

**2012 Business Plan and Budget**

**Western Interconnection Regional Advisory Body**

**Approved by:  
The Western Interconnection Regional Advisory Body**

**DATE  
June 10, 2011**

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## Introduction

WIRAB TOTAL RESOURCES (in whole dollars)				
	2012 Budget	U.S.	Canada	Mexico
Statutory FTEs	2.75			
Non-statutory FTEs	0			
<b>Total FTEs</b>	2.75			
Statutory Expenses	\$ 614,677			
Non-Statutory Expenses	\$ -			
<b>Total Expenses</b>	\$ 614,677			
Statutory Inc(Dec) in Fixed Assets	\$ -			
Non-Statutory Inc(Dec) in Fixed Assets	\$ -			
<b>Total Inc(Dec) in Fixed Assets</b>	\$ -			
Statutory Working Capital Requirement *	\$ (369,818)			
Non-Statutory Working Capital Requirement **	\$ -			
<b>Total Working Capital Requirement</b>	\$ (369,818)			
Total Statutory Funding Requirement	\$ 244,859			
Total Non-Statutory Funding Requirement				
<b>Total Funding Requirement</b>	\$ 242,859			
<b>Statutory ERO Funding Assessments</b>	\$ 242,859			
<b>Non-Statutory Membership Fees</b>	0			
NEL	839,909,667	712,246,425	117,088,288	10,574,954
NEL%	100%	84.8%	13.9%	1.3%

\*Refer to Table B-1 on page 16 in Section B.

## Organizational Overview

In April 2006, ten Western Governors petitioned to create the Western Interconnection Regional Advisory Body under Section 215(j) of the Federal Power Act. The Governors indicated their interest in inviting all U.S. states, Canadian provinces and Mexico, which have territory in the Western Interconnection, to join WIRAB.

Pursuant to the order of the Federal Energy Regulatory Commission (FERC) in Docket No. RR06-2-000 issued on July 20, 2006 (the "Order")<sup>1</sup>, the FERC:

- Granted the Western Governors' petition to establish the Western Interconnection Regional Advisory Body (WIRAB) under Section 215(j) of the Federal Power Act;
- Granted the request that WIRAB receive funding for reasonable costs of its Section 215(j) activities; and
- Directed WIRAB to develop a budget and related information and submit it to the ERO for review by the ERO and submission through the ERO budget approval process.

The Order states that funding for Regional Advisory Bodies should be part of the overall funding process for the Electric Reliability Organization (ERO). The Commission instructed WIRAB to develop a budget in a form similar to that specified for regional entities as set forth in Order

<sup>1</sup> Order on Petition to Establish a Regional Advisory Body for the Western Interconnection, 116 FERC ¶61,061, Docket No. RR06-2-000, July 20, 2006.

672.<sup>2</sup> The July 20 Order specified that the WIRAB should annually develop and submit to the ERO its budget for 215(j) activities and an organization chart that the ERO will then review and submit to the Commission. The WIRAB submission also needs to identify the portion of its costs for 215(j) activities that will be funded from Canada and Mexico, and the basis for this allocation.

## Membership and Governance

All of the states with territory in the Western Interconnection (AZ, CA, CO, ID, MT, NE, NV, NM, OR, SD, TX, UT, WA, WY), the provinces of Alberta and British Columbia, and Mexico are members of WIRAB. Below is the list of members appointed by the Governor or Premier:

Alberta	Ian McKay, Department of Energy
Arizona	Vacant, Governor's Office
British Columbia	Scott Barillaro, Ministry of Energy, Mines and Petroleum Resources
California	Bill Chamberlain, California Energy Commission
Colorado	Morey Wolfson, Governor's Energy Office
Idaho	Marsha Smith, Public Utilities Commission
Mexico	Marcos Valenzuela, CFE
Montana	Tom Kaiserski, Department of Commerce
Nebraska	Tim Texel, Nebraska Power Review Board
Nevada	Rebecca Wagner, Public Utilities Commission
New Mexico	John Bemis, Energy, Minerals and Natural Resources Department
Oregon	John Savage, Public Utility Commission
South Dakota	Brian Rounds, Public Utilities Commission
Texas	Donna Nelson, Public Utility Commission
Utah	Amanda Smith, Governor's Office
Washington	Tony Usibelli, Department of Community, Trade and Economic Development
Wyoming	Shawn Reese, Governor's Office

