

TOTAL NON-PRODUCTION O&M PER MWH
(\$/MWh)
2011

Rank	Company	Total Non-Prod O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
52	Gulf Power Company	\$ 183,836	11,040	\$ 16.65
53	Sierra Pacific Power Company	\$ 130,255	7,664	\$ 17.00
54	Arizona Public Service Company	\$ 485,956	28,210	\$ 17.23
55	KCP&L Greater Missouri Operations Company	\$ 142,465	8,195	\$ 17.38
56	Entergy New Orleans, Inc.	\$ 89,689	5,122	\$ 17.51
57	Empire District Electric Company	\$ 86,692	4,710	\$ 18.40
58	Avista Corporation	\$ 170,986	9,035	\$ 18.92
59	Otter Tail Power Company	\$ 82,332	4,292	\$ 19.18
60	NorthWestern Corporation	\$ 142,602	7,426	\$ 19.20
61	Kansas City Power & Light Company	\$ 292,632	15,210	\$ 19.24
62	Duke Energy Kentucky, Inc.	\$ 78,063	4,023	\$ 19.41
63	Puget Sound Energy, Inc.	\$ 417,959	21,496	\$ 19.44
64	Northern States Power Company - MN	\$ 699,001	35,905	\$ 19.47
65	Jersey Central Power & Light Company	\$ 423,509	21,482	\$ 19.71
66	PECO Energy Company	\$ 779,257	38,726	\$ 20.12
67	Idaho Power Co.	\$ 280,828	13,734	\$ 20.45
68	Northern States Power Company - WI	\$ 131,520	6,415	\$ 20.50
69	Portland General Electric Company	\$ 377,961	18,357	\$ 20.59
70	El Paso Electric Company	\$ 174,214	7,661	\$ 22.74
71	Atlantic City Electric Company	\$ 220,370	9,683	\$ 22.76
72	Kansas Gas and Electric Company	\$ 235,915	10,149	\$ 23.24
73	Dayton Power and Light Company	\$ 307,810	13,159	\$ 23.39
74	Public Service Company of New Mexico	\$ 217,974	9,290	\$ 23.46
75	Consumers Energy Company	\$ 788,685	33,603	\$ 23.47
76	Westar Energy (KPL)	\$ 238,802	10,087	\$ 23.68
77	Black Hills Colorado Electric Utility Company, LP	\$ 43,862	1,828	\$ 23.99
78	Wisconsin Power and Light Company	\$ 253,472	10,302	\$ 24.60
79	Monongahela Power Company	\$ 263,415	10,572	\$ 24.92
80	Rochester Gas and Electric Corporation	\$ 186,501	7,288	\$ 25.59
81	Interstate Power and Light Company	\$ 398,317	15,340	\$ 25.97
82	Wisconsin Electric Power Company	\$ 724,045	27,220	\$ 26.60
83	Wisconsin Public Service Corporation	\$ 299,053	10,888	\$ 27.47
84	New York State Electric & Gas Corporation	\$ 418,327	15,121	\$ 27.67
85	Madison Gas and Electric Company	\$ 96,454	3,358	\$ 28.73
86	DTE Electric Company	\$ 1,230,051	42,760	\$ 28.77
87	Rockland Electric Company	\$ 51,417	1,665	\$ 30.87
88	Pacific Gas and Electric Company	\$ 2,689,760	83,902	\$ 32.06
89	Green Mountain Power Corporation	\$ 60,855	1,891	\$ 32.17
90	Public Service Electric and Gas Company	\$ 765,279	22,554	\$ 33.93
91	Black Hills Power, Inc.	\$ 60,799	1,714	\$ 35.46
92	NSTAR Electric Company	\$ 790,803	21,502	\$ 36.78
93	Commonwealth Edison Company	\$ 1,523,327	39,801	\$ 38.27
94	Orange and Rockland Utilities, Inc.	\$ 163,204	4,048	\$ 40.32
95	Upper Peninsula Power Company	\$ 35,320	807	\$ 43.78
96	Unitil Energy Systems, Inc.	\$ 37,373	815	\$ 45.83
97	Public Service Company of New Hampshire	\$ 238,504	5,092	\$ 46.84
98	Southern California Edison Co.	\$ 2,773,949	57,777	\$ 48.01
99	United Illuminating Company	\$ 319,347	5,576	\$ 57.27
100	San Diego Gas & Electric Co.	\$ 849,007	14,393	\$ 58.99
101	Western Massachusetts Electric Company	\$ 113,548	1,868	\$ 60.80
102	Central Hudson Gas & Electric Corporation	\$ 193,386	3,090	\$ 62.58
103	Golden State Water Company	\$ 10,665	137	\$ 78.00

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Rank	Company	Total Non-Prod O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
104	Fitchburg Gas and Electric Light Company	\$ 19,541	230	\$ 84.83
105	Consolidated Edison Company of New York, Inc.	\$ 1,964,459	22,622	\$ 86.84
106	Connecticut Light and Power Company	\$ 698,356	7,862	\$ 88.83
Totals & Weighted Average		\$ 40,834,194	2,123,942	\$ 19.23
Arithmetic Average		\$ 385,228	20,037	\$ 23.08

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TOTAL NON-PRODUCTION O&M PER MWH
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Rank	Company	Total Non-Prod O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Kingsport Power Company	\$ 10,015	2,065	\$ 4.85
2	Wheeling Power Company	\$ 12,442	2,500	\$ 4.98
3	Entergy Louisiana, LLC	\$ 262,923	31,710	\$ 8.29
4	West Penn Power Company	\$ 179,434	19,674	\$ 9.12
5	Potomac Edison Company	\$ 95,777	10,154	\$ 9.43
6	Entergy Gulf States Louisiana, L.L.C.	\$ 188,879	19,581	\$ 9.65
7	Oncor Electric Delivery Company LLC	\$ 1,170,493	110,371	\$ 10.61
8	Virginia Electric and Power Company	\$ 818,249	76,724	\$ 10.66
9	Entergy Texas, Inc.	\$ 175,722	16,344	\$ 10.75
10	Florida Power & Light Company	\$ 1,100,034	102,128	\$ 10.77
11	Toledo Edison Company	\$ 118,605	10,381	\$ 11.42
12	Cleveland Electric Illuminating Company	\$ 215,123	18,805	\$ 11.44
13	Midwest Energy, Inc.	\$ 17,772	1,515	\$ 11.73
14	Duke Energy Carolinas, LLC	\$ 895,220	75,232	\$ 11.90
15	Southwestern Electric Power Company	\$ 216,991	18,147	\$ 11.96
16	Kentucky Utilities Company	\$ 229,076	19,069	\$ 12.01
17	Georgia Power Company	\$ 993,952	81,742	\$ 12.16
18	Pennsylvania Power Company	\$ 54,452	4,464	\$ 12.20
19	South Carolina Electric & Gas Co.	\$ 273,847	21,304	\$ 12.85
20	Public Service Company of Oklahoma	\$ 233,066	17,964	\$ 12.97
21	Duquesne Light Company	\$ 186,267	14,202	\$ 13.12
22	Alabama Power Company	\$ 711,602	53,947	\$ 13.19
23	Ohio Edison Company	\$ 324,506	24,441	\$ 13.28
24	Tampa Electric Company	\$ 249,434	18,409	\$ 13.55
25	Louisville Gas and Electric Company	\$ 160,797	11,838	\$ 13.58
26	Oklahoma Gas and Electric Company	\$ 370,566	26,786	\$ 13.83
27	Cleco Power LLC	\$ 121,123	8,723	\$ 13.89
28	Southwestern Public Service Company	\$ 257,404	18,526	\$ 13.89
29	Indianapolis Power & Light Company	\$ 195,107	14,015	\$ 13.92
30	Pennsylvania Electric Company	\$ 195,217	13,865	\$ 14.08
31	MidAmerican Energy Company	\$ 309,122	21,924	\$ 14.10
32	Union Electric Company	\$ 522,061	36,746	\$ 14.21
33	Duke Energy Indiana, Inc.	\$ 395,497	27,782	\$ 14.24
34	Entergy Mississippi, Inc.	\$ 191,302	13,273	\$ 14.41
35	PacifiCorp	\$ 796,892	54,549	\$ 14.61
36	Potomac Electric Power Company	\$ 380,573	26,006	\$ 14.63
37	Metropolitan Edison Company	\$ 200,205	13,559	\$ 14.77
38	Mississippi Power Company	\$ 144,181	9,702	\$ 14.86
39	MDU Resources Group, Inc.	\$ 44,705	2,997	\$ 14.92
40	Southern Indiana Gas and Electric Company, Inc.	\$ 82,381	5,465	\$ 15.07
41	Nevada Power Company	\$ 323,848	21,481	\$ 15.08
42	Duke Energy Kentucky, Inc.	\$ 62,042	3,999	\$ 15.52
43	Entergy New Orleans, Inc.	\$ 79,380	5,012	\$ 15.84
44	Public Service Company of Colorado	\$ 456,960	28,786	\$ 15.87
45	Entergy Arkansas, Inc.	\$ 339,390	21,087	\$ 16.09
46	Tucson Electric Power Company	\$ 150,758	9,265	\$ 16.27
47	ALLETE (Minnesota Power)	\$ 153,750	9,389	\$ 16.38
48	Delmarva Power & Light Company	\$ 208,028	12,645	\$ 16.45
49	Northern Indiana Public Service Company	\$ 278,693	16,757	\$ 16.63
50	Sierra Pacific Power Company	\$ 132,496	7,937	\$ 16.69
51	Baltimore Gas and Electric Company	\$ 518,338	30,994	\$ 16.72

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Rank	Company	Total Non-Prod O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
52	KCP&L Greater Missouri Operations Company	\$ 141,693	8,080	\$ 17.54
53	PPL Electric Utilities Corporation	\$ 631,759	36,016	\$ 17.54
54	Gulf Power Company	\$ 193,328	10,663	\$ 18.13
55	Arizona Public Service Company	\$ 511,168	28,154	\$ 18.16
56	Commonwealth Edison Company	\$ 1,638,705	89,977	\$ 18.21
57	Kansas City Power & Light Company	\$ 277,021	14,912	\$ 18.58
58	Ohio Power Company	\$ 615,514	30,897	\$ 19.92
59	Empire District Electric Company	\$ 91,612	4,562	\$ 20.08
60	Avista Corporation	\$ 178,516	8,873	\$ 20.12
61	NorthWestern Corporation	\$ 149,735	7,425	\$ 20.17
62	Black Hills Colorado Electric Utility Company, LP	\$ 36,743	1,818	\$ 20.21
63	Idaho Power Co.	\$ 286,172	14,085	\$ 20.32
64	Otter Tail Power Company	\$ 86,289	4,241	\$ 20.35
65	Puget Sound Energy, Inc.	\$ 434,022	21,138	\$ 20.53
66	Northern States Power Company - MN	\$ 730,079	35,421	\$ 20.61
67	Northern States Power Company - WI	\$ 134,137	6,458	\$ 20.77
68	UNS Electric, Inc.	\$ 36,761	1,756	\$ 20.94
69	PECO Energy Company	\$ 795,144	37,500	\$ 21.20
70	Portland General Electric Company	\$ 381,560	17,944	\$ 21.26
71	Wisconsin Electric Power Company	\$ 597,416	27,043	\$ 22.09
72	El Paso Electric Company	\$ 180,402	7,715	\$ 23.38
73	Jersey Central Power & Light Company	\$ 491,855	20,812	\$ 23.63
74	Atlantic City Electric Company	\$ 225,520	9,495	\$ 23.75
75	Consumers Energy Company	\$ 803,731	33,756	\$ 23.81
76	Public Service Company of New Mexico	\$ 230,245	9,396	\$ 24.50
77	Monongahela Power Company	\$ 257,681	10,500	\$ 24.54
78	Wisconsin Power and Light Company	\$ 258,705	10,349	\$ 25.00
79	Westar Energy (KPL)	\$ 259,648	10,009	\$ 25.94
80	Kansas Gas and Electric Company	\$ 260,754	9,928	\$ 26.26
81	Wisconsin Public Service Corporation	\$ 287,076	10,882	\$ 26.38
82	Rochester Gas and Electric Corporation	\$ 190,944	7,231	\$ 26.41
83	New York State Electric & Gas Corporation	\$ 412,943	15,409	\$ 26.80
84	Interstate Power and Light Company	\$ 421,168	15,383	\$ 27.38
85	DTE Electric Company	\$ 1,235,038	42,773	\$ 28.87
86	Madison Gas and Electric Company	\$ 102,828	3,346	\$ 30.73
87	Rockland Electric Company	\$ 52,406	1,640	\$ 31.96
88	Pacific Gas and Electric Company	\$ 2,787,501	86,425	\$ 32.25
89	Black Hills Power, Inc.	\$ 63,147	1,707	\$ 36.99
90	Southern California Edison Co.	\$ 2,834,765	75,597	\$ 37.50
91	Green Mountain Power Corporation	\$ 96,083	2,478	\$ 38.78
92	Upper Peninsula Power Company	\$ 32,658	837	\$ 39.00
93	NSTAR Electric Company	\$ 897,507	21,209	\$ 42.32
94	Orange and Rockland Utilities, Inc.	\$ 172,637	4,016	\$ 42.99
95	Public Service Electric and Gas Company	\$ 886,621	19,943	\$ 44.46
96	Dayton Power and Light Company	\$ 300,396	5,850	\$ 51.35
97	Unitil Energy Systems, Inc.	\$ 41,475	790	\$ 52.50
98	United Illuminating Company	\$ 294,793	5,431	\$ 54.28
99	Public Service Company of New Hampshire	\$ 252,812	4,601	\$ 54.95
100	San Diego Gas & Electric Co.	\$ 845,077	15,055	\$ 56.13
101	Western Massachusetts Electric Company	\$ 119,691	1,822	\$ 65.69
102	Central Hudson Gas & Electric Corporation	\$ 189,634	2,772	\$ 68.40
103	Golden State Water Company	\$ 9,874	131	\$ 75.50

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Rank	Company	Total Non-Prod O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
104	Connecticut Light and Power Company	\$ 687,536	7,163	\$ 95.99
105	Consolidated Edison Company of New York, Inc.	\$ 2,203,357	20,621	\$ 106.85
106	Fitchburg Gas and Electric Light Company	\$ 21,866	201	\$ 108.73
Totals & Weighted Average		\$ 42,160,445	2,146,216	\$ 19.64
Arithmetic Average		\$ 397,740	20,247	\$ 24.44

