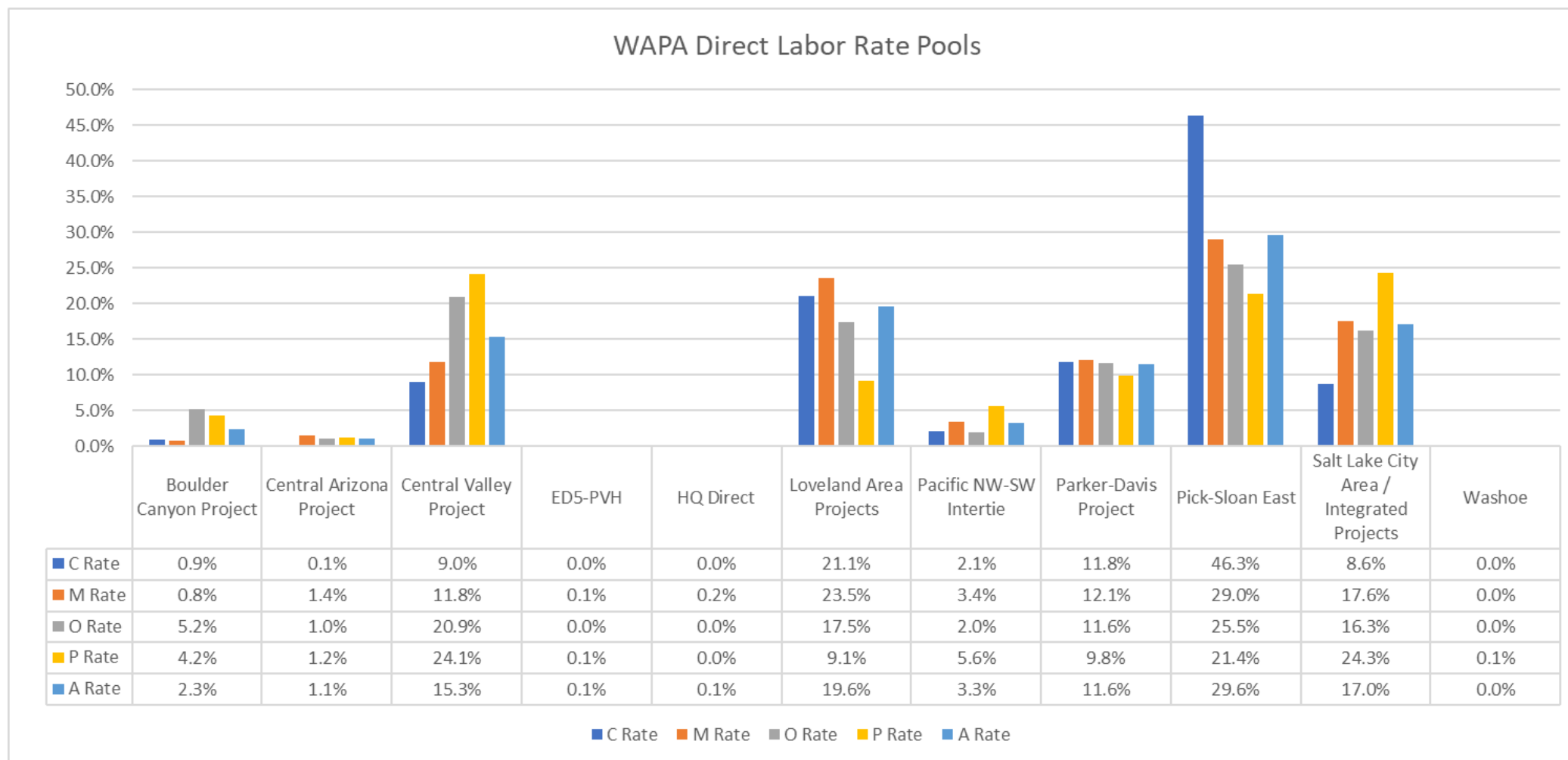


Reference

WAPA Direct Labor Trend



WAPA Direct Labor by Rate Pool



Terms and Definitions

Term	Definition
Indirect	Program requirements that are not assignable to specific projects (i.e. overhead)
Expense	Program requirements that are not capitalized but are related to specific projects
Capital	Program requirements that are capitalized and related to specific projects
Direct	Program requirements from HQ organizations that are charged directly to regional projects (expense/capital)
Direct Allocation	Program requirements from HQ organizations that are charged to a regional indirect cost pool (i.e. regional overhead)
Work Plan	Requirements identified during formulation
Revalidated	Requirements identified after formulation during the beginning of the execution year – remains within formulated control totals

Contact me + follow WAPA

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FY21 Budget vs Actual

Cherie Cottrell

Acting Supervisory Budget Analyst



Parker-Davis Project O&M

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
Maintenance					
ADMSM *	Admin Maintenance Support	\$ 436,606	\$ 1,076,612	\$ (640,007)	247%
COMMM	Communication & Control	\$ 1,820,141	\$ 937,610	\$ 882,530	52%
ENVTM *	Environmental	\$ 1,637,402	\$ 669,059	\$ 968,343	41%
LINCM	Lines, Direct Hrs, No Specific Job	\$ 1,748,990	\$ 1,028,025	\$ 720,965	59%
LINSM	O&M of Trans Lines	\$ 4,767,067	\$ 3,562,818	\$ 1,204,249	75%
STUDM	Transmission / Engineering Studies	\$ 2,729,289	\$ 1,132,792	\$ 1,596,497	42%
SUBCM	Subs, Direct Hrs, No Specific Job	\$ 4,241,558	\$ 2,672,624	\$ 1,568,934	63%
SUBSM *	O&M of Subs & Related Facilities	\$ 6,393,981	\$ 2,400,862	\$ 3,993,120	38%
	Total Maintenance	\$ 23,775,033	\$ 13,480,402	\$ 10,294,631	57%
Non-Maintenance					
BILLM	Power Billing	\$ 847,900	\$ 387,683	\$ 460,217	46%
CAREM	Conserv & Renew Energy	\$ 51,294	\$ 50,708	\$ 585	99%
FINAM	Financial Management	\$ 409,164	\$ 213,740	\$ 195,424	52%
MRKTM	Power Marketing	\$ 3,041,084	\$ 1,905,319	\$ 1,135,766	63%
SAFEM	Safety & Security	\$ 601,024	\$ 300,439	\$ 300,585	50%
SOLDM	Sys Ops & Load Dispatch	\$ 7,256,093	\$ 4,481,870	\$ 2,774,223	62%
SVCFM	DSWR Service Facility Clearing	\$ 1,335,082	\$ 401,376	\$ 933,706	30%
	Total Non-Maintenance	\$ 13,541,641	\$ 7,741,135	\$ 5,800,506	57%
	Subtotal O&M	\$ 37,316,674	\$ 21,221,537	\$ 16,095,137	57%