The Governors created WIRAB as a standing advisory committee to the Western Interstate Nuclear Board, which was formed pursuant to the Western Interstate Nuclear Compact, P.L. 91-461. Members of the WIRAB are appointees of the Governors and Premiers or their alternates. WIRAB has the same status under the compact as the Western Interstate Energy Board (WIEB), which is the energy affiliate of the Western Governors' Association. WIRAB operates under the bylaws of WINB as revised on April 4, 2006. (See organizational chart on page 14.)

<sup>2</sup> Rules Concerning Certification of the Electric Reliability Organization; and Procedures for the Establishment, Approval, and Enforcement of Reliability Standards, Order 672, Docket RM05-30-000, Feb. 3, 2006, P. 228. "Each Regional Entity must submit its complete business plan, entire budget and organizational chart to the ERO for it to submit to the Commission. The complete business plan and the entire budget will provide the Commission with necessary information about any non-statutory activities, the source of their funding, and whether the pursuit of such activities presents a conflict of interest for the Regional Entity. For a Cross-Border Regional Entity, this information will also inform the Commission as to what portion of the budget is expended upon activities within the United States."

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## Statutory Functional Scope

FERC approved the petition of the Western Governors to create WIRAB as a regional advisory body under Section 215(j) of the Federal Power Act.

## 2012 Key Assumptions

- WIRAB continues to operate with the participation of all U.S. States and Canadian Provinces in the Western Interconnection, and Mexico.
- WIRAB continues to meet regularly by conference call and topical webinars, and is scheduled to hold two in-person meetings in 2012. WIRAB representatives will meet with FERC at its offices once in 2012.
- The current delegated model continues.
- There is no significant expansion of FERC, NERC or WECC responsibilities as a result of legislation pending in the U.S. Congress.
- Fiscal constraints in State and Provincial agency budgets make the reimbursement of travel costs associated with WIRAB activities more important.

## 2012 Goals and Key Deliverables

- Advice to FERC, NERC and WECC on whether standards, budgets and fees, governance, compliance, assessments, strategic direction and other activities conducted pursuant to Section 215 are just, reasonable, not unduly discriminatory or preferential, and in the public interest. WIRAB will examine fees, standards and governance of WECC and NERC. It will continue to pursue its long-standing priorities of: determining if consumers are getting a “bang-for-the-buck” being spent on reliability; promoting comity among entities in the Canadian, U.S. and Mexican portions of the Western Interconnection; and fostering transparency in the activities of WECC and NERC. In addition, WIRAB has adopted four new priorities:
  - Promote reliability of a changing power grid that includes significantly more variable wind and solar generation;
  - Promote the evaluation and deployment of new cost-effective technologies to improve reliability and make more efficient use of the grid;
  - Expand WECC’s role in flagging challenges to the Western Interconnection; and
  - Educate states/provinces about cyber-security threats and responses, and identify actions that states/provinces can take to improve cyber-security
- Regular conference calls or in-person meetings of WIRAB, which include opportunities for public comment.

- Webinars or workshops to expand the understanding of States and Provinces on reliability issues. For example, on May 26, 2011 WIRAB held a webinar for Western states/provinces on grid cyber security issues. The primary audience of the webinars is WIRAB members, however, because of the broad interest in the webinar topics, other Western state and provincial personnel were invited to participate.
- Monitoring of reliability issues important to the Western Interconnection including, but not limited to the following.
  - The development of building blocks to determine if consumers are receiving a “bang-for-the-buck” they are spending on reliability, such as the application of the definition of an “adequate level of reliability” to standards development; prioritization of standards development and enforcement based on risk to reliability in the interconnection; promising approaches to evaluating the cost-effectiveness of reliability standards, including the development of “results-based” standards;
  - Examining trends in violations, including the deployment of a Western Interconnection Reliability Violations Mapping Tool (RVMT). WIRAB developed a pilot web-based tool in 2010-2011.
  - Transmission expansion.
  - Integration of variable generation.
  - WECC’s Section 4.9 review of the organization and WECC strategic planning efforts.
  - Opportunities for states, particularly PUCs, to assist in improving the cyber security preparedness of western entities.