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**TOTAL DISTRIBUTION O&M PER MWH
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Rank	Company	Total Distribution O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Kingsport Power Company	2,326	2,240	\$ 1.04
2	Nevada Power Company	24,310	20,873	\$ 1.16
3	Entergy Gulf States Louisiana, L.L.C.	25,589	19,823	\$ 1.29
4	Entergy Louisiana, LLC	46,248	30,648	\$ 1.51
5	Toledo Edison Company	17,255	10,334	\$ 1.67
6	Southwestern Public Service Company	31,296	18,575	\$ 1.68
7	Interstate Power and Light Company	25,782	15,283	\$ 1.69
8	Oncor Electric Delivery Company LLC	192,937	109,323	\$ 1.76
9	Pennsylvania Power Company	8,077	4,502	\$ 1.79
10	Entergy Texas, Inc.	29,804	16,141	\$ 1.85
11	Ohio Edison Company	48,694	24,155	\$ 2.02
12	Tucson Electric Power Company	18,886	9,292	\$ 2.03
13	Duke Energy Indiana, Inc.	59,029	28,259	\$ 2.09
14	South Carolina Electric & Gas Co.	48,292	22,922	\$ 2.11
15	Duke Energy Kentucky, Inc.	8,740	4,117	\$ 2.12
16	Dayton Power and Light Company	32,392	14,277	\$ 2.27
17	Cleveland Electric Illuminating Company	42,839	18,870	\$ 2.27
18	Kentucky Utilities Company	45,973	19,936	\$ 2.31
19	Tampa Electric Company	44,573	19,213	\$ 2.32
20	Pennsylvania Electric Company	32,960	14,116	\$ 2.33
21	Entergy New Orleans, Inc.	11,914	5,072	\$ 2.35
22	Entergy Mississippi, Inc.	32,458	13,743	\$ 2.36
23	Duke Energy Carolinas, LLC	192,807	79,553	\$ 2.42
24	Indianapolis Power & Light Company	35,618	14,609	\$ 2.44
25	Virginia Electric and Power Company	202,856	81,226	\$ 2.50
26	Florida Power & Light Company	265,078	105,003	\$ 2.52
27	Wisconsin Power and Light Company	25,712	10,130	\$ 2.54
28	Northern Indiana Public Service Co.	41,704	16,191	\$ 2.58
29	Entergy Arkansas, Inc.	56,713	22,003	\$ 2.58
30	ALLETE (Minnesota Power)	22,528	8,721	\$ 2.58
31	El Paso Electric Company	19,370	7,434	\$ 2.61
32	Potomac Edison Company	30,572	11,670	\$ 2.62
33	Metropolitan Edison Company	37,612	13,996	\$ 2.69
34	Louisville Gas and Electric Company	33,464	12,338	\$ 2.71
35	Sierra Pacific Power Company	22,349	8,097	\$ 2.76
36	Southern Indiana Gas and Electric Company, Inc.	15,699	5,617	\$ 2.79
37	Duquesne Light Company	39,586	14,090	\$ 2.81
38	Public Service Company of New Mexico	25,588	9,091	\$ 2.81
39	West Penn Power Company	56,827	20,040	\$ 2.84
40	Kansas City Power & Light Company	45,930	15,467	\$ 2.97
41	Georgia Power Company	265,492	87,160	\$ 3.05
42	Cleco Power LLC	27,470	8,992	\$ 3.05
43	Avista Corporation	27,101	8,856	\$ 3.06
44	Northern States Power Company - MN	109,896	35,868	\$ 3.06
45	UNS Electric, Inc.	5,797	1,857	\$ 3.12
46	Monongahela Power Company	33,482	10,676	\$ 3.14
47	Oklahoma Gas and Electric Company	82,732	26,167	\$ 3.16
48	Public Service Company of Colorado	90,307	28,299	\$ 3.19
49	Wisconsin Electric Power Company	89,884	27,366	\$ 3.28
50	Arizona Public Service Company	92,072	27,709	\$ 3.32
51	Mississippi Power Company	32,474	9,723	\$ 3.34

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52	Northern States Power Company - WI	21,262	6,318 \$	3.37
53	Idaho Power Co.	45,808	13,513 \$	3.39
54	Gulf Power Company	39,817	11,359 \$	3.51
55	KCP&L Greater Missouri Operations Company	30,243	8,339 \$	3.63
56	Ohio Power Company	95,762	26,200 \$	3.66
57	Otter Tail Power Company	15,688	4,263 \$	3.68
58	Southwestern Electric Power Company	67,371	17,813 \$	3.78
59	MDU Resources Group, Inc.	10,638	2,786 \$	3.82
60	Portland General Electric Company	67,640	17,683 \$	3.83
61	Kansas Gas and Electric Company	38,536	10,067 \$	3.83
62	Madison Gas and Electric Company	12,799	3,332 \$	3.84
63	Black Hills Power, Inc.	6,363	1,655 \$	3.84
64	PPL Electric Utilities Corporation	142,378	36,998 \$	3.85
65	PacifiCorp	208,550	53,016 \$	3.93
66	Puget Sound Energy, Inc.	82,925	20,901 \$	3.97
67	Consumers Energy Company	133,283	33,290 \$	4.00
68	Wheeling Power Co	9,322	2,304 \$	4.05
69	Jersey Central Power & Light Company	89,787	22,132 \$	4.06
70	Midwest Energy, Inc.	5,623	1,366 \$	4.12
71	Wisconsin Public Service Corp	44,928	10,795 \$	4.16
72	Alabama Power Company	240,655	55,974 \$	4.30
73	Delmarva Power & Light Company	56,125	12,857 \$	4.37
74	Potomac Electric Power Company	121,607	27,665 \$	4.40
75	Union Electric Company	181,198	38,427 \$	4.72
76	MidAmerican Energy Company	102,611	21,710 \$	4.73
77	Atlantic City Electric Company	49,447	10,185 \$	4.86
78	Westar Energy (KPL)	48,643	9,966 \$	4.88
79	Black Hills Colorado Electric Utility Company, LP	8,588	1,742 \$	4.93
80	Public Service Company of Oklahoma	90,676	17,917 \$	5.06
81	Empire District Electric Company	24,797	4,839 \$	5.12
82	Baltimore Gas and Electric Company	170,184	32,864 \$	5.18
83	PECO Energy Company	204,151	39,310 \$	5.19
84	Unitil Energy Systems, Inc.	4,359	839 \$	5.20
85	NSTAR Electric Company	117,069	21,654 \$	5.41
86	Public Service Electric and Gas Company	147,025	26,613 \$	5.52
87	Green Mountain Power Corporation	10,659	1,913 \$	5.57
88	NorthWestern Energy Division	40,858	7,247 \$	5.64
89	Rockland Electric Company	9,919	1,679 \$	5.91
90	Detroit Edison Company	256,031	42,831 \$	5.98
91	Pacific Gas and Electric Company	506,219	84,064 \$	6.02
92	Commonwealth Edison Company	313,141	43,610 \$	7.18
93	United Illuminating Company	42,949	5,735 \$	7.49
94	Rochester Gas and Electric Corp	55,689	7,284 \$	7.65
95	Fitchburg Gas and Electric Light Company	2,089	249 \$	8.39
96	Southern California Edison Co.	455,932	53,606 \$	8.51
97	Orange and Rockland Utilities, Inc.	37,482	4,074 \$	9.20
98	Public Service Company of New Hampshire	50,267	5,420 \$	9.27
99	San Diego Gas & Electric Co.	109,413	11,402 \$	9.60
100	Connecticut Light and Power Company	109,156	9,639 \$	11.32
101	New York State Electric & Gas Corp	177,769	15,069 \$	11.80
102	Western Massachusetts Electric Company	22,298	1,842 \$	12.11
103	Central Hudson Gas & Electric Corp	41,695	3,237 \$	12.88

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104	Golden State Water Company	1,827	132	\$ 13.82
105	Upper Peninsula Power Company	11,188	798	\$ 14.02
106	Consolidated Edison Company of New York, Inc.	442,750	24,142	\$ 18.34
	Totals & Weighted Average	8,290,283	2,120,332	\$ 3.91
	Arithmetic Average	78,210	20,003	\$ 4.39

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1	Nevada Power Company	\$ 24,623	20,755	\$ 1.19
2	Entergy Gulf States Louisiana, L.L.C.	\$ 26,061	19,885	\$ 1.31
3	Entergy Louisiana, LLC	\$ 47,359	31,744	\$ 1.49
4	Interstate Power and Light Company	\$ 24,408	15,340	\$ 1.59
5	Pennsylvania Power Company	\$ 7,917	4,586	\$ 1.73
6	Oncor Electric Delivery Company LLC	\$ 204,334	113,837	\$ 1.79
7	Entergy Texas, Inc.	\$ 31,645	16,863	\$ 1.88
8	West Penn Power Company	\$ 38,585	20,104	\$ 1.92
9	Ohio Edison Company	\$ 49,902	24,656	\$ 2.02
10	Southwestern Public Service Company	\$ 37,859	18,631	\$ 2.03
11	Entergy New Orleans, Inc.	\$ 10,503	5,122	\$ 2.05
12	Tucson Electric Power Company	\$ 19,240	9,332	\$ 2.06
13	Toledo Edison Company	\$ 21,841	10,437	\$ 2.09
14	Cleveland Electric Illuminating Company	\$ 39,998	18,916	\$ 2.11
15	Wheeling Power Company	\$ 5,012	2,269	\$ 2.21
16	South Carolina Electric & Gas Co.	\$ 49,839	22,151	\$ 2.25
17	Wisconsin Power and Light Company	\$ 23,981	10,302	\$ 2.33
18	Duke Energy Kentucky, Inc.	\$ 9,420	4,023	\$ 2.34
19	Kingsport Power Company	\$ 5,058	2,137	\$ 2.37
20	Tampa Electric Company	\$ 44,114	18,564	\$ 2.38
21	Duquesne Light Company	\$ 33,498	14,027	\$ 2.39
22	Entergy Mississippi, Inc.	\$ 32,553	13,574	\$ 2.40
23	Kentucky Utilities Company	\$ 46,345	19,256	\$ 2.41
24	Potomac Edison Company	\$ 25,215	10,416	\$ 2.42
25	Indianapolis Power & Light Company	\$ 35,398	14,229	\$ 2.49
26	Pennsylvania Electric Company	\$ 35,954	14,134	\$ 2.54
27	ALLETE (Minnesota Power)	\$ 23,737	9,289	\$ 2.56
28	El Paso Electric Company	\$ 19,842	7,661	\$ 2.59
29	Northern Indiana Public Service Company	\$ 43,909	16,836	\$ 2.61
30	Public Service Company of New Mexico	\$ 24,447	9,290	\$ 2.63
31	Duke Energy Carolinas, LLC	\$ 205,379	76,216	\$ 2.69
32	Florida Power & Light Company	\$ 284,015	103,558	\$ 2.74
33	Entergy Arkansas, Inc.	\$ 60,681	21,584	\$ 2.81
34	Southern Indiana Gas and Electric Company, Inc.	\$ 16,209	5,595	\$ 2.90
35	UNS Electric, Inc.	\$ 5,396	1,853	\$ 2.91
36	Sierra Pacific Power Company	\$ 22,386	7,664	\$ 2.92
37	Monongahela Power Company	\$ 31,192	10,572	\$ 2.95
38	Arizona Public Service Company	\$ 83,265	28,210	\$ 2.95
39	Northern States Power Company - MN	\$ 112,987	35,905	\$ 3.15
40	Dayton Power and Light Company	\$ 41,415	13,159	\$ 3.15
41	Georgia Power Company	\$ 265,600	84,300	\$ 3.15
42	Virginia Electric and Power Company	\$ 249,113	78,500	\$ 3.17
43	Kansas City Power & Light Company	\$ 48,282	15,210	\$ 3.17
44	Cleco Power LLC	\$ 28,996	9,028	\$ 3.21
45	Oklahoma Gas and Electric Company	\$ 87,919	27,055	\$ 3.25
46	Ohio Power Company	\$ 141,745	43,492	\$ 3.26
47	Avista Corporation	\$ 29,764	9,035	\$ 3.29
48	Idaho Power Co.	\$ 45,858	13,734	\$ 3.34
49	Alabama Power Company	\$ 185,802	54,704	\$ 3.40
50	Public Service Company of Colorado	\$ 96,762	28,486	\$ 3.40
51	Mississippi Power Company	\$ 33,366	9,658	\$ 3.45

**TOTAL DISTRIBUTION O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total Distribution O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
52	Wisconsin Electric Power Company	\$ 94,070	27,220	\$ 3.46
53	Metropolitan Edison Company	\$ 48,485	13,970	\$ 3.47
54	Otter Tail Power Company	\$ 15,086	4,292	\$ 3.52
55	KCP&L Greater Missouri Operations Company	\$ 28,816	8,195	\$ 3.52
56	Kansas Gas and Electric Company	\$ 36,118	10,149	\$ 3.56
57	Puget Sound Energy, Inc.	\$ 78,245	21,496	\$ 3.64
58	Louisville Gas and Electric Company	\$ 42,483	11,641	\$ 3.65
59	Northern States Power Company - WI	\$ 24,021	6,415	\$ 3.74
60	Duke Energy Indiana, Inc.	\$ 106,991	27,810	\$ 3.85
61	Gulf Power Company	\$ 43,292	11,040	\$ 3.92
62	PacifiCorp	\$ 215,101	54,307	\$ 3.96
63	Southwestern Electric Power Company	\$ 74,274	18,679	\$ 3.98
64	Black Hills Power, Inc.	\$ 6,913	1,714	\$ 4.03
65	Madison Gas and Electric Company	\$ 13,540	3,358	\$ 4.03
66	MDU Resources Group, Inc.	\$ 11,709	2,879	\$ 4.07
67	PPL Electric Utilities Corporation	\$ 152,304	36,942	\$ 4.12
68	Wisconsin Public Service Corporation	\$ 45,023	10,888	\$ 4.14
69	Public Service Company of Oklahoma	\$ 78,704	18,197	\$ 4.33
70	Portland General Electric Company	\$ 79,604	18,357	\$ 4.34
71	Midwest Energy, Inc.	\$ 6,598	1,465	\$ 4.50
72	MidAmerican Energy Company	\$ 99,566	21,873	\$ 4.55
73	Westar Energy (KPL)	\$ 49,025	10,087	\$ 4.86
74	Consumers Energy Company	\$ 175,986	33,603	\$ 5.24
75	Union Electric Company	\$ 196,238	37,428	\$ 5.24
76	Delmarva Power & Light Company	\$ 66,564	12,691	\$ 5.25
77	NorthWestern Corporation	\$ 39,301	7,426	\$ 5.29
78	Potomac Electric Power Company	\$ 148,028	26,895	\$ 5.50
79	Rockland Electric Company	\$ 9,449	1,665	\$ 5.67
80	Empire District Electric Company	\$ 26,953	4,710	\$ 5.72
81	PECO Energy Company	\$ 222,327	38,726	\$ 5.74
82	Black Hills Colorado Electric Utility Company, LP	\$ 10,729	1,828	\$ 5.87
83	NSTAR Electric Company	\$ 128,137	21,502	\$ 5.96
84	Green Mountain Power Corporation	\$ 11,345	1,891	\$ 6.00
85	Atlantic City Electric Company	\$ 58,741	9,683	\$ 6.07
86	Rochester Gas and Electric Corporation	\$ 45,669	7,288	\$ 6.27
87	Baltimore Gas and Electric Company	\$ 205,584	31,809	\$ 6.46
88	Public Service Electric and Gas Company	\$ 148,115	22,554	\$ 6.57
89	Jersey Central Power & Light Company	\$ 143,936	21,482	\$ 6.70
90	DTE Electric Company	\$ 293,444	42,760	\$ 6.86
91	Pacific Gas and Electric Company	\$ 600,836	83,902	\$ 7.16
92	Unitil Energy Systems, Inc.	\$ 5,936	815	\$ 7.28
93	Southern California Edison Co.	\$ 485,876	57,777	\$ 8.41
94	San Diego Gas & Electric Co.	\$ 127,596	14,393	\$ 8.87
95	Orange and Rockland Utilities, Inc.	\$ 38,887	4,048	\$ 9.61
96	New York State Electric & Gas Corporation	\$ 149,420	15,121	\$ 9.88
97	Public Service Company of New Hampshire	\$ 51,649	5,092	\$ 10.14
98	Commonwealth Edison Company	\$ 414,484	39,801	\$ 10.41
99	United Illuminating Company	\$ 59,978	5,576	\$ 10.76
100	Western Massachusetts Electric Company	\$ 20,094	1,868	\$ 10.76
101	Fitchburg Gas and Electric Light Company	\$ 2,577	230	\$ 11.19
102	Golden State Water Company	\$ 1,744	137	\$ 12.76
103	Upper Peninsula Power Company	\$ 11,195	807	\$ 13.88