* ADMSM and ENVTM not previously broken out from SUBSM, consolidated execution is 49%

4/30/2021 is 58% of the fiscal year completed

Parker-Davis Project Capital and Purchase Power

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
Capital O&M (RRADs)					
COMMB	Replace Comm & Control Equip	\$ 363,334	\$ 1,162,523	\$ (799,189)	320%
LINSB	Transmission Lines	\$ 3,127,905	\$ 845,130	\$ 2,282,775	27%
MOVPB	Movable Property	\$ 5,053,204	\$ 35,649	\$ 5,017,556	1%
SUBSB	Replace Substation Equip	\$ 4,363,537	\$ 1,628,299	\$ 2,735,237	37%
	Subtotal Capital O&M (RRADs)	\$ 12,907,980	\$ 3,671,601	\$ 9,236,379	28%
Construction					
Appropriated	Multiple Projects	\$ 19,706,627	\$ 249,407	\$ 19,457,219	1%
Prepayment	Multiple Projects	\$ 8,067,426	\$ 5,961,790	\$ 2,105,636	74%
	Subtotal Construction	\$ 27,774,053	\$ 6,211,198	\$ 21,562,855	22%
Purchase Power & Wheeling (PPW)					
PPW	Purchased Power & Wheeling	\$ 10,000,000	\$ 5,490,836	\$ 4,509,164	55%
	Subtotal PPW	\$ 10,000,000	\$ 5,490,836	\$ 4,509,164	55%
	Grand Total	\$ 87,989,094	\$ 36,595,171	\$ 51,393,923	42%

4/30/2021 is 58% of the fiscal year completed

Intertie Project O&M

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
Maintenance					
ADMSM *	Admin Maintenance Support	\$ 53,342	\$ 208,395	\$ (155,053)	391%
COMMM	Communication & Control	\$ 454,457	\$ 192,935	\$ 261,522	42%
ENVTM *	Environmental	\$ 176,171	\$ 121,444	\$ 54,727	69%
LINCM	Lines, Direct Hrs, No Specific Job	\$ 299,099	\$ 224,828	\$ 74,271	75%
LINSM	O&M of Trans Lines	\$ 487,925	\$ 282,108	\$ 205,817	58%
STUDM	Transmission / Engineering Studies	\$ 443,778	\$ 200,286	\$ 243,492	45%
SUBCM	Subs, Direct Hrs, No Specific Job	\$ 1,764,565	\$ 933,419	\$ 831,145	53%
SUBSM *	O&M of Subs & Related Facilities	\$ 2,537,766	\$ 685,798	\$ 1,851,967	27%
	Total Maintenance	\$ 6,217,103	\$ 2,849,213	\$ 3,367,890	46%
Non-Maintenance					
BILLM	Power Billing	\$ 161,311	\$ 73,419	\$ 87,893	46%
FINAM	Financial Management	\$ 138,814	\$ 68,967	\$ 69,847	50%
MRKTM	Power Marketing	\$ 1,376,835	\$ 667,770	\$ 709,066	49%
SAFEM	Safety & Security	\$ 529,439	\$ 70,532	\$ 458,907	13%
SOLDM	Sys Ops & Load Dispatch	\$ 885,520	\$ 473,249	\$ 412,271	53%
SOLWM	Mead-Phoenix O&M	\$ 1,501,716	\$ 1,486,598	\$ 15,118	99%
SVCFM	DSWR Service Facility Clearing	\$ 307,091	\$ 330,296	\$ (23,205)	108%
	Total Non-Maintenance	\$ 4,900,727	\$ 3,170,830	\$ 1,729,897	65%
	Subtotal O&M	\$ 11,117,829	\$ 6,020,043	\$ 5,097,786	54%

* ADMSM and ENVTM not previously broken out from SUBSM, consolidated execution is 37%

4/30/2021 is 58% of the fiscal year completed

Intertie Project Capital and Purchase Power

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
Capital O&M (RRADs)					
COMMB	Replace Comm & Control Equip	\$ 315,842	\$ -	\$ 315,842	0%
LINSB	Transmission Lines	\$ 3,000,000	\$ 81,182	\$ 2,918,818	3%
MOVPB	Movable Property	\$ 40,000	\$ 22,667	\$ 17,333	57%
SUBSB	Replace Substation Equip	\$ 830,144	\$ 301,616	\$ 528,528	36%
	Subtotal Capital O&M (RRADs)	\$ 4,185,986	\$ 405,465	\$ 3,780,521	10%
Construction					
Appropriated	Multiple Projects	\$ -	\$ (6,488)	\$ 6,488	N/A
Prepayment	Multiple Projects	\$ -	\$ 13,955	\$ (13,955)	N/A
	Subtotal Construction	\$ -	\$ 7,467	\$ (7,467)	0%
PPW					
PPW	Purchased Power & Wheeling	\$ 4,000,000	\$ 1,902,501	\$ 2,097,499	48%
	Subtotal PPW	\$ 4,000,000	\$ 1,902,501	\$ 2,097,499	48%
	Grand Total	\$ 19,303,815	\$ 8,335,476	\$ 10,968,339	43%

4/30/2021 is 58% of the fiscal year completed

FY22 Work Plan Correction

Cherie Cottrell

Acting Supervisory Budget Analyst

Revised FY22 Work Plan

The FY22 work plan previously presented had a reporting error that was not discovered until the FY23 budget formulation. Details of the changes are posted to our website:

Parker-Davis Project – (\$199K)

- Primarily shifts between maintenance activities:
 - SUBSM – (\$1.8M)
 - SUBCM – \$508K
 - LINCM – \$481K
 - LINSM – \$262K
 - ADMSM – \$225K

Intertie Project – (\$63K)

- Primarily shifts between non-maintenance activities:
 - SOLDM – \$172K
 - MRKTM – (\$157K)
 - BILLM – (\$132K)

FY23 Work Plan

Cherie Cottrell

Acting Supervisory Budget Analyst



FY23 Work Plan Formulation - Overview

- To reduce upward pressure on rates, DSW repeated the FY22 effort of a thorough review of the work plan after initial calculations indicated a sizable increase
- DSW reduced O&M costs wherever possible and ensured we are properly budgeting for support of capital projects
- Parker-Davis Project O&M is a 9% increase and capital O&M decreased by 5%, with an overall increase of 23%.
- Intertie O&M increased by 13% and capital O&M decreased by 38%, with an overall increase of 23%
- The changes to the O&M Work Plan for FY23 are higher than the typical rate of inflation due to increases in burdened labor rates, vegetation management and Arc Flash requirements to ensure the reliability of the power systems