Information gleaned from monitoring issues is used by WIRAB staff to prepare briefing memos for WIRAB members prior to all WIRAB conference calls and meetings and to identify webinar topics. The monitoring effort involves participation in all meetings of the WECC Board of Directors, including reports on WIRAB concerns, attendance at selected meetings of the NERC Board of Trustees and Members’ Representatives Committee, and attendance at selected WECC committee and work group meetings. WIRAB’s meetings, webinars and monitoring better inform Western states, Western provinces and Mexico on grid reliability issues. Based on this informational foundation, WIRAB can offer concise and relevant advice to FERC, NERC and WECC that reflects the public interest of Western states, Western provinces and Mexico. WIRAB’s work also promotes international comity with Western Canadian Provinces and Mexico on reliability issues which is necessary for the effective implementation of reliability standards in the Western Interconnection.

## 2012 Overview of Cost Impacts

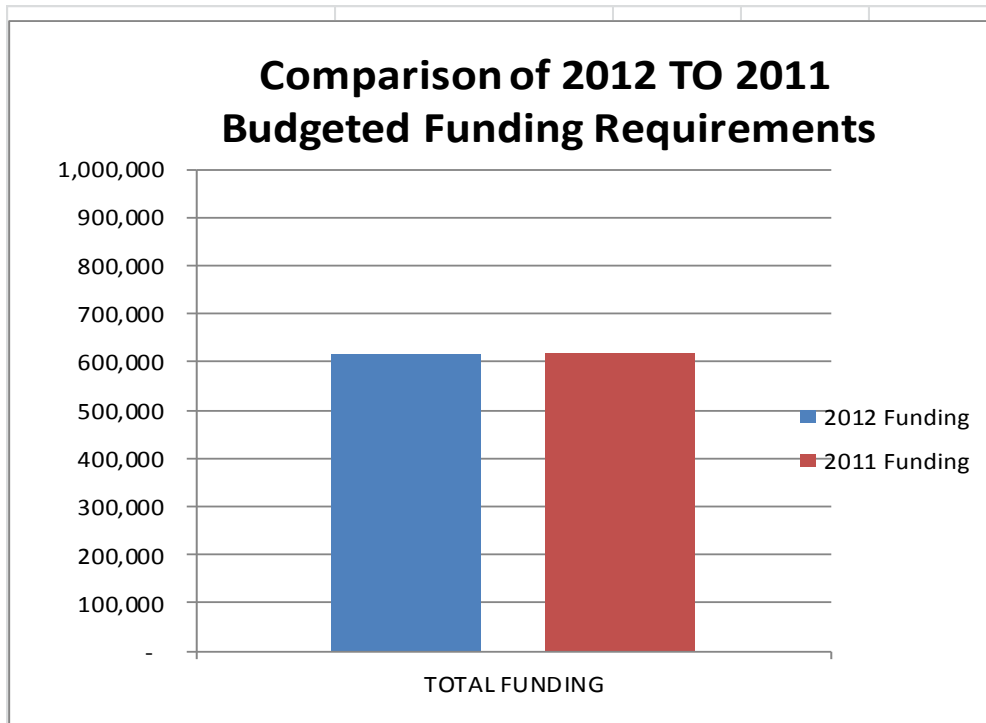
WIRAB's proposed 2012 budget is \$614,677, slightly lower than the 2011 budget. Staff costs are slightly higher in the 2012 budget than in the 2011 budget.

Total projected FTEs in 2012 are 2.75. In 2011, staff costs and indirect costs are estimated to be lower than budgeted due to delays in hiring qualified staff in 2011, lower overhead costs and diversion of staff time to a related project on WECC transmission planning. However, overall staff costs in 2012 will increase for the following reasons.