**TOTAL DISTRIBUTION O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total Distribution O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
104	Central Hudson Gas & Electric Corporation	\$ 49,149	3,090	\$ 15.91
105	Consolidated Edison Company of New York, Inc.	\$ 457,250	22,622	\$ 20.21
106	Connecticut Light and Power Company	\$ 171,990	7,862	\$ 21.88
Totals & Weighted Average		\$ 9,047,904	2,123,942	\$ 4.26
Arithmetic Average		\$ 85,358	20,037	\$ 4.78

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**TOTAL DISTRIBUTION O&M PER MWH
(\$/MWh)
2012**

Rank	Company	Total Distribution O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	West Penn Power Company	\$ 18,851	19,674	\$ 0.96
2	Nevada Power Company	\$ 22,699	21,481	\$ 1.06
3	Entergy Gulf States Louisiana, L.L.C.	\$ 24,213	19,581	\$ 1.24
4	Entergy Louisiana, LLC	\$ 46,859	31,710	\$ 1.48
5	Toledo Edison Company	\$ 16,801	10,381	\$ 1.62
6	Oncor Electric Delivery Company LLC	\$ 192,501	110,371	\$ 1.74
7	Interstate Power and Light Company	\$ 27,433	15,383	\$ 1.78
8	Southwestern Public Service Company	\$ 34,556	18,526	\$ 1.87
9	Entergy Texas, Inc.	\$ 30,609	16,344	\$ 1.87
10	Entergy New Orleans, Inc.	\$ 9,599	5,012	\$ 1.92
11	South Carolina Electric & Gas Co.	\$ 43,826	21,304	\$ 2.06
12	Wheeling Power Company	\$ 5,330	2,500	\$ 2.13
13	Tucson Electric Power Company	\$ 19,834	9,265	\$ 2.14
14	Potomac Edison Company	\$ 22,144	10,154	\$ 2.18
15	Duke Energy Carolinas, LLC	\$ 170,134	75,232	\$ 2.26
16	Entergy Mississippi, Inc.	\$ 31,461	13,273	\$ 2.37
17	Tampa Electric Company	\$ 43,903	18,409	\$ 2.38
18	Duquesne Light Company	\$ 34,888	14,202	\$ 2.46
19	Duke Energy Kentucky, Inc.	\$ 10,095	3,999	\$ 2.52
20	Ohio Edison Company	\$ 62,272	24,441	\$ 2.55
21	Wisconsin Power and Light Company	\$ 26,417	10,349	\$ 2.55
22	Public Service Company of New Mexico	\$ 24,266	9,396	\$ 2.58
23	Kingsport Power Company	\$ 5,355	2,065	\$ 2.59
24	Cleveland Electric Illuminating Company	\$ 48,792	18,805	\$ 2.59
25	Duke Energy Indiana, Inc.	\$ 72,664	27,782	\$ 2.62
26	ALLETE (Minnesota Power)	\$ 24,788	9,389	\$ 2.64
27	Entergy Arkansas, Inc.	\$ 56,015	21,087	\$ 2.66
28	Pennsylvania Power Company	\$ 11,926	4,464	\$ 2.67
29	El Paso Electric Company	\$ 21,004	7,715	\$ 2.72
30	Indianapolis Power & Light Company	\$ 38,285	14,015	\$ 2.73
31	Florida Power & Light Company	\$ 286,364	102,128	\$ 2.80
32	Sierra Pacific Power Company	\$ 22,546	7,937	\$ 2.84
33	Northern Indiana Public Service Company	\$ 47,678	16,757	\$ 2.85
34	Southern Indiana Gas and Electric Company, Inc.	\$ 15,860	5,465	\$ 2.90
35	Georgia Power Company	\$ 239,537	81,742	\$ 2.93
36	Kentucky Utilities Company	\$ 56,038	19,069	\$ 2.94
37	Virginia Electric and Power Company	\$ 228,149	76,724	\$ 2.97
38	Alabama Power Company	\$ 161,780	53,947	\$ 3.00
39	UNS Electric, Inc.	\$ 5,418	1,756	\$ 3.09
40	Northern States Power Company - MN	\$ 111,135	35,421	\$ 3.14
41	Public Service Company of Colorado	\$ 91,635	28,786	\$ 3.18
42	Cleco Power LLC	\$ 27,875	8,723	\$ 3.20
43	Arizona Public Service Company	\$ 91,972	28,154	\$ 3.27
44	Kansas City Power & Light Company	\$ 48,776	14,912	\$ 3.27
45	Wisconsin Electric Power Company	\$ 91,142	27,043	\$ 3.37
46	Mississippi Power Company	\$ 32,921	9,702	\$ 3.39
47	Idaho Power Co.	\$ 48,376	14,085	\$ 3.43
48	Northern States Power Company - WI	\$ 22,188	6,458	\$ 3.44
49	KCP&L Greater Missouri Operations Company	\$ 28,194	8,080	\$ 3.49
50	Puget Sound Energy, Inc.	\$ 74,863	21,138	\$ 3.54
51	Louisville Gas and Electric Company	\$ 42,403	11,838	\$ 3.58

**TOTAL DISTRIBUTION O&M PER MWH
(\$/MWh)
2012**

Rank	Company	Total Distribution O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
52	Southwestern Electric Power Company	\$ 65,185	18,147	\$ 3.59
53	Oklahoma Gas and Electric Company	\$ 96,636	26,786	\$ 3.61
54	Avista Corporation	\$ 32,205	8,873	\$ 3.63
55	Metropolitan Edison Company	\$ 49,313	13,559	\$ 3.64
56	PacifiCorp	\$ 203,678	54,549	\$ 3.73
57	Pennsylvania Electric Company	\$ 51,867	13,865	\$ 3.74
58	Otter Tail Power Company	\$ 15,868	4,241	\$ 3.74
59	Gulf Power Company	\$ 40,706	10,663	\$ 3.82
60	Kansas Gas and Electric Company	\$ 38,968	9,928	\$ 3.92
61	Wisconsin Public Service Corporation	\$ 44,022	10,882	\$ 4.05
62	Madison Gas and Electric Company	\$ 13,733	3,346	\$ 4.10
63	Midwest Energy, Inc.	\$ 6,470	1,515	\$ 4.27
64	Public Service Company of Oklahoma	\$ 77,567	17,964	\$ 4.32
65	PPL Electric Utilities Corporation	\$ 157,300	36,016	\$ 4.37
66	MDU Resources Group, Inc.	\$ 13,159	2,997	\$ 4.39
67	Black Hills Power, Inc.	\$ 7,553	1,707	\$ 4.42
68	MidAmerican Energy Company	\$ 98,175	21,924	\$ 4.48
69	Commonwealth Edison Company	\$ 409,805	89,977	\$ 4.55
70	Union Electric Company	\$ 168,770	36,746	\$ 4.59
71	Portland General Electric Company	\$ 84,482	17,944	\$ 4.71
72	Potomac Electric Power Company	\$ 123,308	26,006	\$ 4.74
73	Ohio Power Company	\$ 155,565	30,897	\$ 5.03
74	Delmarva Power & Light Company	\$ 65,099	12,645	\$ 5.15
75	Westar Energy (KPL)	\$ 51,575	10,009	\$ 5.15
76	Dayton Power and Light Company	\$ 30,487	5,850	\$ 5.21
77	Consumers Energy Company	\$ 179,352	33,756	\$ 5.31
78	Atlantic City Electric Company	\$ 51,609	9,495	\$ 5.44
79	Rochester Gas and Electric Corporation	\$ 39,304	7,231	\$ 5.44
80	Monongahela Power Company	\$ 57,294	10,500	\$ 5.46
81	NorthWestern Corporation	\$ 40,698	7,425	\$ 5.48
82	Black Hills Colorado Electric Utility Company, LP	\$ 10,141	1,818	\$ 5.58
83	Empire District Electric Company	\$ 26,039	4,562	\$ 5.71
84	Southern California Edison Co.	\$ 467,645	75,597	\$ 6.19
85	PECO Energy Company	\$ 233,082	37,500	\$ 6.22
86	NSTAR Electric Company	\$ 133,220	21,209	\$ 6.28
87	Rockland Electric Company	\$ 10,430	1,640	\$ 6.36
88	DTE Electric Company	\$ 276,531	42,773	\$ 6.47
89	Baltimore Gas and Electric Company	\$ 218,785	30,994	\$ 7.06
90	Pacific Gas and Electric Company	\$ 648,493	86,425	\$ 7.50
91	Green Mountain Power Corporation	\$ 19,244	2,478	\$ 7.77
92	Public Service Electric and Gas Company	\$ 172,159	19,943	\$ 8.63
93	New York State Electric & Gas Corporation	\$ 141,214	15,409	\$ 9.16
94	San Diego Gas & Electric Co.	\$ 140,918	15,055	\$ 9.36
95	Jersey Central Power & Light Company	\$ 195,370	20,812	\$ 9.39
96	Unitil Energy Systems, Inc.	\$ 7,982	790	\$ 10.10
97	Orange and Rockland Utilities, Inc.	\$ 42,113	4,016	\$ 10.49
98	Public Service Company of New Hampshire	\$ 51,020	4,601	\$ 11.09
99	Western Massachusetts Electric Company	\$ 23,390	1,822	\$ 12.84
100	United Illuminating Company	\$ 70,614	5,431	\$ 13.00
101	Upper Peninsula Power Company	\$ 11,282	837	\$ 13.47
102	Central Hudson Gas & Electric Corporation	\$ 42,831	2,772	\$ 15.45
103	Golden State Water Company	\$ 2,033	131	\$ 15.54

**TOTAL DISTRIBUTION O&M PER MWH
(\$/MWh)
2012**

Rank	Company	Total Distribution O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
104	Fitchburg Gas and Electric Light Company	\$ 3,192	201	\$ 15.87
105	Consolidated Edison Company of New York, Inc.	\$ 466,714	20,621	\$ 22.63
106	Connecticut Light and Power Company	\$ 162,572	7,163	\$ 22.70
Totals & Weighted Average		\$ 9,019,137	2,146,216	\$ 4.20
Arithmetic Average		\$ 85,086	20,247	\$ 5.00

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**TOTAL TRANSMISSION O&M PER MWH
(\$/MWh)
2010**

Rank	Company	Total Transmission O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Pennsylvania Power Company	\$ 430	4,502	\$ 0.10
2	Ohio Edison Company	\$ 2,963	24,155	\$ 0.12
3	Toledo Edison Company	\$ 1,865	10,334	\$ 0.18
4	Kingsport Power Company	\$ 535	2,240	\$ 0.24
5	Cleveland Electric Illuminating Company	\$ 4,617	18,870	\$ 0.24
6	Wheeling Power Co	\$ 1,028	2,304	\$ 0.45
7	Duquesne Light Company	\$ 6,870	14,090	\$ 0.49
8	Golden State Water Company	\$ 66	132	\$ 0.50
9	Duke Energy Carolinas, LLC	\$ 51,105	79,553	\$ 0.64
10	Tampa Electric Company	\$ 13,046	19,213	\$ 0.68
11	South Carolina Electric & Gas Co.	\$ 16,469	22,922	\$ 0.72
12	Florida Power & Light Company	\$ 76,810	105,003	\$ 0.73
13	Nevada Power Company	\$ 15,565	20,873	\$ 0.75
14	Indianapolis Power & Light Company	\$ 11,261	14,609	\$ 0.77
15	Potomac Electric Power Company	\$ 23,997	27,665	\$ 0.87
16	Rockland Electric Company	\$ 1,470	1,679	\$ 0.88
17	Baltimore Gas and Electric Company	\$ 29,913	32,864	\$ 0.91
18	Potomac Edison Company	\$ 11,142	11,670	\$ 0.95
19	Delmarva Power & Light Company	\$ 12,821	12,857	\$ 1.00
20	Jersey Central Power & Light Company	\$ 22,517	22,132	\$ 1.02
21	Union Electric Company	\$ 40,105	38,427	\$ 1.04
22	Louisville Gas and Electric Company	\$ 12,920	12,338	\$ 1.05
23	Gulf Power Company	\$ 12,249	11,359	\$ 1.08
24	Entergy Texas, Inc.	\$ 17,597	16,141	\$ 1.09
25	Entergy Louisiana, LLC	\$ 33,679	30,648	\$ 1.10
26	Virginia Electric and Power Company	\$ 90,941	81,226	\$ 1.12
27	Mississippi Power Company	\$ 10,941	9,723	\$ 1.13
28	Northern Indiana Public Service Co.	\$ 18,395	16,191	\$ 1.14
29	Sierra Pacific Power Company	\$ 9,271	8,097	\$ 1.14
30	Atlantic City Electric Company	\$ 12,159	10,185	\$ 1.19
31	Midwest Energy, Inc.	\$ 1,705	1,366	\$ 1.25
32	Rochester Gas and Electric Corp	\$ 9,536	7,284	\$ 1.31
33	Kentucky Utilities Company	\$ 26,631	19,936	\$ 1.34
34	Georgia Power Company	\$ 117,615	87,160	\$ 1.35
35	Entergy Mississippi, Inc.	\$ 18,930	13,743	\$ 1.38
36	Entergy Arkansas, Inc.	\$ 31,786	22,003	\$ 1.44
37	Duke Energy Indiana, Inc.	\$ 41,011	28,259	\$ 1.45
38	Public Service Company of Colorado	\$ 43,098	28,299	\$ 1.52
39	Arizona Public Service Company	\$ 46,539	27,709	\$ 1.68
40	Alabama Power Company	\$ 94,419	55,974	\$ 1.69
41	Monongahela Power Company	\$ 18,390	10,676	\$ 1.72
42	Idaho Power Co.	\$ 23,606	13,513	\$ 1.75
43	Empire District Electric Company	\$ 8,829	4,839	\$ 1.82
44	Entergy Gulf States Louisiana, L.L.C.	\$ 36,533	19,823	\$ 1.84
45	Tucson Electric Power Company	\$ 17,314	9,292	\$ 1.86
46	Cleco Power LLC	\$ 16,788	8,992	\$ 1.87
47	Oklahoma Gas and Electric Company	\$ 49,028	26,167	\$ 1.87
48	Southwestern Electric Power Company	\$ 33,998	17,813	\$ 1.91
49	Kansas City Power & Light Company	\$ 30,526	15,467	\$ 1.97
50	Public Service Electric and Gas Company	\$ 52,764	26,613	\$ 1.98
51	Ohio Power Company	\$ 55,025	26,200	\$ 2.10