FY23 Work Plan Formulation – Energy Imbalance

Pending a decision on market participation for DSW, energy imbalance market (EIM) costs are excluded from the work plan amounts shown today:

- WAPA will capitalize nearly all of the implementation costs – estimated at \$14.9M for EIM or \$12.9M for Western Energy Imbalance Service (WEIS)
- Capitalizing the implementation costs will minimize the rate impact
- Repayment of the capitalized costs will begin the year after implementation is complete – estimated to be FY24
- FY22 and FY23 O&M execution is expected to be lower as staff charges time toward implementation
- Ongoing imbalance costs – estimated at \$2.1M for either EIM or WEIS will begin in FY24

Parker-Davis Project O&M

FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
Maintenance					
N/FGPD ADMSM	Admin Maintenance Support	\$ 2,045,759	\$ 1,181,586	\$ (864,173)	-42%
N/FGPD COMMM	Communication & Control	\$ 1,723,289	\$ 1,819,909	\$ 96,620	6%
N/FGPD ENVTM	Environmental	\$ 990,198	\$ 993,634	\$ 3,436	0%
N/FGPD LINCM	Lines, Direct Hrs, No Specific Job	\$ 2,183,537	\$ 2,690,622	\$ 507,085	23%
N/FGPD LINSM	O&M of Trans Lines	\$ 3,094,860	\$ 3,362,656	\$ 267,796	9%
N/FGPD STUDM	Transmission/Engineering Studies	\$ 2,949,352	\$ 2,525,117	\$ (424,235)	-14%
N/FGPD SUBCM	Subs, Direct Hrs, No Specific Job	\$ 3,465,589	\$ 4,200,108	\$ 734,519	21%
N/FGPD SUBSM	O&M of Subs & Related Facilities	\$ 5,531,365	\$ 7,903,473	\$ 2,372,108	43%
	Total Maintenance	\$ 21,983,949	\$ 24,677,106	\$ 2,693,157	12%
Non-Maintenance					
N/FGPD BILLM	Power Billing	\$ 819,807	\$ 5,532		
N/FGPD BILLK	Power Billing		\$ 559,530	\$ (254,745)	-31%
N/FGPD CAREM	Conserv & Renew Energy	\$ 45,663	\$ -		
N/FGPD CAREK	Conserv & Renew Energy		\$ 48,598	\$ 2,935	6%
N/FGPD FINAM	Financial Management	\$ 262,400	\$ 494,915	\$ 232,515	89%
N/FGPD MRKTM	Power Marketing	\$ 4,002,140			
N/FGPD MRKTK	Power Marketing		\$ 4,855,311	\$ 853,171	21%
N/FGPD SAFEM	Safety & Security	\$ 541,600	\$ 563,950	\$ 22,350	4%
N/FGPD SOLDM	Sys Ops & Load Dispatch	\$ 7,889,509	\$ 738		
N/FGPD SOLDK	Sys Ops & Load Dispatch		\$ 7,817,990	\$ (70,781)	-1%
N/FGPD SVCFM	DSWR Service Facility Clearing	\$ 1,124,027	\$ 963,429	\$ (160,598)	-14%
	Total Non-Maintenance	\$ 14,685,146	\$ 15,309,993	\$ 624,847	4%
	Subtotal O&M	\$ 36,669,095	\$ 39,987,099	\$ 3,318,004	9%

Parker-Davis Project Capital and PPW FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
Capital O&M					
N/FGPD COMMB	Replace Comm & Control Equip	\$ 1,446,000	\$ 1,204,934	\$ (241,066)	-17%
N/FGPD LINSB	Transmission Lines	\$ -	\$ 260,855	\$ 260,855	100%
N/FGPD MOVPB	Movable Property	\$ 3,550,000	\$ 2,929,009	\$ (620,991)	-17%
N/FGPD SUBSB	Replace Substation Equip	\$ 3,708,000	\$ 3,905,128	\$ 197,128	5%
	Subtotal Capital O&M	\$ 8,704,000	\$ 8,299,926	\$ (404,074)	-5%
Construction					
Appropriated	Multiple Projects	\$ 10,369,000	\$ 2,721,349	\$ (7,647,651)	-74%
Prepayment	Multiple Projects	\$ 6,939,000	\$ 28,012,453	\$ 21,073,453	304%
	Subtotal Construction	\$ 17,308,000	\$ 30,733,802	\$ 13,425,802	78%
PPW					
N/FGPD PPW	Purchased Power & Wheeling	\$ 12,000,000	\$ 12,502,471	\$ 502,471	4%
	Subtotal PPW	\$ 12,000,000	\$ 12,502,471	\$ 502,471	4%
	Grand Total	\$ 74,681,095	\$ 91,523,298	\$ 16,842,203	23%

Intertie Project O&M

FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
Maintenance					
N/FGIN ADMSM	Admin Maintenance Support	\$ 585,791	\$ 447,858	\$ (137,933)	-24%
N/FGIN COMMM	Communication & Control	\$ 434,037	\$ 379,393	\$ (54,644)	-13%
N/FGIN ENVTM	Environmental	\$ 175,139	\$ 190,914	\$ 15,775	9%
N/FGIN LINCM	Lines, Direct Hrs, No Specific Job	\$ 326,148	\$ 453,283	\$ 127,135	39%
N/FGIN LINSM	O&M of Trans Lines	\$ 264,998	\$ 174,471	\$ (90,527)	-34%
N/FGIN STUDM	Transmission/Engineering Studies	\$ 498,484	\$ 527,001	\$ 28,517	6%
N/FGIN SUBCM	Subs, Direct Hrs, No Specific Job	\$ 1,575,217	\$ 2,021,410	\$ 446,193	28%
N/FGIN SUBSM	O&M of Subs & Related Facilities	\$ 2,786,858	\$ 3,175,082	\$ 388,224	14%
	Total Maintenance	\$ 6,646,672	\$ 7,369,413	\$ 722,741	11%
Non-Maintenance					
N/FGIN BILLM	Power Billing	\$ 107,419	\$ 1,106		
N/FGIN BILLK	Power Billing		\$ 198,199	\$ 91,887	86%
N/FGIN FINAM	Financial Management	\$ 73,014	\$ 168,483	\$ 95,469	131%
N/FGIN MRKTM	Power Marketing	\$ 1,597,079	\$ -		
N/FGIN MRKTK	Power Marketing		\$ 1,552,729	\$ (44,350)	-3%
N/FGIN SAFEM	Safety & Security	\$ 70,839	\$ 77,202	\$ 6,363	9%
N/FGIN SOLDM	Sys Ops & Load Dispatch	\$ 929,912	\$ -		
N/FGIN SOLD0	Sys Ops & Load Dispatch		\$ 812,173	\$ (117,739)	-13%
N/FGIN SOLWM	Mead-Phoenix O&M	\$ 1,502,027	\$ 2,202,138	\$ 700,111	47%
N/FGIN SVCFM	DSWR Service Facility Clearing	\$ 265,705	\$ 224,847	\$ (40,858)	-15%
	Total Non-Maintenance	\$ 4,545,995	\$ 5,236,878	\$ 690,883	15%
	Subtotal O&M	\$ 11,192,667	\$ 12,606,291	\$ 1,413,624	13%