- In April 2011, WIRAB hired a full time attorney to assist WIRAB and this position will continue in 2012.
- WIRAB will be increasing staff time to prepare states/provinces to participate in WECC standards development work as provided in changes to WECC bylaws that were approved by WECC in June 2011. These changes are being submitted to NERC and FERC for approval.
- WIRAB will be expanding its work on governance of WECC should WECC become involved in the implementation of an Energy Imbalance Market in the West. Any such decision by WECC regarding its role in an EIM is likely to occur in 2012.
- WIRAB will be expanding its work on reliability issues associated with the integration of large amounts of variable generation. Driven primarily by state Renewable Portfolio Standards, the Western Interconnection is expected to add 32,000 MW of variable generation in the next nine years. WECC's first interconnection-wide transmission expansion plan scheduled to be approved in September will highlight this challenge. Integration of variable generation has also been highlighted by NERC as a significant reliability challenge. The Western Interconnection may be "ground zero" in facing the challenge. WIRAB intends to fully engage WECC on the issue, including needed organizational changes (e.g., reconstitution of WECC's Variable Generation Subcommittee), review of WECC programs and funding to address the challenge, and examination of standards affecting the integration of variable generation.

The budget includes \$75,000 for contracting for technical expertise on issues related to standards and compliance. This expertise will help WIRAB prepare technically-sound advice under Section 215. Meeting costs will increase slightly from \$10,000 in the 2011 budget to \$11,000 while WIRAB continues to hold two in-person meetings per year. Travel costs will increase from \$25,000 to \$27,000 per year. Wherever feasible, WIRAB meetings will be coordinated with other meeting of Western states and provinces. A working capital reserve of \$100,000 will be maintained.

Program	Budget 2011	Projection 2011	Budget 2012	Variance 2012 Budget v 2011 Budget	Variance %
Western Interconnection Regional Advisory Body	616,470	414,000	614,677	(1,793)	-0.3%



This graphical representation does not include an allocation of working capital requirements among the Program Areas

WIRAB FTE's

Total FTE's by Program Area	Budget 2011	Projection 2011	Direct FTEs 2012 Budget	Shared FTEs <sup>1</sup> 2012 Budget	Total FTEs 2012 Budget	Change from 2011 Budget
<b>STATUTORY</b>						
<b>Operational Programs</b>						
WIRAB	2.50	1.70	2.75		2.75	0.25
<b>Total FTEs Operational Programs</b>	<b>2.50</b>	<b>1.70</b>	<b>2.75</b>	<b>0.00</b>	<b>2.75</b>	<b>0.3</b>
<b>Administrative Programs</b>						
WIRAB (included in indirect expenses)					0.0	0.0
<b>Total FTEs Administrative Programs</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total FTEs</b>	<b>2.50</b>	<b>1.70</b>	<b>2.75</b>	<b>0.00</b>	<b>2.75</b>	<b>0.25</b>

<sup>1</sup>A shared FTE is defined as an employee who performs both Statutory and Non-Statutory functions.