**TOTAL TRANSMISSION O&M PER MWH
(\$/MWh)
2010**

Rank	Company	Total Transmission O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
52	El Paso Electric Company	\$ 15,837	7,434	\$ 2.13
53	Public Service Company of Oklahoma	\$ 40,068	17,917	\$ 2.24
54	Orange and Rockland Utilities, Inc.	\$ 9,643	4,074	\$ 2.37
55	Otter Tail Power Company	\$ 10,109	4,263	\$ 2.37
56	Southern Indiana Gas and Electric Company, Inc.	\$ 13,597	5,617	\$ 2.42
57	KCP&L Greater Missouri Operations Company	\$ 20,495	8,339	\$ 2.46
58	Pacific Gas and Electric Company	\$ 208,135	84,064	\$ 2.48
59	Entergy New Orleans, Inc.	\$ 12,570	5,072	\$ 2.48
60	New York State Electric & Gas Corp	\$ 39,259	15,069	\$ 2.61
61	MidAmerican Energy Company	\$ 57,168	21,710	\$ 2.63
62	West Penn Power Company	\$ 54,742	20,040	\$ 2.73
63	Central Hudson Gas & Electric Corp	\$ 9,359	3,237	\$ 2.89
64	PPL Electric Utilities Corporation	\$ 112,324	36,998	\$ 3.04
65	Avista Corporation	\$ 28,461	8,856	\$ 3.21
66	MDU Resources Group, Inc.	\$ 9,043	2,786	\$ 3.25
67	Southwestern Public Service Company	\$ 65,347	18,575	\$ 3.52
68	PacifiCorp	\$ 195,628	53,016	\$ 3.69
69	Public Service Company of New Mexico	\$ 35,437	9,091	\$ 3.90
70	UNS Electric, Inc.	\$ 7,515	1,857	\$ 4.05
71	Oncor Electric Delivery Company LLC	\$ 444,502	109,323	\$ 4.07
72	NorthWestern Energy Division	\$ 31,137	7,247	\$ 4.30
73	Puget Sound Energy, Inc.	\$ 90,430	20,901	\$ 4.33
74	Portland General Electric Company	\$ 82,924	17,683	\$ 4.69
75	Southern California Edison Co.	\$ 252,123	53,606	\$ 4.70
76	Northern States Power Company - MN	\$ 174,351	35,868	\$ 4.86
77	ALLETE (Minnesota Power)	\$ 44,218	8,721	\$ 5.07
78	Duke Energy Kentucky, Inc.	\$ 21,480	4,117	\$ 5.22
79	Public Service Company of New Hampshire	\$ 33,966	5,420	\$ 6.27
80	Black Hills Colorado Electric Utility Company, LP	\$ 11,055	1,742	\$ 6.34
81	Consolidated Edison Company of New York, Inc.	\$ 162,662	24,142	\$ 6.74
82	Kansas Gas and Electric Company	\$ 70,349	10,067	\$ 6.99
83	Consumers Energy Company	\$ 240,920	33,290	\$ 7.24
84	PECO Energy Company	\$ 288,554	39,310	\$ 7.34
85	Westar Energy (KPL)	\$ 73,407	9,966	\$ 7.37
86	Dayton Power and Light Company	\$ 105,242	14,277	\$ 7.37
87	Detroit Edison Company	\$ 316,843	42,831	\$ 7.40
88	Northern States Power Company - WI	\$ 48,300	6,318	\$ 7.64
89	San Diego Gas & Electric Co.	\$ 92,118	11,402	\$ 8.08
90	Connecticut Light and Power Company	\$ 82,606	9,639	\$ 8.57
91	Madison Gas and Electric Company	\$ 29,715	3,332	\$ 8.92
92	Commonwealth Edison Company	\$ 391,936	43,610	\$ 8.99
93	Upper Peninsula Power Company	\$ 7,511	798	\$ 9.41
94	Pennsylvania Electric Company	\$ 137,164	14,116	\$ 9.72
95	Wisconsin Electric Power Company	\$ 266,546	27,366	\$ 9.74
96	Wisconsin Power and Light Company	\$ 102,565	10,130	\$ 10.12
97	Wisconsin Public Service Corp	\$ 109,750	10,795	\$ 10.17
98	Interstate Power and Light Company	\$ 181,994	15,283	\$ 11.91
99	Western Massachusetts Electric Company	\$ 22,717	1,842	\$ 12.34
100	Green Mountain Power Corporation	\$ 24,290	1,913	\$ 12.70
101	NSTAR Electric Company	\$ 285,784	21,654	\$ 13.20
102	Black Hills Power, Inc.	\$ 22,748	1,655	\$ 13.74

**TOTAL TRANSMISSION O&M PER MWH
(\$/MWh)
2010**

Rank	Company	Total Transmission O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
103	United Illuminating Company	\$ 83,091	5,735	\$ 14.49
104	Metropolitan Edison Company	\$ 270,387	13,996	\$ 19.32
105	Unitil Energy Systems, Inc.	\$ 20,173	839	\$ 24.04
106	Fitchburg Gas and Electric Light Company	\$ 6,020	249	\$ 24.18
Totals & Weighted Average		\$ 6,911,133	2,120,332	\$ 3.26
Arithmetic Average		\$ 65,199	20,003	\$ 4.25

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**TOTAL TRANSMISSION O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total Transmission O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Kingsport Power Company	\$ 478	2,137	\$ 0.22
2	Wheeling Power Company	\$ 953	2,269	\$ 0.42
3	Golden State Water Company	\$ 70	137	\$ 0.51
4	Duquesne Light Company	\$ 9,320	14,027	\$ 0.66
5	South Carolina Electric & Gas Co.	\$ 15,388	22,151	\$ 0.69
6	Duke Energy Carolinas, LLC	\$ 53,698	76,216	\$ 0.70
7	Tampa Electric Company	\$ 13,142	18,564	\$ 0.71
8	Pennsylvania Electric Company	\$ 10,234	14,134	\$ 0.72
9	Nevada Power Company	\$ 15,646	20,755	\$ 0.75
10	Metropolitan Edison Company	\$ 10,929	13,970	\$ 0.78
11	Indianapolis Power & Light Company	\$ 11,501	14,229	\$ 0.81
12	Rockland Electric Company	\$ 1,420	1,665	\$ 0.85
13	Florida Power & Light Company	\$ 90,582	103,558	\$ 0.87
14	Delmarva Power & Light Company	\$ 11,572	12,691	\$ 0.91
15	Potomac Edison Company	\$ 10,752	10,416	\$ 1.03
16	Jersey Central Power & Light Company	\$ 22,956	21,482	\$ 1.07
17	Baltimore Gas and Electric Company	\$ 35,355	31,809	\$ 1.11
18	Potomac Electric Power Company	\$ 30,075	26,895	\$ 1.12
19	Rochester Gas and Electric Corporation	\$ 8,272	7,288	\$ 1.14
20	Ohio Power Company	\$ 49,561	43,492	\$ 1.14
21	Mississippi Power Company	\$ 11,130	9,658	\$ 1.15
22	Union Electric Company	\$ 43,598	37,428	\$ 1.16
23	Northern Indiana Public Service Company	\$ 20,028	16,836	\$ 1.19
24	Pennsylvania Power Company	\$ 5,590	4,586	\$ 1.22
25	Duke Energy Indiana, Inc.	\$ 35,643	27,810	\$ 1.28
26	Alabama Power Company	\$ 70,186	54,704	\$ 1.28
27	Georgia Power Company	\$ 109,367	84,300	\$ 1.30
28	Midwest Energy, Inc.	\$ 1,978	1,465	\$ 1.35
29	Sierra Pacific Power Company	\$ 10,391	7,664	\$ 1.36
30	Gulf Power Company	\$ 15,070	11,040	\$ 1.37
31	Atlantic City Electric Company	\$ 13,283	9,683	\$ 1.37
32	Tucson Electric Power Company	\$ 12,803	9,332	\$ 1.37
33	Kentucky Utilities Company	\$ 27,714	19,256	\$ 1.44
34	Louisville Gas and Electric Company	\$ 16,824	11,641	\$ 1.45
35	Cleveland Electric Illuminating Company	\$ 28,092	18,916	\$ 1.49
36	Virginia Electric and Power Company	\$ 117,765	78,500	\$ 1.50
37	Entergy Arkansas, Inc.	\$ 32,686	21,584	\$ 1.51
38	West Penn Power Company	\$ 30,798	20,104	\$ 1.53
39	Entergy Mississippi, Inc.	\$ 20,956	13,574	\$ 1.54
40	Entergy Texas, Inc.	\$ 26,434	16,863	\$ 1.57
41	Entergy Louisiana, LLC	\$ 50,944	31,744	\$ 1.60
42	MidAmerican Energy Company	\$ 35,468	21,873	\$ 1.62
43	Public Service Company of Colorado	\$ 51,361	28,486	\$ 1.80
44	Southwestern Electric Power Company	\$ 33,846	18,679	\$ 1.81
45	Entergy Gulf States Louisiana, L.L.C.	\$ 36,512	19,885	\$ 1.84
46	Toledo Edison Company	\$ 20,141	10,437	\$ 1.93
47	Idaho Power Co.	\$ 26,591	13,734	\$ 1.94
48	Cleco Power LLC	\$ 17,837	9,028	\$ 1.98
49	Kansas City Power & Light Company	\$ 34,037	15,210	\$ 2.24
50	Public Service Company of Oklahoma	\$ 40,774	18,197	\$ 2.24
51	El Paso Electric Company	\$ 17,439	7,661	\$ 2.28

TOTAL TRANSMISSION O&M PER MWH
(\$/MWh)
2011

Rank	Company	Total Transmission O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
52	Empire District Electric Company	\$ 10,963	4,710	\$ 2.33
53	Ohio Edison Company	\$ 57,677	24,656	\$ 2.34
54	KCP&L Greater Missouri Operations Company	\$ 19,678	8,195	\$ 2.40
55	Pacific Gas and Electric Company	\$ 204,858	83,902	\$ 2.44
56	Southern Indiana Gas and Electric Company, Inc.	\$ 13,879	5,595	\$ 2.48
57	Public Service Electric and Gas Company	\$ 55,959	22,554	\$ 2.48
58	PPL Electric Utilities Corporation	\$ 97,374	36,942	\$ 2.64
59	Oklahoma Gas and Electric Company	\$ 72,357	27,055	\$ 2.67
60	Orange and Rockland Utilities, Inc.	\$ 10,957	4,048	\$ 2.71
61	Otter Tail Power Company	\$ 11,678	4,292	\$ 2.72
62	Central Hudson Gas & Electric Corporation	\$ 8,502	3,090	\$ 2.75
63	New York State Electric & Gas Corporation	\$ 43,152	15,121	\$ 2.85
64	MDU Resources Group, Inc.	\$ 8,668	2,879	\$ 3.01
65	Arizona Public Service Company	\$ 85,869	28,210	\$ 3.04
66	Avista Corporation	\$ 29,778	9,035	\$ 3.30
67	PacifiCorp	\$ 204,716	54,307	\$ 3.77
68	NorthWestern Corporation	\$ 28,991	7,426	\$ 3.90
69	Entergy New Orleans, Inc.	\$ 20,125	5,122	\$ 3.93
70	Public Service Company of New Mexico	\$ 36,736	9,290	\$ 3.95
71	PECO Energy Company	\$ 156,493	38,726	\$ 4.04
72	Southern California Edison Co.	\$ 235,055	57,777	\$ 4.07
73	San Diego Gas & Electric Co.	\$ 61,402	14,393	\$ 4.27
74	ALLETE (Minnesota Power)	\$ 39,715	9,289	\$ 4.28
75	Puget Sound Energy, Inc.	\$ 92,113	21,496	\$ 4.29
76	Oncor Electric Delivery Company LLC	\$ 493,721	113,837	\$ 4.34
77	Southwestern Public Service Company	\$ 81,910	18,631	\$ 4.40
78	Portland General Electric Company	\$ 82,615	18,357	\$ 4.50
79	Public Service Company of New Hampshire	\$ 27,013	5,092	\$ 5.31
80	Northern States Power Company - MN	\$ 195,079	35,905	\$ 5.43
81	UNS Electric, Inc.	\$ 10,517	1,853	\$ 5.68
82	Black Hills Colorado Electric Utility Company, LP	\$ 12,408	1,828	\$ 6.79
83	DTE Electric Company	\$ 296,515	42,760	\$ 6.93
84	Consolidated Edison Company of New York, Inc.	\$ 171,343	22,622	\$ 7.57
85	Consumers Energy Company	\$ 259,239	33,603	\$ 7.71
86	Northern States Power Company - WI	\$ 49,957	6,415	\$ 7.79
87	Westar Energy (KPL)	\$ 79,231	10,087	\$ 7.86
88	Kansas Gas and Electric Company	\$ 80,566	10,149	\$ 7.94
89	Dayton Power and Light Company	\$ 107,327	13,159	\$ 8.16
90	Duke Energy Kentucky, Inc.	\$ 33,803	4,023	\$ 8.40
91	Commonwealth Edison Company	\$ 343,540	39,801	\$ 8.63
92	Madison Gas and Electric Company	\$ 29,087	3,358	\$ 8.66
93	Upper Peninsula Power Company	\$ 7,133	807	\$ 8.84
94	Wisconsin Electric Power Company	\$ 271,469	27,220	\$ 9.97
95	Wisconsin Public Service Corporation	\$ 111,946	10,888	\$ 10.28
96	Wisconsin Power and Light Company	\$ 106,975	10,302	\$ 10.38
97	Western Massachusetts Electric Company	\$ 20,648	1,868	\$ 11.06
98	Monongahela Power Company	\$ 117,922	10,572	\$ 11.15
99	Connecticut Light and Power Company	\$ 99,472	7,862	\$ 12.65
100	NSTAR Electric Company	\$ 282,102	21,502	\$ 13.12
101	Black Hills Power, Inc.	\$ 23,432	1,714	\$ 13.67
102	Interstate Power and Light Company	\$ 222,172	15,340	\$ 14.48
103	United Illuminating Company	\$ 94,800	5,576	\$ 17.00