Intertie Project Capital and PPW FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
Capital O&M					
N/FGIN LINSB	Transmission Lines	\$ 3,100,000	\$ 1,428,442	\$ (1,671,558)	-54%
N/FGIN MOVPB	Movable Property	\$ 180,000	\$ 40,000	\$ (140,000)	-78%
N/FGIN SUBSB	Replace Substation Equip	\$ 560,000	\$ 915,632	\$ 355,632	64%
	Subtotal Capital O&M	\$ 3,840,000	\$ 2,384,074	\$ (1,455,926)	-38%
Construction					
Appropriated	Multiple Projects	\$ -	\$ 617,037	\$ 617,037	100%
Prepayment	Multiple Projects	\$ -	\$ 2,003,695	\$ 2,003,695	100%
	Subtotal Construction	\$ -	\$ 2,620,732	\$ 2,620,732	100%
PPW					
N/FGIN PPW	Purchased Power & Wheeling	\$ 3,000,000	\$ 4,500,000	\$ 1,500,000	50%
	Subtotal PPW	\$ 3,000,000	\$ 4,500,000	\$ 1,500,000	50%
	Grand Total	\$ 18,032,667	\$ 22,111,097	\$ 4,078,430	23%

Parker-Davis Project

Safety

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
SAFEM	Safety & Security	\$ 601,024	\$ 300,439	\$ 300,585	50%

- Lower execution rate is due to division being only 50% manned
- Higher execution occurs in the last quarter for scheduled facility inspections and safety training

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGPD SAFEM	Safety & Security	\$ 541,600	\$ 563,950	\$ 22,350	4%

- Increase is due to the security guard contract

Intertie Project

Safety

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
SAFEM	Safety & Security	\$ 529,439	\$ 70,532	\$ 458,907	13%

- Lower execution is due to division being only 50% manned
- Higher execution occurs in the last quarter for scheduled facility inspections and safety training

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGIN SAFEM	Safety & Security	\$ 70,839	\$ 77,202	\$ 6,363	9%

- Increase is due to the security guard contract

Parker-Davis Project

Service Facility Clearing

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
SVCFM	DSWR Service Facility Clearing	\$ 1,335,082	\$ 401,376	\$ 933,706	30%

- Last quarterly clearing had an error and will be corrected in June, actual execution rate is 44%

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGPD SVCFM	DSWR Service Facility Clearing	\$ 1,124,027	\$ 963,429	\$ (160,598)	-14%

- Decrease is due to consolidating contracts, focus on capital projects has decreased O&M costs

Intertie Project

Service Facility Clearing

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
SVCFM	DSWR Service Facility Clearing	\$ 307,091	\$ 330,296	\$ (23,205)	108%

- Last quarterly clearing had an error and will be corrected in June, actual execution rate is 46%

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGIN SVCFM	DSWR Service Facility Clearing	\$ 265,705	\$ 224,847	\$ (40,858)	-15%

- Decrease is due to consolidating contracts, focus on capital projects has decreased O&M costs

Parker-Davis Project

Financial Management

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
FINAM	Financial Management	\$ 409,164	\$ 213,740	\$ 195,424	52%

- Revalidated FY21 budget included employees transferred from Power Marketing to Finance
- Decreased travel costs due to virtual meetings

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGPD FINAM	Financial Management	\$ 262,400	\$ 494,915	\$ 232,515	89%

- Employees transferred from Power Marketing to Finance

Intertie Project

Financial Management

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
FINAM	Financial Management	\$ 138,814	\$ 68,967	\$ 69,847	50%

- Revalidated FY21 budget included employees transferred from Power Marketing to Finance
- Decreased travel costs due to virtual meetings

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGIN FINAM	Financial Management	\$ 73,014	\$ 168,483	\$ 95,469	131%

- Employees transferred from Power Marketing to Finance

Transmission System Asset Management

Mike Simonton

*Acting Vice President of Transmission
System Asset Management*

Mission

Ensures the safety and reliability of the transmission system through operations and maintenance activities of three divisions:

- Engineering and Construction
- Protection and Communications
- Substation and Transmission Line Maintenance

Parker-Davis Project

FY21 Budget Execution

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
Maintenance					
ADMSM *	Admin Maintenance Support	\$ 436,606	\$ 1,076,612	\$ (640,007)	247%
COMMM	Communication & Control	\$ 1,820,141	\$ 937,610	\$ 882,530	52%
ENVTM *	Environmental	\$ 1,637,402	\$ 669,059	\$ 968,343	41%
LINCM	Lines, Direct Hrs, No Specific Job	\$ 1,748,990	\$ 1,028,025	\$ 720,965	59%
LINSM	O&M of Trans Lines	\$ 4,767,067	\$ 3,562,818	\$ 1,204,249	75%
STUDM	Transmission / Engineering Studies	\$ 2,729,289	\$ 1,132,792	\$ 1,596,497	42%
SUBCM	Subs, Direct Hrs, No Specific Job	\$ 4,241,558	\$ 2,672,624	\$ 1,568,934	63%
SUBSM *	O&M of Subs & Related Facilities	\$ 6,393,981	\$ 2,400,862	\$ 3,993,120	38%
	Total Maintenance	\$ 23,775,033	\$ 13,480,402	\$ 10,294,631	57%

* ADMSM and ENVTM not previously broken out from SUBSM, consolidated execution is 49%

- Positioned to execute FY21 O&M budget
- On track to execute at 100% for the fiscal year