2011 Budget and Projection and 2012 Budget Comparisons

Statement of Activities and Capital Expenditures 2011 Budget & Projection, and 2012 Budget						
STATUTORY						
	2011 Budget	2011 Projection	Variance 2011 Projection v 2011 Budget Over(Under)	2012 Budget	Variance 2012 Budget v 2011 Budget Over(Under)	
<b>Funding</b>						
<b>ERO Funding</b>						
ERO Assessments	\$ 319,363	\$ 319,363	-	\$ 242,849	\$ (76,514)	
Penalty Sanctions	-	-	-	-	-	
<b>Total ERO Funding</b>	<b>\$ 319,363</b>	<b>\$ 319,363</b>	<b>\$ -</b>	<b>\$ 242,849</b>	<b>\$ (76,514)</b>	
Membership Dues	-	-	-	-	-	
Testing Fees	-	-	-	-	-	
Services & Software	-	-	-	-	-	
Workshops	-	-	-	-	-	
Interest	2,500	2,000	(500)	2,000	\$ (500)	
Miscellaneous	-	-	-	-	-	
<b>Total Funding</b>	<b>\$ 321,863</b>	<b>\$ 321,363</b>	<b>\$ (500)</b>	<b>\$ 244,849</b>	<b>\$ (77,014)</b>	
<b>Expenses</b>						
<b>Personnel Expenses</b>						
Salaries	\$ 235,500	\$ 150,000	(85,500)	\$ 245,900	\$ 10,400	
Payroll Taxes (included in indirect exp	-	-	-	-	-	
Benefits (Included in indirect expense)	-	-	-	-	-	
Retirement Costs (included in indirect	-	-	-	-	-	
<b>Total Personnel Expenses</b>	<b>\$ 235,500</b>	<b>\$ 150,000</b>	<b>\$ (85,500)</b>	<b>\$ 245,900</b>	<b>\$ 10,400</b>	
<b>Meeting Expenses</b>						
Meetings	\$ 10,000	\$ 5,000	(5,000)	\$ 11,000	\$ 1,000	
Travel	25,000	20,000	(5,000)	27,000	\$ 2,000	
Conference Calls	2,500	2,000	(500)	2,500	-	
<b>Total Meeting Expenses</b>	<b>\$ 37,500</b>	<b>\$ 27,000</b>	<b>\$ (10,500)</b>	<b>\$ 40,500</b>	<b>\$ 3,000</b>	
<b>Operating Expenses</b>						
Consultants & Contracts	\$ 75,000	\$ 75,000	-	\$ 75,000	-	
Office Rent (included in indirect)	-	-	0	-	-	
Office Costs (Included in indirect	-	-	-	-	-	
Professional Services	-	-	-	-	-	
Miscellaneous	-	-	-	-	-	
Depreciation (Included in indirect)	-	-	-	-	-	
<b>Total Operating Expenses</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	
<b>Total Direct Expenses</b>	<b>\$ 348,000</b>	<b>\$ 252,000</b>	<b>\$ (96,000)</b>	<b>\$ 361,400</b>	<b>\$ 13,400</b>	
<b>Indirect Expenses</b>	<b>\$ 268,470</b>	<b>\$ 162,000</b>	<b>(106,470)</b>	<b>\$ 253,277</b>	<b>\$ (15,193)</b>	
<b>Other Non-Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Total Expenses</b>	<b>\$ 616,470</b>	<b>\$ 414,000</b>	<b>\$ (202,470)</b>	<b>\$ 614,677</b>	<b>\$ (1,793)</b>	
<b>Change in Assets</b>	<b>\$ (294,607)</b>	<b>\$ (92,637)</b>	<b>\$ 201,970</b>	<b>\$ (369,828)</b>	<b>\$ (75,221)</b>	
<b>Fixed Assets</b>						
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	
Computer & Software CapEx	-	-	-	-	-	
Furniture & Fixtures CapEx	-	-	-	-	-	
Equipment CapEx	-	-	-	-	-	
Leasehold Improvements	-	-	-	-	-	
<b>(Incr)Dec in Fixed Assets</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
Allocation of Fixed Assets	-	-	-	-	-	
<b>Change in Fixed Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL CHANGE IN NET ASSETS</b>	<b>\$ (294,607)</b>	<b>\$ (92,637)</b>	<b>\$ 201,970</b>	<b>\$ (369,828)</b>	<b>\$ (75,221)</b>	

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## Section A – Statutory Programs 2012 Business Plan and Budget

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## Section A — 2012 Business Plan

### Western Interconnection Regional Advisory Body

Western Interconnection Regional Advisory Body (in whole dollars)			
	2011 Budget	2012 Budget	Increase (Decrease)
Total FTEs	2.5	2.75	0.25
Direct Expenses	348,000	361,400	13,400
Indirect Expenses	268,470	253,277	(15,193)
Inc(Dec) in Assets	(294,607)	(369,828)	(75,221)
Total Funding Requirement	321,863	244,849	(77,014)

### Program Scope and Functional Description

The western governors created WIRAB to provide advice to FERC, NERC and WECC on whether standards, budgets and fees, compliance, assessments, strategic direction and other activities conducted pursuant to Section 215 are just, reasonable, not unduly discriminatory or preferential, and in the public interest.

WIRAB meetings are open to all. There are regular meetings via web conferencing and topical webinars, in 2012, there will be two in-person meetings. These meetings are expected to be held in April and October.