**TOTAL TRANSMISSION O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total Transmission O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
104	Green Mountain Power Corporation	\$ 32,956	1,891	\$ 17.42
105	Unitil Energy Systems, Inc.	\$ 16,798	815	\$ 20.60
106	Fitchburg Gas and Electric Light Company	\$ 5,385	230	\$ 23.38
Totals & Weighted Average		\$ 6,790,966	2,123,942	\$ 3.20
Arithmetic Average		\$ 64,066	20,037	\$ 4.26

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**TOTAL TRANSMISSION O&M PER MWH
(\$/MWh)
2012**

Rank	Company	Total Transmission O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Kingsport Power Company	\$ 514	2,065	\$ 0.25
2	Golden State Water Company	\$ 57	131	\$ 0.44
3	Wheeling Power Company	\$ 1,362	2,500	\$ 0.54
4	Duquesne Light Company	\$ 9,098	14,202	\$ 0.64
5	Indianapolis Power & Light Company	\$ 10,553	14,015	\$ 0.75
6	Nevada Power Company	\$ 16,420	21,481	\$ 0.76
7	Duke Energy Carolinas, LLC	\$ 58,913	75,232	\$ 0.78
8	Tampa Electric Company	\$ 14,503	18,409	\$ 0.79
9	South Carolina Electric & Gas Co.	\$ 17,587	21,304	\$ 0.83
10	Delmarva Power & Light Company	\$ 12,090	12,645	\$ 0.96
11	Florida Power & Light Company	\$ 101,439	102,128	\$ 0.99
12	Entergy Louisiana, LLC	\$ 31,635	31,710	\$ 1.00
13	Rockland Electric Company	\$ 1,694	1,640	\$ 1.03
14	Mississippi Power Company	\$ 10,194	9,702	\$ 1.05
15	Rochester Gas and Electric Corporation	\$ 7,640	7,231	\$ 1.06
16	Potomac Edison Company	\$ 10,902	10,154	\$ 1.07
17	Metropolitan Edison Company	\$ 14,661	13,559	\$ 1.08
18	Potomac Electric Power Company	\$ 28,381	26,006	\$ 1.09
19	Pennsylvania Electric Company	\$ 15,618	13,865	\$ 1.13
20	Alabama Power Company	\$ 61,889	53,947	\$ 1.15
21	Georgia Power Company	\$ 94,538	81,742	\$ 1.16
22	Baltimore Gas and Electric Company	\$ 37,149	30,994	\$ 1.20
23	Atlantic City Electric Company	\$ 11,489	9,495	\$ 1.21
24	Sierra Pacific Power Company	\$ 9,833	7,937	\$ 1.24
25	Midwest Energy, Inc.	\$ 1,947	1,515	\$ 1.29
26	Northern Indiana Public Service Company	\$ 22,351	16,757	\$ 1.33
27	Louisville Gas and Electric Company	\$ 15,807	11,838	\$ 1.34
28	Entergy Arkansas, Inc.	\$ 28,620	21,087	\$ 1.36
29	Duke Energy Indiana, Inc.	\$ 37,734	27,782	\$ 1.36
30	Entergy Gulf States Louisiana, L.L.C.	\$ 27,020	19,581	\$ 1.38
31	Union Electric Company	\$ 51,323	36,746	\$ 1.40
32	Jersey Central Power & Light Company	\$ 31,478	20,812	\$ 1.51
33	Kentucky Utilities Company	\$ 29,454	19,069	\$ 1.54
34	Entergy Mississippi, Inc.	\$ 20,506	13,273	\$ 1.54
35	West Penn Power Company	\$ 30,746	19,674	\$ 1.56
36	Gulf Power Company	\$ 16,716	10,663	\$ 1.57
37	Entergy Texas, Inc.	\$ 26,377	16,344	\$ 1.61
38	Ohio Power Company	\$ 52,839	30,897	\$ 1.71
39	Tucson Electric Power Company	\$ 15,907	9,265	\$ 1.72
40	Public Service Company of Colorado	\$ 53,282	28,786	\$ 1.85
41	Virginia Electric and Power Company	\$ 142,068	76,724	\$ 1.85
42	MidAmerican Energy Company	\$ 42,056	21,924	\$ 1.92
43	Black Hills Colorado Electric Utility Company, LP	\$ 3,547	1,818	\$ 1.95
44	El Paso Electric Company	\$ 15,621	7,715	\$ 2.02
45	Idaho Power Co.	\$ 29,051	14,085	\$ 2.06
46	Cleco Power LLC	\$ 18,436	8,723	\$ 2.11
47	Pennsylvania Power Company	\$ 9,603	4,464	\$ 2.15
48	Southern Indiana Gas and Electric Company, Inc.	\$ 12,314	5,465	\$ 2.25
49	Arizona Public Service Company	\$ 67,247	28,154	\$ 2.39
50	Pacific Gas and Electric Company	\$ 211,158	86,425	\$ 2.44
51	KCP&L Greater Missouri Operations Company	\$ 19,941	8,080	\$ 2.47

**TOTAL TRANSMISSION O&M PER MWH
(\$/MWh)
2012**

Rank	Company	Total Transmission O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
52	Southwestern Electric Power Company	\$ 44,970	18,147	\$ 2.48
53	New York State Electric & Gas Corporation	\$ 39,323	15,409	\$ 2.55
54	Entergy New Orleans, Inc.	\$ 13,248	5,012	\$ 2.64
55	Empire District Electric Company	\$ 12,212	4,562	\$ 2.68
56	MDU Resources Group, Inc.	\$ 8,138	2,997	\$ 2.72
57	Kansas City Power & Light Company	\$ 41,201	14,912	\$ 2.76
58	Orange and Rockland Utilities, Inc.	\$ 11,512	4,016	\$ 2.87
59	PPL Electric Utilities Corporation	\$ 109,797	36,016	\$ 3.05
60	Public Service Company of Oklahoma	\$ 56,719	17,964	\$ 3.16
61	Oklahoma Gas and Electric Company	\$ 86,998	26,786	\$ 3.25
62	Cleveland Electric Illuminating Company	\$ 62,713	18,805	\$ 3.33
63	Duke Energy Kentucky, Inc.	\$ 13,476	3,999	\$ 3.37
64	Avista Corporation	\$ 30,232	8,873	\$ 3.41
65	Public Service Electric and Gas Company	\$ 69,795	19,943	\$ 3.50
66	Southern California Edison Co.	\$ 265,132	75,597	\$ 3.51
67	Commonwealth Edison Company	\$ 319,531	89,977	\$ 3.55
68	Otter Tail Power Company	\$ 15,403	4,241	\$ 3.63
69	PECO Energy Company	\$ 140,871	37,500	\$ 3.76
70	PacifiCorp	\$ 206,484	54,549	\$ 3.79
71	Western Massachusetts Electric Company	\$ 7,155	1,822	\$ 3.93
72	Public Service Company of New Mexico	\$ 37,123	9,396	\$ 3.95
73	NorthWestern Corporation	\$ 29,667	7,425	\$ 4.00
74	Central Hudson Gas & Electric Corporation	\$ 11,589	2,772	\$ 4.18
75	Toledo Edison Company	\$ 44,513	10,381	\$ 4.29
76	Portland General Electric Company	\$ 81,542	17,944	\$ 4.54
77	San Diego Gas & Electric Co.	\$ 75,535	15,055	\$ 5.02
78	Ohio Edison Company	\$ 122,721	24,441	\$ 5.02
79	Puget Sound Energy, Inc.	\$ 106,144	21,138	\$ 5.02
80	Oncor Electric Delivery Company LLC	\$ 558,367	110,371	\$ 5.06
81	ALLETE (Minnesota Power)	\$ 49,457	9,389	\$ 5.27
82	Southwestern Public Service Company	\$ 102,453	18,526	\$ 5.53
83	DTE Electric Company	\$ 257,755	42,773	\$ 6.03
84	Northern States Power Company - MN	\$ 213,853	35,421	\$ 6.04
85	Public Service Company of New Hampshire	\$ 34,972	4,601	\$ 7.60
86	UNS Electric, Inc.	\$ 13,425	1,756	\$ 7.65
87	Consolidated Edison Company of New York, Inc.	\$ 166,185	20,621	\$ 8.06
88	Consumers Energy Company	\$ 273,654	33,756	\$ 8.11
89	Northern States Power Company - WI	\$ 52,879	6,458	\$ 8.19
90	Madison Gas and Electric Company	\$ 29,706	3,346	\$ 8.88
91	Upper Peninsula Power Company	\$ 7,489	837	\$ 8.94
92	Monongahela Power Company	\$ 94,363	10,500	\$ 8.99
93	Westar Energy (KPL)	\$ 94,438	10,009	\$ 9.43
94	Kansas Gas and Electric Company	\$ 96,466	9,928	\$ 9.72
95	Wisconsin Electric Power Company	\$ 263,472	27,043	\$ 9.74
96	Connecticut Light and Power Company	\$ 71,916	7,163	\$ 10.04
97	Wisconsin Public Service Corporation	\$ 111,503	10,882	\$ 10.25
98	Wisconsin Power and Light Company	\$ 108,901	10,349	\$ 10.52
99	Black Hills Power, Inc.	\$ 22,917	1,707	\$ 13.42
100	NSTAR Electric Company	\$ 316,322	21,209	\$ 14.91
101	Interstate Power and Light Company	\$ 238,324	15,383	\$ 15.49
102	Dayton Power and Light Company	\$ 90,808	5,850	\$ 15.52
103	Green Mountain Power Corporation	\$ 46,822	2,478	\$ 18.90

**TOTAL TRANSMISSION O&M PER MWH
(\$/MWh)
2012**

Rank	Company	Total Transmission O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
104	United Illuminating Company	\$ 113,072	5,431	\$ 20.82
105	Unitil Energy Systems, Inc.	\$ 18,903	790	\$ 23.93
106	Fitchburg Gas and Electric Light Company	\$ 6,353	201	\$ 31.59
Totals & Weighted Average		\$ 7,129,827	2,146,216	\$ 3.32
Arithmetic Average		\$ 67,263	20,247	\$ 4.51

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**TOTAL CUSTOMER ACCOUNTS, SERVICE AND INFORMATIONAL
AND SALES EXPENSES O&M PER MWH
(\$/MWh)
2010**

Rank	Company	Total CASIS O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Oncor Electric Delivery Company LLC	\$ 77,984	109,323	\$ 0.71
2	Wheeling Power Co	\$ 1,935	2,304	\$ 0.84
3	Kingsport Power Company	\$ 2,331	2,240	\$ 1.04
4	Virginia Electric and Power Company	\$ 91,014	81,226	\$ 1.12
5	Toledo Edison Company	\$ 11,670	10,334	\$ 1.13
6	Northern Indiana Public Service Co.	\$ 19,074	16,191	\$ 1.18
7	Entergy Gulf States Louisiana, L.L.C.	\$ 23,819	19,823	\$ 1.20
8	Entergy Louisiana, LLC	\$ 38,488	30,648	\$ 1.26
9	Ohio Edison Company	\$ 32,303	24,155	\$ 1.34
10	Kansas Gas and Electric Company	\$ 13,945	10,067	\$ 1.39
11	MDU Resources Group, Inc.	\$ 3,895	2,786	\$ 1.40
12	Monongahela Power Company	\$ 15,048	10,676	\$ 1.41
13	Indianapolis Power & Light Company	\$ 21,540	14,609	\$ 1.47
14	Union Electric Company	\$ 58,545	38,427	\$ 1.52
15	Black Hills Colorado Electric Utility Company, LP	\$ 2,738	1,742	\$ 1.57
16	Westar Energy (KPL)	\$ 15,713	9,966	\$ 1.58
17	Duke Energy Carolinas, LLC	\$ 126,257	79,553	\$ 1.59
18	Cleveland Electric Illuminating Company	\$ 31,034	18,870	\$ 1.64
19	Entergy Texas, Inc.	\$ 27,210	16,141	\$ 1.69
20	Southwestern Electric Power Company	\$ 30,783	17,813	\$ 1.73
21	Potomac Edison Company	\$ 20,406	11,670	\$ 1.75
22	Southwestern Public Service Company	\$ 33,850	18,575	\$ 1.82
23	Southern Indiana Gas and Electric Company, Inc.	\$ 10,282	5,617	\$ 1.83
24	Oklahoma Gas and Electric Company	\$ 48,513	26,167	\$ 1.85
25	Louisville Gas and Electric Company	\$ 23,396	12,338	\$ 1.90
26	West Penn Power Company	\$ 38,346	20,040	\$ 1.91
27	Kansas City Power & Light Company	\$ 31,279	15,467	\$ 2.02
28	Public Service Company of Oklahoma	\$ 36,380	17,917	\$ 2.03
29	ALLETE (Minnesota Power)	\$ 17,949	8,721	\$ 2.06
30	Kentucky Utilities Company	\$ 41,518	19,936	\$ 2.08
31	Duke Energy Indiana, Inc.	\$ 59,349	28,259	\$ 2.10
32	Entergy Mississippi, Inc.	\$ 28,881	13,743	\$ 2.10
33	Public Service Company of New Mexico	\$ 19,414	9,091	\$ 2.14
34	KCP&L Greater Missouri Operations Company	\$ 18,749	8,339	\$ 2.25
35	Entergy Arkansas, Inc.	\$ 49,981	22,003	\$ 2.27
36	Duke Energy Kentucky, Inc.	\$ 9,395	4,117	\$ 2.28
37	NorthWestern Energy Division	\$ 16,706	7,247	\$ 2.31
38	Baltimore Gas and Electric Company	\$ 77,071	32,864	\$ 2.35
39	South Carolina Electric & Gas Co.	\$ 54,756	22,922	\$ 2.39
40	Midwest Energy, Inc.	\$ 3,383	1,366	\$ 2.48
41	Alabama Power Company	\$ 144,645	55,974	\$ 2.58
42	Sierra Pacific Power Company	\$ 21,215	8,097	\$ 2.62
43	Green Mountain Power Corporation	\$ 5,032	1,913	\$ 2.63
44	Entergy New Orleans, Inc.	\$ 13,396	5,072	\$ 2.64
45	Florida Power & Light Company	\$ 277,770	105,003	\$ 2.65
46	Mississippi Power Company	\$ 26,128	9,723	\$ 2.69
47	Empire District Electric Company	\$ 13,018	4,839	\$ 2.69
48	El Paso Electric Company	\$ 20,025	7,434	\$ 2.69
49	Georgia Power Company	\$ 244,593	87,160	\$ 2.81
50	Cleco Power LLC	\$ 26,879	8,992	\$ 2.99
51	Nevada Power Company	\$ 62,798	20,873	\$ 3.01
52	Potomac Electric Power Company	\$ 84,940	27,665	\$ 3.07