Intertie Project

FY21 Budget Execution

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
Maintenance					
ADMSM *	Admin Maintenance Support	\$ 53,342	\$ 208,395	\$ (155,053)	391%
COMMM	Communication & Control	\$ 454,457	\$ 192,935	\$ 261,522	42%
ENVTM *	Environmental	\$ 176,171	\$ 121,444	\$ 54,727	69%
LINCM	Lines, Direct Hrs, No Specific Job	\$ 299,099	\$ 224,828	\$ 74,271	75%
LINSM	O&M of Trans Lines	\$ 487,925	\$ 282,108	\$ 205,817	58%
STUDM	Transmission / Engineering Studies	\$ 443,778	\$ 200,286	\$ 243,492	45%
SUBCM	Subs, Direct Hrs, No Specific Job	\$ 1,764,565	\$ 933,419	\$ 831,145	53%
SUBSM *	O&M of Subs & Related Facilities	\$ 2,537,766	\$ 685,798	\$ 1,851,967	27%
Total Maintenance		\$ 6,217,103	\$ 2,849,213	\$ 3,367,890	46%

* ADMSM and ENVTM not previously broken out from SUBSM, consolidated execution is 37%

- Under executing by ~12%
 - Crew focus on other power systems and capital projects
 - Workload patterns vary between programs within the fiscal year
- On track to execute at 100% for the fiscal year

Parker-Davis Project

FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
Maintenance					
N/FGPD ADMSM	Admin Maintenance Support	\$ 2,045,759	\$ 1,181,586	\$ (864,173)	-42%
N/FGPD COMMM	Communication & Control	\$ 1,723,289	\$ 1,819,909	\$ 96,620	6%
N/FGPD ENVTM	Environmental	\$ 990,198	\$ 993,634	\$ 3,436	0%
N/FGPD LINCM	Lines, Direct Hrs, No Specific Job	\$ 2,183,537	\$ 2,690,622	\$ 507,085	23%
N/FGPD LINSM	O&M of Trans Lines	\$ 3,094,860	\$ 3,362,656	\$ 267,796	9%
N/FGPD STUDM	Transmission/Engineering Studies	\$ 2,949,352	\$ 2,525,117	\$ (424,235)	-14%
N/FGPD SUBCM	Subs, Direct Hrs, No Specific Job	\$ 3,465,589	\$ 4,200,108	\$ 734,519	21%
N/FGPD SUBSM	O&M of Subs & Related Facilities	\$ 5,531,365	\$ 7,903,473	\$ 2,372,108	43%
Total Maintenance		\$ 21,983,949	\$ 24,677,106	\$ 2,693,157	12%

- 10% increase in O&M labor rates (~\$1.2M)
Maintenance represents 59% of DSW Federal employees
- Labor hours shifting among programs (O&M / Capital) and power systems – FY22 low with FY23 normalizing towards historical averages

Intertie Project

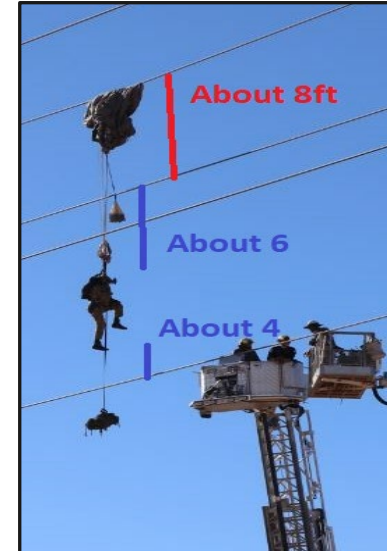
FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
Maintenance					
N/FGIN ADMSM	Admin Maintenance Support	\$ 585,791	\$ 447,858	\$ (137,933)	-24%
N/FGIN COMMM	Communication & Control	\$ 434,037	\$ 379,393	\$ (54,644)	-13%
N/FGIN ENVTM	Environmental	\$ 175,139	\$ 190,914	\$ 15,775	9%
N/FGIN LINCM	Lines, Direct Hrs, No Specific Job	\$ 326,148	\$ 453,283	\$ 127,135	39%
N/FGIN LINSM	O&M of Trans Lines	\$ 264,998	\$ 174,471	\$ (90,527)	-34%
N/FGIN STUDM	Transmission/Engineering Studies	\$ 498,484	\$ 527,001	\$ 28,517	6%
N/FGIN SUBCM	Subs, Direct Hrs, No Specific Job	\$ 1,575,217	\$ 2,021,410	\$ 446,193	28%
N/FGIN SUBSM	O&M of Subs & Related Facilities	\$ 2,786,858	\$ 3,175,082	\$ 388,224	14%
Total Maintenance		\$ 6,646,672	\$ 7,369,413	\$ 722,741	11%

- 10% increase in O&M labor rates (~\$350K)
Maintenance represents 59% of DSW Federal employees
- Increase in Integrated Vegetation Management program (~500K)
5-year cycle of herbicide treatment

FY 2021 Accomplishments

- Field crews have completed critical maintenance and replacements despite COVID-19 restrictions and concerns
 - Safety First: No major injuries
 - Successfully navigated NERC audit
 - Balanced O&M execution with active capital projects
 - Adjusted to unique and restrictive COVID protocols
 - Focused on mission critical work with minimal crew sizes
- Frequent call-outs and emergency responses
 - 3rd Party Vehicle Collision with Wood Pole SON-WFD (October)
 - Paratrooper Entangled in ED5-TTT (February)
 - Helicopter Clipped GLA-KNB (March)
- Wildfire Mitigation
 - 50+ wildfires near or under DSW lines
 - No reliability impacts or structure damage




Upcoming Initiatives

- Enhancement of Asset Management Data
 - Use of AM data as an asset
 - Further integration in workload planning initiatives
- Human External Cargo (Longline)
 - Further train and increase capabilities
 - Expand use throughout the system (time and money saver)
- Arc Flash Studies
 - Establishing status for various locations
 - Getting in compliance with regulations
- Continual work on needed technology updates
 - Communications Improvements Ongoing
 - Mead Disturbance Monitoring Equipment
 - Relay Upgrades



April 2021
LIB-PAD
Repairs

 WARNING	
Arc Flash and Shock Hazard Appropriate PPE Required	
2' - 0" 2.3 #1	Flash Hazard Boundary cal/cm ² Flash Hazard at 18 Inches PPE Level FR shirt and FR pants or FR coverall
0.48 3' - 6" 1' - 0" 0' - 1"	kV Shock Hazard when cover is removed Limited Approach Restricted Approach - Class 00 Voltage Gloves Prohibited Approach - Class 00 Voltage Gloves
Equipment Name: PNL-3 (Fed by: BL-2) [Date of Study]	