### 2012 Key Assumptions

- WIRAB continues to operate with the participation of all U.S. States and Canadian Provinces in the Western Interconnection, and Mexico.
- WIRAB continues to meet regularly by conference call and topical webinars and is scheduled to hold two in-person meetings in 2012. WIRAB representatives will meet with FERC at its offices once in 2012.
- The current delegated model continues.
- There is no significant expansion of FERC, NERC or WECC responsibilities as a result of legislation pending in the U.S. Congress.
- Fiscal constraints in State and Provincial agency budgets make the reimbursement of travel costs associated with WIRAB activities more important.

### 2012 Goals and Key Deliverables

- Advice to FERC, NERC and WECC on whether standards, budgets and fees, governance, compliance, assessments, strategic direction and other activities conducted pursuant to Section 215 are just, reasonable, not unduly discriminatory or preferential, and in the public interest. WIRAB will examine fees, standards and governance of WECC and NERC. It will continue to pursue its long-standing priorities of: determining if

consumers are getting a “bang-for-the-buck” being spent on reliability; promoting comity among entities in the Canadian, U.S. and Mexican portions of the Western Interconnection; and fostering transparency in the activities of WECC and NERC. In addition, WIRAB has adopted four new priorities:

- Promote reliability of a changing power grid that includes significantly more variable wind and solar generation;
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  - Educate states/provinces about cyber-security threats and responses, and identify actions that states/provinces can take to improve cyber-security
- Regular conference calls or in-person meetings of WIRAB which include opportunities for public comment.
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    - The development building blocks to determine if consumers are receiving a “bang-for-the-buck” they are spending on reliability, such as the application of the definition of an “adequate level of reliability” to standards development; prioritization of standards development and enforcement based on risk to reliability in the interconnection; promising approaches to evaluating the cost-effectiveness of reliability standards, including the development of “results-based” standards;
    - Examining trends in violations, including the deployment of a Western Interconnection Reliability Violations Mapping Tool (RVMT). WIRAB developed a pilot web-based tool in 2010-2011, which can be found at <http://wieb.esri.com/wieb/>
    - Transmission expansion.
    - Integration of variable generation.
    - WECC’s Section 4.9 review of the organization and WECC strategic planning efforts.
    - Opportunities for states, particularly PUCs, to assist in improving the cyber security preparedness of western entities.

Information gleaned from monitoring issues is used by WIRAB staff to prepare briefing memos for WIRAB members prior to all WIRAB conference calls and meetings and to identify webinar topics. The monitoring effort involves participation in all meetings of the WECC Board of Directors, including reports on WIRAB concerns, attendance at selected meetings of the NERC Board of Trustees and Members’ Representatives Committee, and attendance at selected WECC committee and work group meetings.

WIRAB's meetings, webinars and monitoring better inform Western states, Western provinces and Mexico on grid reliability issues. Based on this informational foundation, WIRAB can offer concise and relevant advice to FERC, NERC and WECC that reflects the public interest of Western states, Western provinces and Mexico. WIRAB's work also promotes international comity with Western Canadian Provinces and Mexico on reliability issues which is necessary for the effective implementation of reliability standards in the Western Interconnection.

## **Funding Sources and Requirements — Explanation of Increase (Decrease)**

### Funding Sources (Other than ERO Assessments)

- Interest income will be \$500 lower due to continued low interest rates and a reduction in the principal amount.

### Personnel Expenses

- Total expenses for salaries are estimated to increase slightly. The number of FTE's will be slightly increased. Payroll taxes, Benefits, and Retirement Costs are included in Indirect Costs and are detailed in Table B-4 on Page 18.

### Meeting Expenses

- Travel increases by \$2,000. There will continue to be two WIRAB meetings per year and some travel to WECC, NERC and FERC meetings.
- Meeting expenses increase \$1,000 to reflect increased expense of holding meetings. There will still be two meetings in 2012.
- Conference call expenses remain unchanged.

### Operating Expenses

- No change. The budget includes \$75,000 for contracting for technical expertise on issues related to standards and compliance. This expertise will help WIRAB prepare technically-sound advice under Section 215.