**TOTAL CUSTOMER ACCOUNTS, SERVICE AND INFORMATIONAL
AND SALES EXPENSES O&M PER MWH
(\$/MWh)
2010**

Rank	Company	Total CASIS O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
53	Black Hills Power, Inc.	\$ 5,257	1,655	\$ 3.18
54	Tucson Electric Power Company	\$ 29,813	9,292	\$ 3.21
55	Ohio Power Company	\$ 86,864	26,200	\$ 3.32
56	Portland General Electric Company	\$ 58,928	17,683	\$ 3.33
57	Northern States Power Company - WI	\$ 21,321	6,318	\$ 3.37
58	MidAmerican Energy Company	\$ 79,481	21,710	\$ 3.66
59	UNS Electric, Inc.	\$ 6,808	1,857	\$ 3.67
60	Dayton Power and Light Company	\$ 54,025	14,277	\$ 3.78
61	Duquesne Light Company	\$ 54,597	14,090	\$ 3.87
62	Gulf Power Company	\$ 44,070	11,359	\$ 3.88
63	Northern States Power Company - MN	\$ 139,190	35,868	\$ 3.88
64	Tampa Electric Company	\$ 76,137	19,213	\$ 3.96
65	Consumers Energy Company	\$ 133,879	33,290	\$ 4.02
66	Pennsylvania Electric Company	\$ 57,841	14,116	\$ 4.10
67	Metropolitan Edison Company	\$ 57,631	13,996	\$ 4.12
68	Interstate Power and Light Company	\$ 63,543	15,283	\$ 4.16
69	PacifiCorp	\$ 221,696	53,016	\$ 4.18
70	PPL Electric Utilities Corporation	\$ 157,101	36,998	\$ 4.25
71	Wisconsin Public Service Corp	\$ 46,359	10,795	\$ 4.29
72	Delmarva Power & Light Company	\$ 55,556	12,857	\$ 4.32
73	Pennsylvania Power Company	\$ 19,769	4,502	\$ 4.39
74	Arizona Public Service Company	\$ 126,733	27,709	\$ 4.57
75	Wisconsin Power and Light Company	\$ 46,857	10,130	\$ 4.63
76	Otter Tail Power Company	\$ 19,851	4,263	\$ 4.66
77	Madison Gas and Electric Company	\$ 15,705	3,332	\$ 4.71
78	Avista Corporation	\$ 42,148	8,856	\$ 4.76
79	Wisconsin Electric Power Company	\$ 133,305	27,366	\$ 4.87
80	Upper Peninsula Power Company	\$ 4,043	798	\$ 5.07
81	Detroit Edison Company	\$ 223,686	42,831	\$ 5.22
82	Public Service Company of Colorado	\$ 154,554	28,299	\$ 5.46
83	Idaho Power Co.	\$ 75,274	13,513	\$ 5.57
84	PECO Energy Company	\$ 220,682	39,310	\$ 5.61
85	Jersey Central Power & Light Company	\$ 140,001	22,132	\$ 6.33
86	Puget Sound Energy, Inc.	\$ 138,945	20,901	\$ 6.65
87	New York State Electric & Gas Corp	\$ 106,456	15,069	\$ 7.06
88	Rochester Gas and Electric Corp	\$ 51,951	7,284	\$ 7.13
89	Commonwealth Edison Company	\$ 316,633	43,610	\$ 7.26
90	NSTAR Electric Company	\$ 171,795	21,654	\$ 7.93
91	Golden State Water Company	\$ 1,054	132	\$ 7.97
92	Atlantic City Electric Company	\$ 82,611	10,185	\$ 8.11
93	Unitil Energy Systems, Inc.	\$ 6,838	839	\$ 8.15
94	Public Service Company of New Hampshire	\$ 45,996	5,420	\$ 8.49
95	Rockland Electric Company	\$ 14,382	1,679	\$ 8.57
96	Orange and Rockland Utilities, Inc.	\$ 38,274	4,074	\$ 9.39
97	Pacific Gas and Electric Company	\$ 915,275	84,064	\$ 10.89
98	Consolidated Edison Company of New York, Inc.	\$ 263,702	24,142	\$ 10.92
99	United Illuminating Company	\$ 71,785	5,735	\$ 12.52
100	Central Hudson Gas & Electric Corp	\$ 43,584	3,237	\$ 13.46
101	Public Service Electric and Gas Company	\$ 406,996	26,613	\$ 15.29
102	Southern California Edison Co.	\$ 822,783	53,606	\$ 15.35
103	San Diego Gas & Electric Co.	\$ 187,889	11,402	\$ 16.48
104	Western Massachusetts Electric Company	\$ 36,595	1,842	\$ 19.87

**TOTAL CUSTOMER ACCOUNTS, SERVICE AND INFORMATIONAL
AND SALES EXPENSES O&M PER MWH
(\$/MWh)
2010**

Rank	Company	Total CASIS O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
105	Fitchburg Gas and Electric Light Company	\$ 5,083	249	\$ 20.42
106	Connecticut Light and Power Company	\$ 219,753	9,639	\$ 22.80
	Totals & Weighted Average	\$ 8,846,454	2,120,332	\$ 4.17
	Arithmetic Average	\$ 83,457	20,003	\$ 4.61

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**TOTAL CUSTOMER ACCOUNTS, SERVICE AND INFORMATIONAL
AND SALES EXPENSES O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total CASIS O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Oncor Electric Delivery Company LLC	\$ 74,686	113,837	\$ 0.66
2	Kingsport Power Company	\$ 1,694	2,137	\$ 0.79
3	Wheeling Power Company	\$ 2,196	2,269	\$ 0.97
4	Northern Indiana Public Service Company	\$ 18,709	16,836	\$ 1.11
5	Virginia Electric and Power Company	\$ 92,319	78,500	\$ 1.18
6	Entergy Gulf States Louisiana, L.L.C.	\$ 24,092	19,885	\$ 1.21
7	Entergy Louisiana, LLC	\$ 39,049	31,744	\$ 1.23
8	Toledo Edison Company	\$ 12,970	10,437	\$ 1.24
9	Monongahela Power Company	\$ 13,466	10,572	\$ 1.27
10	MDU Resources Group, Inc.	\$ 4,246	2,879	\$ 1.47
11	Kansas Gas and Electric Company	\$ 15,008	10,149	\$ 1.48
12	Indianapolis Power & Light Company	\$ 21,715	14,229	\$ 1.53
13	Union Electric Company	\$ 59,829	37,428	\$ 1.60
14	Westar Energy (KPL)	\$ 16,384	10,087	\$ 1.62
15	Cleveland Electric Illuminating Company	\$ 30,790	18,916	\$ 1.63
16	Entergy Texas, Inc.	\$ 30,925	16,863	\$ 1.83
17	Duke Energy Carolinas, LLC	\$ 141,378	76,216	\$ 1.85
18	Southwestern Electric Power Company	\$ 34,704	18,679	\$ 1.86
19	Southwestern Public Service Company	\$ 35,257	18,631	\$ 1.89
20	Louisville Gas and Electric Company	\$ 23,026	11,641	\$ 1.98
21	Black Hills Colorado Electric Utility Company, LP	\$ 3,712	1,828	\$ 2.03
22	Entergy Mississippi, Inc.	\$ 28,423	13,574	\$ 2.09
23	Southern Indiana Gas and Electric Company, Inc.	\$ 11,772	5,595	\$ 2.10
24	Oklahoma Gas and Electric Company	\$ 57,736	27,055	\$ 2.13
25	Ohio Edison Company	\$ 53,148	24,656	\$ 2.16
26	ALLETE (Minnesota Power)	\$ 20,054	9,289	\$ 2.16
27	Kentucky Utilities Company	\$ 42,069	19,256	\$ 2.18
28	Potomac Edison Company	\$ 23,008	10,416	\$ 2.21
29	Kansas City Power & Light Company	\$ 34,093	15,210	\$ 2.24
30	Entergy Arkansas, Inc.	\$ 48,967	21,584	\$ 2.27
31	Duke Energy Indiana, Inc.	\$ 65,865	27,810	\$ 2.37
32	NorthWestern Corporation	\$ 17,635	7,426	\$ 2.37
33	Public Service Company of New Mexico	\$ 22,127	9,290	\$ 2.38
34	Public Service Company of Oklahoma	\$ 44,011	18,197	\$ 2.42
35	South Carolina Electric & Gas Co.	\$ 53,948	22,151	\$ 2.44
36	Alabama Power Company	\$ 133,428	54,704	\$ 2.44
37	Empire District Electric Company	\$ 11,865	4,710	\$ 2.52
38	Midwest Energy, Inc.	\$ 3,714	1,465	\$ 2.54
39	Baltimore Gas and Electric Company	\$ 81,079	31,809	\$ 2.55
40	Green Mountain Power Corporation	\$ 4,962	1,891	\$ 2.62
41	West Penn Power Company	\$ 53,377	20,104	\$ 2.66
42	Black Hills Power, Inc.	\$ 4,563	1,714	\$ 2.66
43	Entergy New Orleans, Inc.	\$ 13,660	5,122	\$ 2.67
44	Duke Energy Kentucky, Inc.	\$ 10,801	4,023	\$ 2.69
45	KCP&L Greater Missouri Operations Company	\$ 22,280	8,195	\$ 2.72
46	Mississippi Power Company	\$ 26,640	9,658	\$ 2.76
47	Florida Power & Light Company	\$ 296,197	103,558	\$ 2.86
48	El Paso Electric Company	\$ 22,795	7,661	\$ 2.98
49	Cleco Power LLC	\$ 27,103	9,028	\$ 3.00
50	Northern States Power Company - WI	\$ 20,323	6,415	\$ 3.17
51	Tucson Electric Power Company	\$ 30,308	9,332	\$ 3.25
52	Georgia Power Company	\$ 279,113	84,300	\$ 3.31

**TOTAL CUSTOMER ACCOUNTS, SERVICE AND INFORMATIONAL
AND SALES EXPENSES O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total CASIS O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
53	UNS Electric, Inc.	\$ 6,261	1,853	\$ 3.38
54	Potomac Electric Power Company	\$ 91,318	26,895	\$ 3.40
55	Duquesne Light Company	\$ 47,904	14,027	\$ 3.42
56	MidAmerican Energy Company	\$ 76,708	21,873	\$ 3.51
57	Portland General Electric Company	\$ 68,089	18,357	\$ 3.71
58	Tampa Electric Company	\$ 69,572	18,564	\$ 3.75
59	PacifiCorp	\$ 205,456	54,307	\$ 3.78
60	Interstate Power and Light Company	\$ 61,526	15,340	\$ 4.01
61	Sierra Pacific Power Company	\$ 31,763	7,664	\$ 4.14
62	Delmarva Power & Light Company	\$ 55,549	12,691	\$ 4.38
63	Madison Gas and Electric Company	\$ 15,335	3,358	\$ 4.57
64	Wisconsin Public Service Corporation	\$ 50,842	10,888	\$ 4.67
65	Idaho Power Co.	\$ 65,272	13,734	\$ 4.75
66	Nevada Power Company	\$ 98,676	20,755	\$ 4.75
67	Wisconsin Power and Light Company	\$ 49,153	10,302	\$ 4.77
68	Otter Tail Power Company	\$ 20,559	4,292	\$ 4.79
69	Gulf Power Company	\$ 52,941	11,040	\$ 4.80
70	Avista Corporation	\$ 43,828	9,035	\$ 4.85
71	Consumers Energy Company	\$ 163,162	33,603	\$ 4.86
72	Northern States Power Company - MN	\$ 175,625	35,905	\$ 4.89
73	Wisconsin Electric Power Company	\$ 133,237	27,220	\$ 4.89
74	Arizona Public Service Company	\$ 138,316	28,210	\$ 4.90
75	DTE Electric Company	\$ 210,421	42,760	\$ 4.92
76	Public Service Company of Colorado	\$ 143,177	28,486	\$ 5.03
77	Pennsylvania Power Company	\$ 23,342	4,586	\$ 5.09
78	Pennsylvania Electric Company	\$ 72,648	14,134	\$ 5.14
79	PPL Electric Utilities Corporation	\$ 189,996	36,942	\$ 5.14
80	Dayton Power and Light Company	\$ 67,783	13,159	\$ 5.15
81	Metropolitan Edison Company	\$ 74,431	13,970	\$ 5.33
82	Ohio Power Company	\$ 236,739	43,492	\$ 5.44
83	Upper Peninsula Power Company	\$ 4,519	807	\$ 5.60
84	PECO Energy Company	\$ 231,621	38,726	\$ 5.98
85	Golden State Water Company	\$ 937	137	\$ 6.85
86	Puget Sound Energy, Inc.	\$ 151,253	21,496	\$ 7.04
87	Jersey Central Power & Light Company	\$ 155,584	21,482	\$ 7.24
88	New York State Electric & Gas Corporation	\$ 112,402	15,121	\$ 7.43
89	Unitil Energy Systems, Inc.	\$ 6,340	815	\$ 7.78
90	Rochester Gas and Electric Corporation	\$ 59,878	7,288	\$ 8.22
91	Orange and Rockland Utilities, Inc.	\$ 33,992	4,048	\$ 8.40
92	Commonwealth Edison Company	\$ 352,704	39,801	\$ 8.86
93	Rockland Electric Company	\$ 15,120	1,665	\$ 9.08
94	Public Service Company of New Hampshire	\$ 47,337	5,092	\$ 9.30
95	Atlantic City Electric Company	\$ 90,189	9,683	\$ 9.31
96	NSTAR Electric Company	\$ 228,582	21,502	\$ 10.63
97	Pacific Gas and Electric Company	\$ 948,187	83,902	\$ 11.30
98	Consolidated Edison Company of New York, Inc.	\$ 271,980	22,622	\$ 12.02
99	United Illuminating Company	\$ 70,901	5,576	\$ 12.71
100	San Diego Gas & Electric Co.	\$ 211,766	14,393	\$ 14.71
101	Southern California Edison Co.	\$ 909,577	57,777	\$ 15.74
102	Public Service Electric and Gas Company	\$ 387,887	22,554	\$ 17.20
103	Central Hudson Gas & Electric Corporation	\$ 56,399	3,090	\$ 18.25
104	Western Massachusetts Electric Company	\$ 34,651	1,868	\$ 18.55

