



Compliance Audit Report Public Version

**City of Concord
(NCR01197)**

**Confidential Information (including Privileged and
Critical Energy Infrastructure Information) –
Has Been Removed**

Date of Audit: August 22-23, 2011

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Executive Summary

An on-site compliance audit of City of Concord (NCR01232) was conducted from August 22-23, 2011. At the time of the audit, City of Concord was registered for the Distribution Provider (DP) and Load-Serving Entity (LSE) functions.

The audit team evaluated City of Concord for compliance with 19 requirements in the 2011 NERC Compliance Monitoring and Enforcement Program (CMEP). The audit team assessed compliance with the NERC Reliability Standards, for the period of June 18, 2007 to August 23, 2011. City of Concord submitted information and documentation for the audit team's evaluation of compliance with requirements. The audit team reviewed and evaluated all information provided by City of Concord to assess compliance with standards applicable to City of Concord at this time.

Based on the information and documentation provided by City of Concord, the audit team found City of Concord to have no findings of non-compliance with ten applicable requirements.

The audit team also determined that nine requirements were not applicable to City of Concord.

These audit results are further explained in the Audit Results Findings section of this report which includes detailed information of the audit team's findings of applicability and compliance for the NERC Reliability Standards, within the scope of the compliance audit. Any Possible Violations will be processed through the NERC and SERC Reliability Corporation (SERC) CMEP. There were no ongoing or recently completed mitigation plans and therefore none were reviewed by the audit team.

The SERC audit team lead certifies that the audit team adhered to all applicable requirements of the NERC Rules of Procedure (ROP) and Compliance Monitoring and Enforcement Program (CMEP) with the following exceptions. The SERC audit team did not adhere to the NERC Compliance Checklist or NERC Compliance Auditor Manual regarding Reliability Coordinator Questionnaires due to the fact that SERC Reliability Corporation only sends Reliability Coordinator Questionnaires when auditing entities registered as Balancing Authorities (BA) and Transmission Operators (TOP).

Audit Process

The compliance audit process steps are detailed in the SERC CMEP. The SERC CMEP generally conforms to the United States Government Accountability Office Government Auditing Standards and other generally accepted audit practices.

Objectives

All registered entities are subject to an audit for compliance with all reliability standards applicable to the functions for which the registered entity is registered.¹ The audit objectives are to:

¹ North American Electric Reliability Corporation CMEP, paragraph 3.1, Compliance Audits
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- Review compliance with the requirements of reliability standards that are applicable to City of Concord, based on the functions that City of Concord is registered to perform;
- Validate compliance with applicable reliability standards from the NERC 2011 Implementation Plan list of actively monitored standards, and additional NERC Reliability Standards selected by SERC;
- Validate compliance with applicable regional standards from the SERC 2011 Implementation Plan list of actively monitored standards;
- Validate evidence of self-reported violations and previous self-certifications;
- Observe and document City of Concord's compliance program and culture;
- Review the status of mitigation plans.

Scope

The scope of the compliance audit included the NERC Reliability Standards from the SERC 2011 Implementation Plan. In addition, this audit included a review of mitigation plans or remedial action directives which have been completed or pending in the year of the compliance audit.

At the time of the audit, City of Concord was registered for the Distribution Provider (DP) and Load-Serving Entity (LSE) functions. The audit team evaluated City of Concord for compliance during the period of the lesser of: 1) date of registration to date of audit exit presentation; 2) date of last audit or spot check to date of audit exit presentation; or, 3) June 18, 2007 to date of audit exit presentation.

Confidentiality and Conflict of Interest

Confidentiality and Conflict of Interest of the audit team are governed under the SERC Delegation Agreement with NERC, and Section 1500 of the NERC Rules of Procedure. City of Concord was informed of SERC's obligations and responsibilities under the agreement and procedures. The work history for each audit team member was provided to City of Concord. City of Concord was given an opportunity to object to an audit team member's participation on the basis of a possible conflict of interest or the existence of other circumstances that could interfere with an audit team member's impartial performance of duties. City of Concord had not submitted any objections by the stated 15 day objection due date and accepted the audit team member participants without objection. There have been no denials of or access limitations placed upon this audit team by City of Concord.

Methodology

The audit team reviewed the information, data, and evidence submitted by City of Concord and assessed compliance with requirements of the applicable reliability standards. Submittal of information and data were sent to SERC 30 days before the scheduled date of the entity review. Additional information relevant to the audit could be submitted until the conclusion of the exit briefing.

The audit team requested and received additional information and sought clarification from subject matter experts during the audit.