Operations

Jonathan Aust
Operations Manager

Mission

The Power Operations Organization strives to provide cost-effective and efficient services in support of the safe and reliable operation of the Bulk Electric System through partnerships with our customers, neighboring utilities and generating agencies

Parker-Davis Project

FY21 Budget Execution

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
SOLDM	Sys Ops & Load Dispatch	\$ 7,256,093	\$ 4,481,870	\$ 2,774,223	62%

- Overall Execution is slightly higher than expected
 - 62% execution versus ~54% through FY
 - Increased OT due to desk vacancies
 - Change in overall Op's split based on decommissioning of the Navajo Plant – Accounted for in future years budgets
- PD overages will be covered by lack of Travel/Training budget execution

Intertie Project

FY21 Budget Execution

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
SOLDM	Sys Ops & Load Dispatch	\$ 885,520	\$ 473,249	\$ 412,271	53%
SOLWM	Mead-Phoenix O&M	\$ 1,501,716	\$ 1,486,598	\$ 15,118	99%

- Mead-Phoenix O&M is obligated at the beginning of FY
- Charges are then decremented from that obligation, no further charges expected this FY

Parker-Davis Project

FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGPD SOLDM	Sys Ops & Load Dispatch	\$ 7,889,509	\$ 738		
N/FGPD SOLD0	Sys Ops & Load Dispatch		\$ 7,817,990	\$ (70,781)	-1%

- Slight changes within the overall charging:
 - Small increase in Op's split based on Navajo Retirement
 - Overall down 1% due to projected budget increase year-over-year

Intertie Project

FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGIN SOLDM	Sys Ops & Load Dispatch	\$ 929,912	\$ -		
N/FGIN SOLDO	Sys Ops & Load Dispatch		\$ 812,173	\$ (117,739)	-13%
N/FGIN SOLWM	Mead-Phoenix O&M	\$ 1,502,027	\$ 2,202,138	\$ 700,111	47%

- ~13% decrease change from FY22 to FY23 contains the following:
 - Reduction in staff related to transmission mile portion of OP's split
 - Adjustment of charging by OP's based on work done
- Increase in Mead-Phoenix O&M
 - Increase in staff reporting Finance in support of Mead-Phoenix
 - Changes in charging for both Finance and Power Marketing regarding work done for Mead-Phoenix

FY21 Accomplishments

- Implemented addition Hoover Dynamic signals Metropolitan Water District and Valley Electric Association creating further efficiency for WALC regulating capacity
- Changes to access rights to the Dynamic Scheduling Portal, enabling submittal of Capacity Schedule changes for future hours
- SCADA/EMS upgrade for Phoenix/Loveland Control center (final test June 18th)

Upcoming Initiatives

- Replace Asynchronous Data Links with RTAC RTUs
- Implement customer request for Hoover Dynamic Schedule to CAISO (20.2 MW)
- Implement EI market based on market decision
- Analyze change of Reserve Sharing Group

Power Marketing

Jim Kendrick

Vice President of Power Marketing

Mission

Power Marketing formulates and directs policies and procedures for the marketing of federal power for the region, including establishment of power system rates, contract negotiation, energy accounting, and merchant function management

Parker-Davis Project

FY 2021 Budget Execution

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
BILLM	Power Billing	\$ 847,900	\$ 387,683	\$ 460,217	46%
CAREM	Conserv & Renew Energy	\$ 51,294	\$ 50,708	\$ 585	99%
MRKTM	Power Marketing	\$ 3,041,084	\$ 1,905,319	\$ 1,135,766	63%

- Early in the year had openings in Power Billing. Currently fully staffed.
- CAREM charged incorrectly from another department, to be adjusted

Intertie Project

FY 2021 Budget Execution

Budget Activity	Description	FY21 Revalidated Budget	FY21 Actuals (4/30/2021)	Balance	FY21 Execution %
BILLM	Power Billing	\$ 161,311	\$ 73,419	\$ 87,893	46%
MRKTM	Power Marketing	\$ 1,376,835	\$ 667,770	\$ 709,066	49%

- Early in the year had openings in Power Billing. Currently fully staffed.

Parker-Davis Project

FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGPD BILLM	Power Billing	\$ 819,807	\$ 5,532		
N/FGPD BILLK	Power Billing		\$ 559,530	\$ (254,745)	-31%
N/FGPD CAREM	Conserv & Renew Energy	\$ 45,663	\$ -		
N/FGPD CAREK	Conserv & Renew Energy		\$ 48,598	\$ 2,935	6%
N/FGPD MRKTM	Power Marketing	\$ 4,002,140			
N/FGPD MRKTK	Power Marketing		\$ 4,855,311	\$ 853,171	21%

- Power Billing reduction due to realignment and activity based cost accounting as well as more equitable distribution of labor hours over the power systems
- Power Marketing increase due to organization shift of responsibilities from Finance to Power Billing and shifts from EMMO to Power Billing, as well as wage increases in Contracts, EMMO, and general increases

Intertie Project

FY22 to FY23 Comparison

Budget Activity	Description	FY22 Work Plan	FY23 Work Plan	Difference FY22 / FY23	% Change FY22-FY23
N/FGIN BILLM	Power Billing	\$ 107,419	\$ 1,106		
N/FGIN BILLK	Power Billing		\$ 198,199	\$ 91,887	86%
N/FGIN MRKTM	Power Marketing	\$ 1,597,079	\$ -		
N/FGIN MRKTK	Power Marketing		\$ 1,552,729	\$ (44,350)	-3%

- Power Billing reduction due to realignment as well as adjustments across power systems
- Re-adjustment due to historical execution levels and increases in capital work

FY21 Accomplishments

- Proposal extending the formula rates for BA ancillary service, Parker-Davis and Intertie projects NITS, and transmission losses
- Over 30 transmission contracts executed
- Coordinated with customers on a combined rates analysis
- Held informal customer outreach and educational meetings for Parker-Davis Project Post-2028 Marketing Initiative
- Processed 6 customer IRP's

Upcoming Initiatives

- Finalizing options within Energy Imbalance Market framework (Decision August 2021)
- Continue process for Parker-Davis Project Marketing Initiative
- Collaboration on drought mitigation options
- Continue to explore a combined transmission rate
- Hydropower MOU modeling tools and study