**TOTAL CUSTOMER ACCOUNTS, SERVICE AND INFORMATIONAL
AND SALES EXPENSES O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total CASIS O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
105	Connecticut Light and Power Company	\$ 207,289	7,862	\$ 26.37
106	Fitchburg Gas and Electric Light Company	\$ 6,324	230	\$ 27.45
	Totals & Weighted Average	\$ 9,596,267	2,123,942	\$ 4.52
	Arithmetic Average	\$ 90,531	20,037	\$ 5.01

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**TOTAL CUSTOMER ACCOUNTS, SERVICE AND INFORMATIONAL
AND SALES EXPENSES O&M PER MWH
(\$/MWh)
2012**

Rank	Company	Total CASIS O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Wisconsin Electric Power Company	\$ 7,981	27,043	\$ 0.30
2	Oncor Electric Delivery Company LLC	\$ 77,283	110,371	\$ 0.70
3	Kingsport Power Company	\$ 1,612	2,065	\$ 0.78
4	Entergy Gulf States Louisiana, L.L.C.	\$ 22,039	19,581	\$ 1.13
5	Entergy Louisiana, LLC	\$ 35,907	31,710	\$ 1.13
6	Wheeling Power Company	\$ 3,019	2,500	\$ 1.21
7	Northern Indiana Public Service Company	\$ 21,191	16,757	\$ 1.26
8	MDU Resources Group, Inc.	\$ 3,809	2,997	\$ 1.27
9	Virginia Electric and Power Company	\$ 98,995	76,724	\$ 1.29
10	Kansas Gas and Electric Company	\$ 14,350	9,928	\$ 1.45
11	Monongahela Power Company	\$ 15,539	10,500	\$ 1.48
12	Westar Energy (KPL)	\$ 15,034	10,009	\$ 1.50
13	Union Electric Company	\$ 56,376	36,746	\$ 1.53
14	Indianapolis Power & Light Company	\$ 21,586	14,015	\$ 1.54
15	Duke Energy Carolinas, LLC	\$ 125,690	75,232	\$ 1.67
16	Southwestern Public Service Company	\$ 31,978	18,526	\$ 1.73
17	ALLETE (Minnesota Power)	\$ 16,639	9,389	\$ 1.77
18	Entergy Texas, Inc.	\$ 29,607	16,344	\$ 1.81
19	Toledo Edison Company	\$ 19,328	10,381	\$ 1.86
20	Louisville Gas and Electric Company	\$ 22,373	11,838	\$ 1.89
21	Potomac Edison Company	\$ 19,421	10,154	\$ 1.91
22	Southwestern Electric Power Company	\$ 35,373	18,147	\$ 1.95
23	Kansas City Power & Light Company	\$ 30,862	14,912	\$ 2.07
24	KCP&L Greater Missouri Operations Company	\$ 16,846	8,080	\$ 2.08
25	Duke Energy Indiana, Inc.	\$ 58,447	27,782	\$ 2.10
26	Entergy Mississippi, Inc.	\$ 27,999	13,273	\$ 2.11
27	Black Hills Colorado Electric Utility Company, LP	\$ 3,905	1,818	\$ 2.15
28	Ohio Edison Company	\$ 52,550	24,441	\$ 2.15
29	Oklahoma Gas and Electric Company	\$ 57,984	26,786	\$ 2.16
30	Duke Energy Kentucky, Inc.	\$ 8,913	3,999	\$ 2.23
31	Kentucky Utilities Company	\$ 42,927	19,069	\$ 2.25
32	Public Service Company of Oklahoma	\$ 40,586	17,964	\$ 2.26
33	Entergy New Orleans, Inc.	\$ 11,592	5,012	\$ 2.31
34	NorthWestern Corporation	\$ 17,361	7,425	\$ 2.34
35	Public Service Company of New Mexico	\$ 22,292	9,396	\$ 2.37
36	Black Hills Power, Inc.	\$ 4,120	1,707	\$ 2.41
37	Alabama Power Company	\$ 132,728	53,947	\$ 2.46
38	Empire District Electric Company	\$ 11,384	4,562	\$ 2.50
39	West Penn Power Company	\$ 49,618	19,674	\$ 2.52
40	El Paso Electric Company	\$ 19,474	7,715	\$ 2.52
41	South Carolina Electric & Gas Co.	\$ 53,846	21,304	\$ 2.53
42	Cleveland Electric Illuminating Company	\$ 47,883	18,805	\$ 2.55
43	Midwest Energy, Inc.	\$ 3,912	1,515	\$ 2.58
44	Mississippi Power Company	\$ 25,879	9,702	\$ 2.67
45	Cleco Power LLC	\$ 24,584	8,723	\$ 2.82
46	Florida Power & Light Company	\$ 289,017	102,128	\$ 2.83
47	Baltimore Gas and Electric Company	\$ 88,022	30,994	\$ 2.84
48	Southern Indiana Gas and Electric Company, Inc.	\$ 16,426	5,465	\$ 3.01
49	Green Mountain Power Corporation	\$ 7,517	2,478	\$ 3.03
50	Georgia Power Company	\$ 253,305	81,742	\$ 3.10
51	Entergy Arkansas, Inc.	\$ 65,658	21,087	\$ 3.11
52	Duquesne Light Company	\$ 46,527	14,202	\$ 3.28

**TOTAL CUSTOMER ACCOUNTS, SERVICE AND INFORMATIONAL
AND SALES EXPENSES O&M PER MWH
(\$/MWh)
2012**

Rank	Company	Total CASIS O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
53	Tucson Electric Power Company	\$ 30,552	9,265	\$ 3.30
54	Potomac Electric Power Company	\$ 87,247	26,006	\$ 3.35
55	Northern States Power Company - WI	\$ 21,749	6,458	\$ 3.37
56	Wisconsin Public Service Corporation	\$ 37,953	10,882	\$ 3.49
57	Upper Peninsula Power Company	\$ 2,932	837	\$ 3.50
58	Portland General Electric Company	\$ 64,251	17,944	\$ 3.58
59	PacifiCorp	\$ 198,490	54,549	\$ 3.64
60	MidAmerican Energy Company	\$ 84,957	21,924	\$ 3.88
61	Idaho Power Co.	\$ 54,646	14,085	\$ 3.88
62	Tampa Electric Company	\$ 71,635	18,409	\$ 3.89
63	Interstate Power and Light Company	\$ 64,925	15,383	\$ 4.22
64	Commonwealth Edison Company	\$ 394,186	89,977	\$ 4.38
65	Northern States Power Company - MN	\$ 158,224	35,421	\$ 4.47
66	Avista Corporation	\$ 39,798	8,873	\$ 4.49
67	Wisconsin Power and Light Company	\$ 48,243	10,349	\$ 4.66
68	Delmarva Power & Light Company	\$ 60,170	12,645	\$ 4.76
69	Consumers Energy Company	\$ 161,542	33,756	\$ 4.79
70	Madison Gas and Electric Company	\$ 16,365	3,346	\$ 4.89
71	Sierra Pacific Power Company	\$ 38,857	7,937	\$ 4.90
72	Otter Tail Power Company	\$ 20,861	4,241	\$ 4.92
73	Arizona Public Service Company	\$ 139,462	28,154	\$ 4.95
74	Pennsylvania Power Company	\$ 22,565	4,464	\$ 5.06
75	PPL Electric Utilities Corporation	\$ 185,158	36,016	\$ 5.14
76	Public Service Company of Colorado	\$ 148,409	28,786	\$ 5.16
77	DTE Electric Company	\$ 223,075	42,773	\$ 5.22
78	Pennsylvania Electric Company	\$ 73,500	13,865	\$ 5.30
79	Metropolitan Edison Company	\$ 75,554	13,559	\$ 5.57
80	Gulf Power Company	\$ 60,012	10,663	\$ 5.63
81	UNS Electric, Inc.	\$ 10,152	1,756	\$ 5.78
82	PECO Energy Company	\$ 230,509	37,500	\$ 6.15
83	Golden State Water Company	\$ 911	131	\$ 6.97
84	Puget Sound Energy, Inc.	\$ 152,552	21,138	\$ 7.22
85	Nevada Power Company	\$ 156,177	21,481	\$ 7.27
86	Ohio Power Company	\$ 239,467	30,897	\$ 7.75
87	Unitil Energy Systems, Inc.	\$ 6,184	790	\$ 7.83
88	Jersey Central Power & Light Company	\$ 168,574	20,812	\$ 8.10
89	New York State Electric & Gas Corporation	\$ 132,130	15,409	\$ 8.58
90	Orange and Rockland Utilities, Inc.	\$ 35,425	4,016	\$ 8.82
91	Rochester Gas and Electric Corporation	\$ 66,821	7,231	\$ 9.24
92	Atlantic City Electric Company	\$ 95,701	9,495	\$ 10.08
93	Rockland Electric Company	\$ 16,637	1,640	\$ 10.15
94	Public Service Company of New Hampshire	\$ 49,266	4,601	\$ 10.71
95	Pacific Gas and Electric Company	\$ 943,280	86,425	\$ 10.91
96	United Illuminating Company	\$ 64,249	5,431	\$ 11.83
97	Southern California Edison Co.	\$ 941,009	75,597	\$ 12.45
98	NSTAR Electric Company	\$ 290,716	21,209	\$ 13.71
99	San Diego Gas & Electric Co.	\$ 216,289	15,055	\$ 14.37
100	Dayton Power and Light Company	\$ 95,847	5,850	\$ 16.38
101	Central Hudson Gas & Electric Corporation	\$ 50,393	2,772	\$ 18.18
102	Consolidated Edison Company of New York, Inc.	\$ 397,345	20,621	\$ 19.27
103	Public Service Electric and Gas Company	\$ 429,514	19,943	\$ 21.54
104	Western Massachusetts Electric Company	\$ 43,307	1,822	\$ 23.77

**TOTAL CUSTOMER ACCOUNTS, SERVICE AND INFORMATIONAL
AND SALES EXPENSES O&M PER MWH
(\$/MWh)
2012**

Rank	Company	Total CASIS O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
105	Connecticut Light and Power Company	\$ 206,980	7,163	\$ 28.90
106	Fitchburg Gas and Electric Light Company	\$ 6,834	201	\$ 33.98
	Totals & Weighted Average	\$ 9,858,881	2,146,216	\$ 4.59
	Arithmetic Average	\$ 93,008	20,247	\$ 5.38

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TOTAL ADMINISTRATIVE & GENERAL O&M PER MWH
(\$/MWh)
2010

Rank	Company	Total A&G O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Wheeling Power Co	\$ 2,532	2,304	\$ 1.10
2	Kingsport Power Company	\$ 2,559	2,240	\$ 1.14
3	Pennsylvania Power Company	\$ 5,707	4,502	\$ 1.27
4	Ohio Edison Company	\$ 52,401	24,155	\$ 2.17
5	Cleveland Electric Illuminating Company	\$ 41,244	18,870	\$ 2.19
6	Pennsylvania Electric Company	\$ 33,754	14,116	\$ 2.39
7	Toledo Edison Company	\$ 27,111	10,334	\$ 2.62
8	Oncor Electric Delivery Company LLC	\$ 293,408	109,323	\$ 2.68
9	PacifiCorp	\$ 146,076	53,016	\$ 2.76
10	Metropolitan Edison Company	\$ 42,033	13,996	\$ 3.00
11	West Penn Power Company	\$ 62,585	20,040	\$ 3.12
12	Florida Power & Light Company	\$ 328,002	105,003	\$ 3.12
13	Jersey Central Power & Light Company	\$ 77,019	22,132	\$ 3.48
14	Midwest Energy, Inc.	\$ 4,947	1,366	\$ 3.62
15	PECO Energy Company	\$ 149,882	39,310	\$ 3.81
16	MidAmerican Energy Company	\$ 82,811	21,710	\$ 3.81
17	UNS Electric, Inc.	\$ 7,235	1,857	\$ 3.90
18	Potomac Edison Company	\$ 45,672	11,670	\$ 3.91
19	Public Service Company of Oklahoma	\$ 71,025	17,917	\$ 3.96
20	Ohio Power Company	\$ 109,387	26,200	\$ 4.18
21	Potomac Electric Power Company	\$ 119,994	27,665	\$ 4.34
22	PPL Electric Utilities Corporation	\$ 163,871	36,998	\$ 4.43
23	Puget Sound Energy, Inc.	\$ 93,517	20,901	\$ 4.47
24	Southwestern Electric Power Company	\$ 79,892	17,813	\$ 4.49
25	Entergy Louisiana, LLC	\$ 138,278	30,648	\$ 4.51
26	Georgia Power Company	\$ 393,499	87,160	\$ 4.51
27	Southwestern Public Service Company	\$ 86,164	18,575	\$ 4.64
28	Kentucky Utilities Company	\$ 97,168	19,936	\$ 4.87
29	Baltimore Gas and Electric Company	\$ 161,494	32,864	\$ 4.91
30	Duquesne Light Company	\$ 70,783	14,090	\$ 5.02
31	Entergy Gulf States Louisiana, L.L.C.	\$ 99,936	19,823	\$ 5.04
32	Entergy Texas, Inc.	\$ 81,722	16,141	\$ 5.06
33	Oklahoma Gas and Electric Company	\$ 133,522	26,167	\$ 5.10
34	Atlantic City Electric Company	\$ 52,693	10,185	\$ 5.17
35	Delmarva Power & Light Company	\$ 69,612	12,857	\$ 5.41
36	Cleco Power LLC	\$ 49,211	8,992	\$ 5.47
37	Public Service Company of Colorado	\$ 163,143	28,299	\$ 5.77
38	Entergy Mississippi, Inc.	\$ 80,152	13,743	\$ 5.83
39	Interstate Power and Light Company	\$ 89,986	15,283	\$ 5.89
40	Northern States Power Company - MN	\$ 212,816	35,868	\$ 5.93
41	MDU Resources Group, Inc.	\$ 16,554	2,786	\$ 5.94
42	Northern States Power Company - WI	\$ 37,968	6,318	\$ 6.01
43	Alabama Power Company	\$ 338,129	55,974	\$ 6.04
44	Union Electric Company	\$ 240,384	38,427	\$ 6.26
45	Dayton Power and Light Company	\$ 89,601	14,277	\$ 6.28
46	Nevada Power Company	\$ 131,120	20,873	\$ 6.28
47	Gulf Power Company	\$ 71,401	11,359	\$ 6.29
48	South Carolina Electric & Gas Co.	\$ 145,204	22,922	\$ 6.33
49	Louisville Gas and Electric Company	\$ 79,389	12,338	\$ 6.43
50	Green Mountain Power Corporation	\$ 12,516	1,913	\$ 6.54
51	Empire District Electric Company	\$ 32,738	4,839	\$ 6.77
52	Tampa Electric Company	\$ 130,609	19,213	\$ 6.80