The audit team reviewed documentation provided by City of Concord. Data, information, and evidence submitted in the form of policies, procedures, emails, logs, studies, data sheets, etc.

which were validated, substantiated, and cross-checked for accuracy as appropriate. Requirements which required a sampling to be conducted were developed based upon the significance of the sampling to the reliability of the bulk electric system (BES).

Findings were based on the audit team's knowledge of the BES, the NERC Reliability Standards, and their professional judgment. All findings were developed based upon the consensus of the audit team.

Company Profile

In 1889, a group of private investors formed the Concord Electric Light Company. These investors installed the first electric street lights and began installation of the first electric service in downtown Concord. In 1904, the City of Concord purchased the Concord Electric Light Company and began to expand the provision of electric service in the greater Concord area.

Governance of the City is a Council Manager form of government. The mayor and the seven members of the City Council establish City policy and local law. The City Council appoints a City Manager to implement its policies, and to manage the day-to-day operations of the City and its various departments.

The City of Concord purchases wholesale electric power at three delivery stations served from radial transmission lines from Duke Energy. The City owns, operates, and maintains approximately 20 miles of its radial transmission facilities strictly to provide distribution services to its customers, there are no interconnections to the Bulk Power System. The City receives 100 kV service at one delivery and 44 kV service at the remaining two deliveries. The City of Concord's distribution system serves customers at 12.47 kV within the city limits and adjacent rural areas.

Audit Participants

The following is a listing of all personnel from the Audit Team and City of Concord who were present during the meetings or interviews.

Audit Team Participants

Role	Title	Entity
Audit Team Lead	Senior Compliance Auditor	SERC
Team Member	Senior Compliance Auditor	SERC
Team Member	Electrical Engineer (ISME)	Rutherford EMC

City of Concord Audit Participants

Title	Entity
Director of Electric Systems	City of Concord
Manager of Electric Systems	City of Concord
Electric Engineering Services	City of Concord
Electrical Engineer	Southeastern Consulting Engineers, Inc.

Audit Results

The audit team evaluated City of Concord for compliance with 19 requirements in the 2011 NERC Compliance Monitoring and Enforcement Program (CMEP). The audit team assessed compliance with the NERC Reliability Standards, for the period of June 18, 2007 to August 23, 2011. City of Concord submitted information and documentation for the audit team's evaluation of compliance with requirements. The audit team reviewed and evaluated all information provided by City of Concord to assess compliance with standards applicable to City of Concord at this time.

Based on the information and documentation provided by City of Concord, the audit team found City of Concord to have no findings of non-compliance with ten applicable requirements.

The audit team also determined that nine requirements were not applicable to City of Concord.

Findings

The following table details the findings for compliance for the scope identified for this audit.

Reliability Std.	Req.	Finding
CIP-001-1	R1.	No Findings
CIP-001-1	R2.	No Findings
CIP-001-1	R3.	No Findings
CIP-001-1	R4.	No Findings
CIP-002 through CIP-009		Reviewed by a separate Monitoring Process
IRO-004-1	R4.	No Findings
IRO-005-2	R13.	No Findings
MOD-004-1	R3.	No Findings
MOD-004-1	R10.	No Findings
PRC-004-1	R1.	N/A
PRC-005-1	R1.	N/A
PRC-005-1	R2.	N/A
PRC-008-0	R1.	N/A
PRC-008-0	R2.	N/A
PRC-011-0	R1.	N/A
PRC-017-0	R1.	N/A
PRC-017-0	R2.	N/A
PRC-023-1	R1	N/A

Reliability Std.	Req.	Finding
TOP-002-2a	R3.	No Findings
TOP-002-2a	R18.	No Findings

Compliance Culture

The audit team assessed City of Concord's Internal Compliance Program in conjunction with the audit. Evidence reviewed in assessing the program included: City of Concord's Compliance Pre-Audit Survey, City of Concord, NC NERC/SERC Compliance Program document, compliance staff organizational charts, interviews with City of Concord staff, and observation of staff responses in preparation for and during the audit.

Four factors that characterize a vigorous and effective compliance program are: active engagement and leadership by a company's senior management; preventive measures appropriate to the individual circumstances of the company; promptly detecting, stopping, and reporting a violation; and, ultimately fixing the problem and working to avoid future possible violations.

SERC recognizes that there isn't one standard formula for an effective compliance program, and that there will be variations in each company's program and culture based on countless factors, including the size and age of the company, as well as the nature and extent of its business. Ultimately what matters are the results and whether the compliance program worked as it should.

The audit team determined that City of Concord's Internal Compliance Program documents and their staff's demonstrated compliance culture indicate an effective compliance program.

Additional information pertaining to the compliance culture of City of Concord can be found in the Internal Compliance Survey.