O&M Work Plan Rate Analysis

Tina Ramsey
Rates Manager

Parker-Davis Project

Generation - Work Plan Analysis

Budget Activity Description		FY21		FY22			FY23		
		Levelled	Contribution to Rate	Levelled	Contribution to Rate	% Change Annual	Levelled	Contribution to Rate	% Change Annual
Work Plan Maintenance									
N/FGPD ADMSM	Admin Maintenance Support	\$ -	-	\$ -	-		\$ -	-	
N/FGPD COMMM	Communication & Control	19,486	0.01	18,449	0.01	-5%	19,484	0.01	6%
N/FGPD ENVTM	Environmental	-	-	-	-		-	-	
N/FGPD LINCM	Lines, Direct Hrs. No Specific Job	-	-	-	-		-	-	
N/FGPD LINSM	O&M of Trans Lines	-	-	-	-		-	-	
N/FGPD STUDM	Transmission/Engineering Studies	-	-	-	-		-	-	
N/FGPD SUBCM	Subs, Direct Hrs. No Specific Job	-	-	-	-		-	-	
N/FGPD SUBSM	O&M of Subs & Related Facilities	-	-	-	-		-	-	
Subtotal		\$ 19,486	0.01	\$ 18,449	0.01		\$ 19,484	0.01	
Work Plan Non-Maintenance									
N/FGPD BILLM/K	Power Billing	\$ 354,935	0.25	\$ 337,566	0.24	-5%	\$ 232,673	0.16	-31%
N/FGPD CAREM/K	Conserv & Renew Energy	51,294	0.04	45,663	0.03	-11%	48,598	0.03	6%
N/FGPD FINAM	Financial Management	93,547	0.07	108,047	0.08	16%	203,789	0.14	89%
N/FGPD MRKTM/K	Power Marketing	1,561,579	1.10	2,140,598	1.50	37%	3,046,378	2.14	42%
N/FGPD SAFEM	Safety & Security	-	-	-	-		-	-	
N/FGPD SOLDM/O	Sys Ops & Load Dispatch	71,492	0.05	77,631	0.05	9%	83,545	0.06	8%
N/FGPD SVCFM	DSWR Service Facility Clearing	-	-	-	-		-	-	
Subtotal		\$ 2,132,847	1.50	\$ 2,709,505	1.90		\$ 3,614,983	2.54	
Total Work Plan		\$ 2,152,333	1.51	\$ 2,727,954	1.91	27%	\$ 3,634,467	2.55	33%
WAPA Other Expenses		193,554	0.14	193,554	0.14	0%	193,554	0.14	0%
BOR O&M		11,668,000	8.19	11,668,000	8.19	0%	11,668,000	8.19	0%
BOR Replacements		-	-	-	-		-	-	
Purchase Power & Wheeling		5,260,810	3.69	5,260,810	3.69	0%	5,260,810	3.69	0%
Principal & Interest		1,079,333	0.76	1,079,333	0.76	0%	1,079,333	0.76	0%
Total Expenses		\$ 20,354,030	14.28	\$ 20,929,651	14.69		\$ 21,836,164	15.32	
Other Revenue		\$ 250,000	(0.18)	\$ 250,000	(0.18)	0%	\$ 250,000	(0.18)	0%
Carryover Revenue		623,665	(0.44)	623,665	(0.44)		623,665	(0.44)	
Total Offsets		\$ 873,665	(0.61)	\$ 873,665	(0.61)		\$ 873,665	(0.61)	
Revenue Requirement		\$ 19,480,365		\$ 20,055,986		3%	\$ 20,962,499		5%
Sales (kWh)		1,425,045		1,425,045		0%	1,425,045		0%

Parker-Davis Project
Transmission - Work Plan Analysis

Budget Activity Description		FY21		FY22			FY23		
		Leveled	Contribution to Rate	Leveled	Contribution to Rate	% Change Annual	Leveled	Contribution to Rate	% Change Annual
Work Plan Maintenance									
N/FGPD ADMSM	Admin Maintenance Support	\$ 436,606	0.17	\$ 2,045,759	0.79	369%	\$ 1,181,586	0.46	-42%
N/FGPD COMMM	Communication & Control	1,800,655	0.70	1,704,840	0.66	-5%	1,800,425	0.70	6%
N/FGPD ENVTM	Environmental	1,637,402	0.64	990,198	0.38	-40%	993,634	0.39	0%
N/FGPD LINCM	Lines, Direct Hrs. No Specific Job	1,748,990	0.68	2,183,537	0.85	25%	2,690,622	1.04	23%
N/FGPD LINSM	O&M of Trans Lines	4,879,478	1.89	3,094,860	1.20	-37%	3,362,656	1.30	9%
N/FGPD STUDM	Transmission/Engineering Studies	2,729,289	1.06	2,949,352	1.14	8%	2,525,117	0.98	-14%
N/FGPD SUBCM	Subs, Direct Hrs. No Specific Job	4,241,558	1.65	3,465,589	1.34	-18%	4,200,108	1.63	21%
N/FGPD SUBSM	O&M of Subs & Related Facilities	6,281,570	2.44	5,531,365	2.15	-12%	7,903,473	3.07	43%
Subtotal		\$ 23,755,548	9.22	\$ 21,965,500	8.52		\$ 24,657,621	9.57	
Work Plan Non-Maintenance									
N/FGPD BILLM/K	Power Billing	\$ 492,965	0.19	\$ 482,238	0.19	-2%	\$ 332,389	0.13	-31%
N/FGPD CAREM/K	Conserv & Renew Energy	-	-	-	-		-	-	
N/FGPD FINAM	Financial Management	129,928	0.05	154,354	0.06	19%	291,127	0.11	89%
N/FGPD MRKTM/K	Power Marketing	1,525,196	0.59	1,861,543	0.72	22%	1,808,933	0.70	-3%
N/FGPD SAFEM	Safety & Security	601,024	0.23	541,600	0.21	-10%	563,950	0.22	4%
N/FGPD SOLDM/O	Sys Ops & Load Dispatch	7,324,602	2.84	7,811,878	3.03	7%	7,735,182	3.00	-1%
N/FGPD SVCFM	DSWR Service Facility Clearing	1,335,082	0.52	1,124,027	0.44	-16%	963,429	0.37	-14%
Subtotal		\$ 11,408,797	4.43	\$ 11,975,640	4.65		\$ 11,695,010	4.54	
Total Work Plan		\$ 35,164,345	13.47	\$ 33,941,140	12.37	-3%	\$ 36,352,631	13.64	7%
WAPA Other Expenses		1,099,276	0.43	1,099,276	0.43	0%	1,099,276	0.43	0%
BOR O&M		-	-	-	-		-	-	
BOR Replacements		-	-	-	-		-	-	
Purchase Power & Wheeling		1,900,000	0.74	1,900,000	0.74	0%	1,900,000	0.74	0%
Principal & Interest		25,568,804	9.92	25,568,804	9.92	0%	25,568,804	9.92	0%
Total Expenses		\$ 63,732,425	24.72	\$ 62,509,220	24.25		\$ 64,920,711	25.18	
Other Revenue		\$ 6,513,374	(2.53)	\$ 6,513,374	(2.53)	0%	\$ 6,513,374	(2.53)	0%
Carryover Revenue		4,013,754	(1.56)	4,013,754	(1.56)		4,013,754	(1.56)	
Total Offsets		\$ 10,527,128	(4.08)	\$ 10,527,128	(4.08)		\$ 10,527,128	(4.08)	
Revenue Requirement		\$ 53,205,297		\$ 51,982,092		-2%	\$ 54,393,583		5%
Sales (kWh)		2,577,776		2,577,776		0%	2,577,776		0%