**TOTAL ADMINISTRATIVE & GENERAL O&M PER MWH
(\$/MWh)
2010**

Rank	Company	Total A&G O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
53	Arizona Public Service Company	\$ 190,369	27,709	\$ 6.87
54	Southern Indiana Gas and Electric Company, Inc.	\$ 38,705	5,617	\$ 6.89
55	NSTAR Electric Company	\$ 149,338	21,654	\$ 6.90
56	Wisconsin Power and Light Company	\$ 69,907	10,130	\$ 6.90
57	NorthWestern Energy Division	\$ 50,481	7,247	\$ 6.97
58	ALLETE (Minnesota Power)	\$ 60,989	8,721	\$ 6.99
59	Duke Energy Kentucky, Inc.	\$ 28,975	4,117	\$ 7.04
60	Indianapolis Power & Light Company	\$ 104,715	14,609	\$ 7.17
61	Entergy Arkansas, Inc.	\$ 157,891	22,003	\$ 7.18
62	Portland General Electric Company	\$ 129,316	17,683	\$ 7.31
63	KCP&L Greater Missouri Operations Company	\$ 61,906	8,339	\$ 7.42
64	Monongahela Power Company	\$ 79,263	10,676	\$ 7.42
65	Consumers Energy Company	\$ 247,540	33,290	\$ 7.44
66	Public Service Electric and Gas Company	\$ 201,697	26,613	\$ 7.58
67	Mississippi Power Company	\$ 74,061	9,723	\$ 7.62
68	Avista Corporation	\$ 69,786	8,856	\$ 7.88
69	Idaho Power Co.	\$ 107,954	13,513	\$ 7.99
70	Duke Energy Carolinas, LLC	\$ 637,838	79,553	\$ 8.02
71	Virginia Electric and Power Company	\$ 653,389	81,226	\$ 8.04
72	New York State Electric & Gas Corp	\$ 121,384	15,069	\$ 8.06
73	Otter Tail Power Company	\$ 34,632	4,263	\$ 8.12
74	Duke Energy Indiana, Inc.	\$ 231,343	28,259	\$ 8.19
75	Tucson Electric Power Company	\$ 78,395	9,292	\$ 8.44
76	Wisconsin Electric Power Company	\$ 233,880	27,366	\$ 8.55
77	Entergy New Orleans, Inc.	\$ 43,851	5,072	\$ 8.65
78	Wisconsin Public Service Corp	\$ 93,960	10,795	\$ 8.70
79	Northern Indiana Public Service Co.	\$ 143,959	16,191	\$ 8.89
80	Sierra Pacific Power Company	\$ 72,466	8,097	\$ 8.95
81	Commonwealth Edison Company	\$ 396,226	43,610	\$ 9.09
82	Westar Energy (KPL)	\$ 93,046	9,966	\$ 9.34
83	Unitil Energy Systems, Inc.	\$ 7,887	839	\$ 9.40
84	Pacific Gas and Electric Company	\$ 795,388	84,064	\$ 9.46
85	Detroit Edison Company	\$ 408,097	42,831	\$ 9.53
86	Kansas Gas and Electric Company	\$ 99,278	10,067	\$ 9.86
87	Kansas City Power & Light Company	\$ 152,739	15,467	\$ 9.88
88	Rochester Gas and Electric Corp	\$ 73,125	7,284	\$ 10.04
89	Black Hills Colorado Electric Utility Company, LP	\$ 17,812	1,742	\$ 10.22
90	Madison Gas and Electric Company	\$ 37,619	3,332	\$ 11.29
91	Rockland Electric Company	\$ 21,505	1,679	\$ 12.81
92	Black Hills Power, Inc.	\$ 23,668	1,655	\$ 14.30
93	El Paso Electric Company	\$ 107,113	7,434	\$ 14.41
94	Public Service Company of New Mexico	\$ 133,780	9,091	\$ 14.72
95	Upper Peninsula Power Company	\$ 12,870	798	\$ 16.13
96	United Illuminating Company	\$ 104,366	5,735	\$ 18.20
97	Fitchburg Gas and Electric Light Company	\$ 4,777	249	\$ 19.19
98	Orange and Rockland Utilities, Inc.	\$ 78,978	4,074	\$ 19.39
99	Western Massachusetts Electric Company	\$ 37,161	1,842	\$ 20.18
100	Southern California Edison Co.	\$ 1,107,822	53,606	\$ 20.67
101	Public Service Company of New Hampshire	\$ 112,765	5,420	\$ 20.81
102	Connecticut Light and Power Company	\$ 220,133	9,639	\$ 22.84
103	Central Hudson Gas & Electric Corp	\$ 88,818	3,237	\$ 27.43
104	San Diego Gas & Electric Co.	\$ 356,679	11,402	\$ 31.28
105	Consolidated Edison Company of New York, Inc.	\$ 1,029,665	24,142	\$ 42.65

**TOTAL ADMINISTRATIVE & GENERAL O&M PER MWH
(\$/MWh)
2010**

Rank	Company	Total A&G O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
106	Golden State Water Company	\$ 7,987	132	\$ 60.43
	Totals & Weighted Average	\$ 15,045,750	2,120,332	\$ 7.10
	Arithmetic Average	\$ 141,941	20,003	\$ 8.72

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**TOTAL ADMINISTRATIVE & GENERAL O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total A&G O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
1	Kingsport Power Company	\$ 1,928	2,137	\$ 0.90
2	Wheeling Power Company	\$ 2,598	2,269	\$ 1.15
3	Cleveland Electric Illuminating Company	\$ 47,705	18,916	\$ 2.52
4	PacifiCorp	\$ 152,657	54,307	\$ 2.81
5	Oncor Electric Delivery Company LLC	\$ 324,749	113,837	\$ 2.85
6	Pennsylvania Power Company	\$ 13,633	4,586	\$ 2.97
7	Toledo Edison Company	\$ 32,964	10,437	\$ 3.16
8	West Penn Power Company	\$ 65,842	20,104	\$ 3.28
9	Public Service Company of Oklahoma	\$ 60,721	18,197	\$ 3.34
10	Ohio Edison Company	\$ 82,639	24,656	\$ 3.35
11	Florida Power & Light Company	\$ 356,844	103,558	\$ 3.45
12	MidAmerican Energy Company	\$ 79,840	21,873	\$ 3.65
13	Midwest Energy, Inc.	\$ 5,488	1,465	\$ 3.75
14	Ohio Power Company	\$ 163,916	43,492	\$ 3.77
15	UNS Electric, Inc.	\$ 7,346	1,853	\$ 3.96
16	PPL Electric Utilities Corporation	\$ 147,250	36,942	\$ 3.99
17	Southwestern Electric Power Company	\$ 75,608	18,679	\$ 4.05
18	Potomac Edison Company	\$ 45,190	10,416	\$ 4.34
19	PECO Energy Company	\$ 168,416	38,726	\$ 4.35
20	Entergy Texas, Inc.	\$ 74,796	16,863	\$ 4.44
21	Puget Sound Energy, Inc.	\$ 96,349	21,496	\$ 4.48
22	Southwestern Public Service Company	\$ 84,305	18,631	\$ 4.52
23	Entergy Louisiana, LLC	\$ 144,316	31,744	\$ 4.55
24	Pennsylvania Electric Company	\$ 66,210	14,134	\$ 4.68
25	Jersey Central Power & Light Company	\$ 100,952	21,482	\$ 4.70
26	Metropolitan Edison Company	\$ 65,729	13,970	\$ 4.71
27	Georgia Power Company	\$ 403,536	84,300	\$ 4.79
28	Oklahoma Gas and Electric Company	\$ 134,253	27,055	\$ 4.96
29	Delmarva Power & Light Company	\$ 65,596	12,691	\$ 5.17
30	Potomac Electric Power Company	\$ 140,134	26,895	\$ 5.21
31	Entergy Gulf States Louisiana, L.L.C.	\$ 104,725	19,885	\$ 5.27
32	Virginia Electric and Power Company	\$ 416,086	78,500	\$ 5.30
33	Baltimore Gas and Electric Company	\$ 171,731	31,809	\$ 5.40
34	Kentucky Utilities Company	\$ 104,051	19,256	\$ 5.40
35	Consumers Energy Company	\$ 181,774	33,603	\$ 5.41
36	Public Service Company of Colorado	\$ 160,365	28,486	\$ 5.63
37	Interstate Power and Light Company	\$ 86,439	15,340	\$ 5.63
38	Tampa Electric Company	\$ 105,231	18,564	\$ 5.67
39	Alabama Power Company	\$ 310,605	54,704	\$ 5.68
40	Northern States Power Company - MN	\$ 203,926	35,905	\$ 5.68
41	Cleco Power LLC	\$ 51,582	9,028	\$ 5.71
42	Duke Energy Kentucky, Inc.	\$ 23,131	4,023	\$ 5.75
43	Northern States Power Company - WI	\$ 37,218	6,415	\$ 5.80
44	Entergy Mississippi, Inc.	\$ 79,651	13,574	\$ 5.87
45	Atlantic City Electric Company	\$ 58,078	9,683	\$ 6.00
46	Green Mountain Power Corporation	\$ 11,593	1,891	\$ 6.13
47	Duquesne Light Company	\$ 86,519	14,027	\$ 6.17
48	Arizona Public Service Company	\$ 178,506	28,210	\$ 6.33
49	Nevada Power Company	\$ 132,943	20,755	\$ 6.41
50	South Carolina Electric & Gas Co.	\$ 143,557	22,151	\$ 6.48
51	Gulf Power Company	\$ 72,535	11,040	\$ 6.57
52	MDU Resources Group, Inc.	\$ 19,197	2,879	\$ 6.67

**TOTAL ADMINISTRATIVE & GENERAL O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total A&G O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
53	Southern Indiana Gas and Electric Company, Inc.	\$ 38,077	5,595	\$ 6.81
54	Wisconsin Power and Light Company	\$ 70,795	10,302	\$ 6.87
55	Dayton Power and Light Company	\$ 91,284	13,159	\$ 6.94
56	NSTAR Electric Company	\$ 151,808	21,502	\$ 7.06
57	ALLETE (Minnesota Power)	\$ 65,918	9,289	\$ 7.10
58	Duke Energy Carolinas, LLC	\$ 543,133	76,216	\$ 7.13
59	Louisville Gas and Electric Company	\$ 83,351	11,641	\$ 7.16
60	Duke Energy Indiana, Inc.	\$ 200,833	27,810	\$ 7.22
61	Union Electric Company	\$ 275,201	37,428	\$ 7.35
62	Mississippi Power Company	\$ 71,575	9,658	\$ 7.41
63	Avista Corporation	\$ 67,615	9,035	\$ 7.48
64	New York State Electric & Gas Corporation	\$ 113,353	15,121	\$ 7.50
65	Entergy Arkansas, Inc.	\$ 162,043	21,584	\$ 7.51
66	NorthWestern Corporation	\$ 56,673	7,426	\$ 7.63
67	Indianapolis Power & Light Company	\$ 108,983	14,229	\$ 7.66
68	Public Service Electric and Gas Company	\$ 173,319	22,554	\$ 7.68
69	Otter Tail Power Company	\$ 33,273	4,292	\$ 7.75
70	Empire District Electric Company	\$ 36,913	4,710	\$ 7.84
71	Portland General Electric Company	\$ 147,653	18,357	\$ 8.04
72	Wisconsin Electric Power Company	\$ 219,875	27,220	\$ 8.08
73	Wisconsin Public Service Corporation	\$ 88,816	10,888	\$ 8.16
74	Tucson Electric Power Company	\$ 76,570	9,332	\$ 8.21
75	Sierra Pacific Power Company	\$ 65,716	7,664	\$ 8.57
76	KCP&L Greater Missouri Operations Company	\$ 70,505	8,195	\$ 8.60
77	Entergy New Orleans, Inc.	\$ 45,383	5,122	\$ 8.86
78	Black Hills Colorado Electric Utility Company, LP	\$ 17,012	1,828	\$ 9.31
79	Westar Energy (KPL)	\$ 94,162	10,087	\$ 9.34
80	Monongahela Power Company	\$ 100,658	10,572	\$ 9.52
81	Northern Indiana Public Service Company	\$ 160,818	16,836	\$ 9.55
82	DTE Electric Company	\$ 418,702	42,760	\$ 9.79
83	Rochester Gas and Electric Corporation	\$ 72,682	7,288	\$ 9.97
84	Unitil Energy Systems, Inc.	\$ 8,295	815	\$ 10.17
85	Commonwealth Edison Company	\$ 406,959	39,801	\$ 10.22
86	Kansas Gas and Electric Company	\$ 104,222	10,149	\$ 10.27
87	Idaho Power Co.	\$ 143,107	13,734	\$ 10.42
88	Pacific Gas and Electric Company	\$ 924,574	83,902	\$ 11.02
89	Madison Gas and Electric Company	\$ 37,743	3,358	\$ 11.24
90	Kansas City Power & Light Company	\$ 173,704	15,210	\$ 11.42
91	Public Service Company of New Mexico	\$ 134,666	9,290	\$ 14.50
92	El Paso Electric Company	\$ 114,138	7,661	\$ 14.90
93	Black Hills Power, Inc.	\$ 25,891	1,714	\$ 15.10
94	Rockland Electric Company	\$ 25,428	1,665	\$ 15.27
95	Upper Peninsula Power Company	\$ 12,379	807	\$ 15.34
96	United Illuminating Company	\$ 93,669	5,576	\$ 16.80
97	Southern California Edison Co.	\$ 1,131,211	57,777	\$ 19.58
98	Orange and Rockland Utilities, Inc.	\$ 79,368	4,048	\$ 19.61
99	Western Massachusetts Electric Company	\$ 38,141	1,868	\$ 20.42
100	Public Service Company of New Hampshire	\$ 109,597	5,092	\$ 21.52
101	Fitchburg Gas and Electric Light Company	\$ 5,237	230	\$ 22.74
102	Central Hudson Gas & Electric Corporation	\$ 79,335	3,090	\$ 25.67
103	Connecticut Light and Power Company	\$ 219,396	7,862	\$ 27.91
104	San Diego Gas & Electric Co.	\$ 445,465	14,393	\$ 30.95
105	Consolidated Edison Company of New York, Inc.	\$ 1,063,886	22,622	\$ 47.03

**TOTAL ADMINISTRATIVE & GENERAL O&M PER MWH
(\$/MWh)
2011**

Rank	Company	Total A&G O&M (\$000)	Total Sales (000 MWh)	Total O&M Per MWh
106	Golden State Water Company	\$ 7,914	137	\$ 57.88
	Totals & Weighted Average	\$ 15,257,977	2,123,942	\$ 7.18
	Arithmetic Average	\$ 143,943	20,037	\$ 8.97