### Indirect Expenses

- Decrease \$15,193 due to lower administrative costs (support personnel, rent, and other office expenses). There will be some increased cost for benefits such as medical insurance.

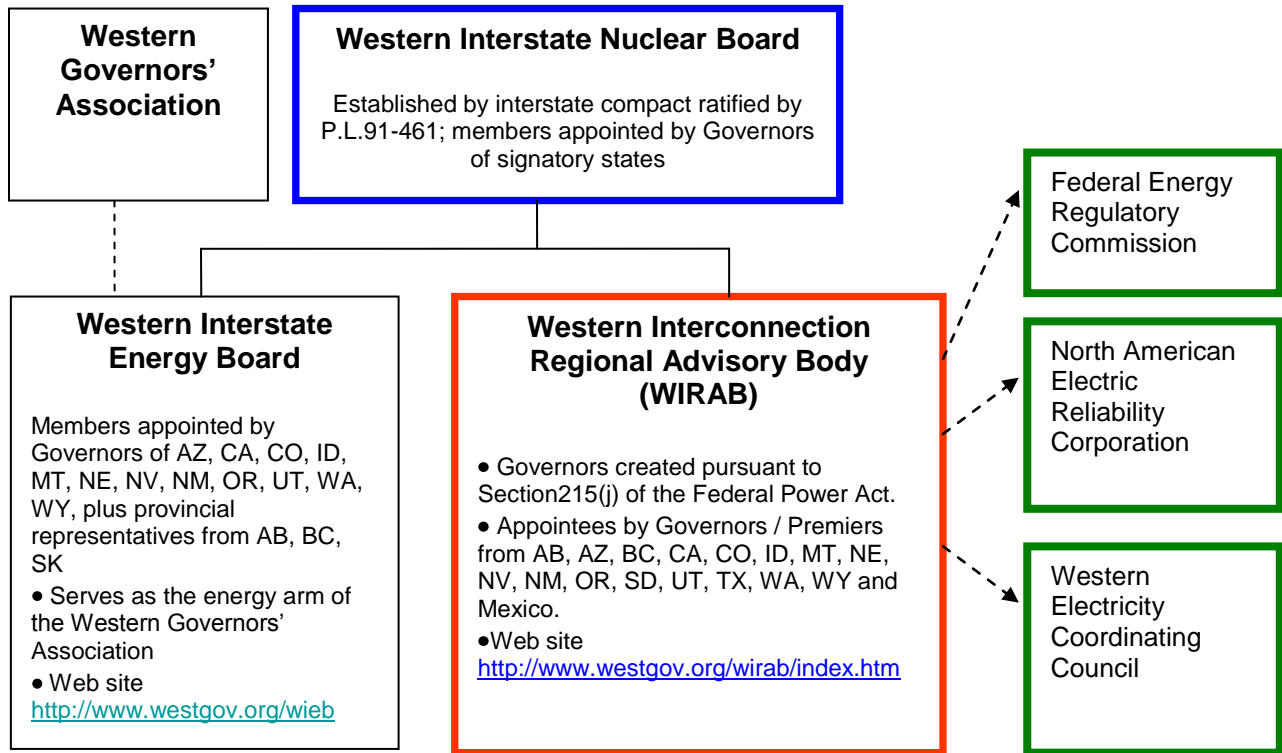
### Other Non-Operating Expenses

- None

### Fixed Asset Additions

- None

## 2012 Organizational Chart



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## Section B – Supplemental Financial Information 2012 Business Plan and Budget

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## Section B — Supplemental Financial Information