Intertie Project

Work Plan Analysis

Budget Activity Description		FY22		FY23		
		Amount	Contribution to Rate	Amount	Contribution to Rate	% Change
Work Plan Maintenance						
N/FGIN ADMSM	Admin Maintenance Support	\$ 585,791	\$ 0.36	\$ 447,858	\$ 0.27	-24%
N/FGIN COMMM	Communication & Control	434,037	0.26	379,393	0.23	-13%
N/FGIN ENVTM	Environmental	175,139	0.11	190,914	0.12	9%
N/FGIN LINCM	Lines, Direct Hrs. No Specific Job	326,148	0.20	453,283	0.28	39%
N/FGIN LINSM	O&M of Trans Lines	264,998	0.16	174,471	0.11	-34%
N/FGIN STUDM	Transmission/Engineering Studies	498,484	0.30	527,001	0.32	6%
N/FGIN SUBCM	Subs, Direct Hrs. No Specific Job	1,575,217	0.96	2,021,410	1.23	28%
N/FGIN SUBSM	O&M of Subs & Related Facilities	2,786,858	1.69	3,175,082	1.93	14%
	Subtotal	\$ 6,646,672	\$ 4.04	\$ 7,369,412	\$ 4.48	
Work Plan Non-Maintenance						
N/FGIN BILLM/K	Power Billing	\$ 107,419	\$ 0.07	\$ 199,306	\$ 0.12	86%
N/FGIN FINAM	Financial Management	73,014	0.04	168,483	0.10	131%
N/FGIN MRKTM/K	Power Marketing	1,597,079	0.97	1,552,729	0.94	-3%
N/FGIN SAFEM	Safety & Security	70,839	0.04	77,202	0.05	9%
N/FGIN SOLDM/O	Sys Ops & Load Dispatch	929,912	0.56	812,173	0.49	-13%
N/FGIN SOLWM	Mead-Phoenix O&M	1,502,027	0.91	2,202,138	1.34	47%
N/FGIN SVCFM	DSWR Service Facility Clearing	265,705	0.16	224,847	0.14	-15%
	Subtotal	\$ 4,545,995	\$ 2.76	\$ 5,236,878	\$ 3.18	
Total Work Plan		\$ 11,192,667	\$ 6.80	\$ 12,606,290	\$ 7.66	13%
Other Expenses		795,011	0.48	795,011	0.48	0%
Purchase Power & Wheeling		3,600,000	2.19	3,600,000	2.19	0%
Principal & Interest		25,830,000	15.69	25,830,000	15.69	0%
	Total Expenses	\$ 41,417,678	\$ 25.15	\$ 42,831,301	\$ 26.01	
Other Revenue		\$ 9,600,000	\$ (5.83)	\$ 9,600,000	\$ (5.83)	0%
Revenue Requirement		\$ 31,817,678		\$ 33,231,301		4%
Sales (kW)		1,646,756		1,646,756		0%
Transmission Rate (kW-Year)		\$ 19.32		\$ 20.18		4%

Prepayment Cash Flow

Lori Davis

Financial Analyst

**Parker-Davis and Intertie Projects
Fiscal Years 2021 Through 2030 Forecast**

	Beg Bal	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Prepayment Inflows	95,776,134	74,486,165	73,278,665	73,278,665	76,764,225	78,108,665	78,108,665	78,108,665	78,108,665	78,108,665	78,108,665
Outflows											
O&M Budget	8,518,749	48,802,074	48,123,631	53,656,695	54,729,829	55,824,425	56,940,914	58,079,732	59,241,327	60,426,153	61,634,676
Capital O&M (RRADs) Budget	-	-	-	-	-	-	-	-	-	-	-
Construction	2,251,613	12,678,000	28,969,000	29,429,000	37,550,000	23,839,000	20,844,000	19,926,000	25,762,000	28,721,000	20,000,000
Total Outflows	10,770,362	61,480,074	77,092,631	83,085,695	92,279,829	79,663,425	77,784,914	78,005,732	85,003,327	89,147,153	81,634,676
Net Prepayment Total	85,005,772	13,006,091	(3,813,966)	(9,807,030)	(15,515,604)	(1,554,760)	323,751	102,933	(6,894,662)	(11,038,488)	(3,526,011)
Non-Prepayment Inflows	-	41,644,983	41,644,983	41,644,983	41,644,983	41,644,983	41,644,983	41,644,983	41,644,983	41,644,983	41,644,983
Outflows											
Purchased Power Expense	-	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542
Transfers Within Western (Line Loss)	-	-	-	-	-	-	-	-	-	-	-
Total Outflows	-	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542	32,668,542
Net Non-Prepayment Total	-	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442
Return to Treasury (Non-Prepayment)	-	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442	8,976,442
Return to Treasury (Prepayment)	-	-	-	-	-	-	-	-	-	-	-
Net Cash	85,005,772	13,006,091	(3,813,966)	(9,807,030)	(15,515,604)	(1,554,760)	323,751	102,933	(6,894,662)	(11,038,488)	(3,526,011)
End of Year Cash	85,005,772	98,011,864	94,197,898	84,390,868	68,875,265	67,320,504	67,644,256	67,747,189	60,852,527	49,814,039	46,288,028
Reserve Balances Strategy											
3 years construction		108,382,543	103,278,874	94,943,092	77,573,293	79,755,579	87,897,051	80,000,000	80,000,000	80,000,000	80,000,000
O&M 111 days		14,841,179	14,634,858	16,317,515	16,643,866	16,976,743	17,316,278	17,662,608	18,015,856	18,376,173	18,743,696
Reserve Balances Strategy Total	-	123,223,722	117,913,732	111,260,607	94,217,159	96,732,322	105,213,329	97,662,608	98,015,856	98,376,173	98,743,696

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