### Reserve Balance

Table B-1

Working Capital Reserve Analysis 2011-2012	
STATUTORY	
<b>Beginning Working Capital Reserve (Deficit), December 31, 2010</b>	562,455
Less: Penalty sanctions to be used as offset to 2011 assessments <sup>1</sup>	0
Plus: 2011 ERO Funding (from LSEs or designees)	319,363
Plus: 2011 Other funding sources	2,000
Less: 2011 Projected expenses & capital expenditures	(414,000)
<b>Projected Working Capital Reserve (Deficit), December 31, 2011</b>	<b>469,818</b>
<b>Desired Working Capital Reserve, December 31, 2012</b> <sup>2</sup>	100,000
Less: Projected Working Capital Reserve, December 31, 2011	(469,818)
<b>Increase(decrease) in assessments to achieve desired Working Capital Reserve</b>	<b>(369,818)</b>
2012 Assessment for Expenses and Capital Expenditures	614,667
Less: Penalty Sanctions <sup>1</sup>	
Less: Other Funding Sources	(2,000)
Adjustment to achieve desired Working Capital Reserve	(369,818)
<b>2012 Assessment</b>	<b>242,849</b>
<sup>1</sup> Penalty sanctions are not applicable to WIRAB	
<sup>2</sup> On June 29, 2009, WIRAB members approved a desired working capital reserve of \$100,000 The reserve consists of the following components: \$100,000 for contingencies	

### Explanation of Changes in Reserve Policy from Prior Years

None

**Breakdown by Statement of Activity Sections**

The following detailed schedules are in support of Table 1, of the 2012 WIRAB Business Plan and Budget. All significant variances have been disclosed by program area in the preceding pages.

**Penalty Sanctions**

Not applicable to WIRAB

## Personnel Expenses

Table B-4

Personnel Expenses	Budget 2011	Projection 2011	Budget 2012	Variance 2012 Budget v 2011 Budget	Variance %
<b>Salaries</b>					
Salary	\$ 235,500	\$ 150,000	\$ 245,900	\$ 10,400	4.4%
Employment Agency Fees				-	
Temporary Office Services				-	
<b>Total Salaries</b>	<b>\$ 235,500</b>	<b>\$ 150,000</b>	<b>\$ 245,900</b>	<b>\$ 10,400</b>	<b>4.4%</b>
<b>Total Payroll Taxes</b>				\$ -	
<b>Benefits (included in indirect expenses)</b>					
Workers Compensation				\$ -	
Medical Insurance				-	
Life-LTD-LTC Insurance				-	
Education				-	
Relocation				-	
<b>Total Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Retirement (included in indirect expenses)</b>					
Discretionary 401k Cont.				\$ -	
Savings Plan				-	
<b>Total Retirement</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Total Personnel Costs</b>	<b>\$ 235,500</b>	<b>\$ 150,000</b>	<b>\$ 245,900</b>	<b>\$ 10,400</b>	<b>4.4%</b>
<b>FTEs</b>	2.5	1.7	2.75	0.25	10.0%
<b>Cost per FTE</b>					
Salaries	\$ 94,200	\$ 88,235	\$ 89,418	(4,782)	-5.1%
Payroll Taxes	7,442	6,971	7,064	(378)	-5.1%
Benefits	9,984	9,076	9,300	(684)	-6.9%
Retirement	7,065	6,618	6,706	(359)	-5.1%
<b>Total Cost per FTE</b>	<b>\$ 118,691</b>	<b>\$ 110,900</b>	<b>\$ 112,489</b>	<b>\$ (6,202)</b>	<b>-5.2%</b>

## Explanation of Significant Variances – 2012 Budget versus 2011 Budget

The salary amount and the FTEs will increase by a small amount. This will result in a cost per FTE decrease of about 5 percent. Part of this decrease is due to a reordering of staff that is working on WIRAB issues. Since payroll taxes and retirement are based on salaries, these costs will also decrease.

## **Consultants and Contracts**

See Table on page 9.

WIRAB is budgeting \$75,000 for consultants and contracts in 2012, the same amount as in 2011.

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## Section C – Non-Statutory Activities 2012 Business Plan and Budget

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## Section C — 2012 Non-Statutory Business Plan and Budget

None

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Section D – Additional Consolidated Financial  
Statements  
2012 Business Plan and Budget

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## Section D

### 2011 Consolidated Statement of Activities by Program, Statutory and Non-Statutory

#### Statement of Financial Position

#### WIRAB Statement of Financial Position Statutory

	As of December 31, 2010 (per July 2009- June 2010 audit)	As of December 31, 2011, projected	As of December 31, 2012, as budgeted
<b>ASSETS</b>			
Cash and Investments	562,455	469,818	100,000
Total Assets	562,455	469,818 *	100,000

\* See chart B-1 on page 16