

was posted on NERC's website May 7, 2020 and was reviewed at the May 13, 2020 open meeting of the NERC Finance and Audit Committee. The unaudited report was accepted by the NERC Board of Trustees at its meeting on May 14, 2020.

II. NOTICES AND COMMUNICATIONS

Notices and communications with respect to this filing may be addressed to the following:

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III. DISCUSSION OF SIGNIFICANT VARIANCES BETWEEN 2020 BUDGET AND ACTUAL 2020 RESULTS

The attached first quarter 2020 variance report compares actual (unaudited) financial results to NERC's budgeted expenditures as of March 31, 2020, and projected year-end 2020 financial results to NERC's total 2020 budgeted expenditures. NERC is providing additional discussion of significant variances between the projected (unaudited) year-end 2020 results and NERC's 2020 budgeted expenditures, by NERC department or program area and by major activity within departments and program areas. This discussion focuses on variances of \$500,000 or more between projected year-end 2020 results and the 2020 budget. NERC has focused on projected year-end variances in excess of budget of \$500,000 or more. NERC will separately file a request for Commission approval of the unbudgeted costs related to the ERO Enterprise Secure Evidence Locker (ERO SEL) consistent with Section 7(b)(ii) of the Settlement Agreement.

A. Projected Variances of \$500,000 or More by Expense Category

In 2020, NERC is expected to be under budget in multiple categories. Travel and meeting costs are projected to be lower than budgeted for 2020 due to the business impact of the COVID-19 pandemic. Other areas are also expected to be under budget partially due to their cost saving efforts to prioritize expenses in light of changing economic circumstances. These reductions by NERC areas include (1) deferring hiring for some open FTE positions to 2021, (2) lowering software and hardware spending, (3) reducing the Atlanta meeting space renovation costs, and (4) avoiding debt service that had been budgeted for ERO software projects.

Four revenue and expense categories are projected to be either over or under budget by more than \$500,000 by year-end 2020:

- Personnel expenses are expected to be \$2,283,749 under budget at year-end due to deferred hiring of 11 open positions until 2021 as well as vacant E-ISAC positions being filled with contractor labor instead of budgeted FTEs.
- Meetings and Travel expenses are anticipated to be \$2,028,115 under budget due to decreases in the number of in-person meetings and travel related to the COVID-19 pandemic.
- Office Costs, Professional, and Miscellaneous expenses are expected to be \$799,935 over budget primarily due to higher software license and maintenance costs as well as maintenance costs on leased equipment that were budgeted as lease payments but that are more appropriately charged to Office Costs.
- Fixed Asset Additions are expected to be \$1,680,000 under budget at year-end 2020 due to decreased Atlanta office renovation costs, reduction and deferral of hardware

and software project costs, and reduced spending to help cash fund ERO software projects.

The 2020 budget assumed debt financing on approved ERO software development expenditures for the Align and CORES projects, with budgeted loan proceeds totaling \$1,338,000 in the current year. Due to the anticipated favorable working capital position projected for December 31, 2020, borrowing on these two software projects is not expected.

B. Projected Variances of \$500,000 or More by Department or Program Area

The following departments and program areas have projected year-end 2020 budget variances over \$500,000: Compliance Assurance, Reliability Standards and Risk Issue Management, General & Administrative and Executive, Legal & Regulatory, and Information Technology.

- Compliance Assurance is expected to be over budget by \$564,626 due to personnel expense and software license and maintenance costs.
- Legal & Regulatory is projected to be under budget \$527,648 because of lower personnel, travel, consultant, and outside legal costs.
- General & Administrative and Executive expenses are expected to be under budget \$843,114 due to lower meeting, travel, interest expense, and excise tax expense.
- Information Technology is expected to be under budget \$687,478 in consulting and fixed asset costs.

IV. CONCLUSION

NERC respectfully requests that the Commission accept this filing as compliant with Section II.7(b)(i) of the Settlement Agreement and the Commission's January 16 Order in Docket No. FA11-21-000.

Respectfully submitted,

/s/ Nina Jenkins-Johnston

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Dated: May 15, 2020

CERTIFICATE OF SERVICE

I hereby certify that I have served a copy of the foregoing document upon all parties listed on the official service list compiled by the Secretary in this proceeding.

Dated at Washington, D.C. this 15th day of May, 2020.

/s/ Nina Jenkins-Johnston

Nina Jenkins-Johnston
*Counsel for North American Electric
Reliability Corporation*

ATTACHMENT

Summary of Unaudited Results For the Period Ending March 31, 2020

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Executive Summary

Projected Year-End Results (\$ millions)

	<u>FUNDING</u>	<u>Projected</u>	<u>Budget</u>	<u>Over (Under)</u>
Revenues		\$ 81.5	\$ 82.0	\$ (0.5)
Funding from Reserves				
Assessment Stabilization Reserve		-	-	-
	TOTAL FUNDING	\$ 81.5	\$ 82.0	\$ (0.5)
EXPENDITURES				
Expenses (excluding Depreciation)		\$ 74.6	\$ 77.9	\$ (3.3)
Fixed Asset Additions		3.0	4.7	(1.7)
Net Financing Activity		0.6	0.1	0.5
	TOTAL EXPENDITURES	\$ 78.2	\$ 82.7	\$ (4.5)
	RESERVE INCREASE (DECREASE)	\$ 3.3	\$ (0.7)	\$ 4.0

Funding

- Revenues
 - Expected to be slightly under budget at year-end due to lower investment income (from lower interest rates) and third-party revenues for the CRISP program.

Expenditures

- Expenses (excluding depreciation)
 - Personnel expenses are expected to be under budget due to the deferred hiring of 11 currently open positions until 2021 and certain E-ISAC positions budgeted as FTEs that are being filled with contract labor.
 - Meeting and Travel expenses are projected to be under budget because of the cancellation of in-person meetings and lower employee travel due to the pandemic.
 - Contracts and Consultants are expected to be over budget primarily as a result of contract labor being used in the E-ISAC in lieu of FTEs which is partially offset by lower CRISP program contract costs.

- Office Costs are projected to be over budget due to higher software license and maintenance costs and also support and maintenance costs on leased equipment that were budgeted as lease payments (in Net Financing Activity) but are more appropriately charged to Office Costs.
- Fixed Asset Additions
 - Expected to be below budget by deferring some hardware and software projects and the Atlanta office and meeting space renovations.
- Net Financing Activity
 - Estimated to be over budget due to no expected loan proceeds for 2020 ERO project borrowing (expenditures will be cash funded from 2020 budget savings), which is partially offset by lower 2020 debt service on prior year ERO project borrowing that was avoided due to a favorable working capital position.

Operating Reserve Increase (Decrease)

- Projected reserve increase from operating activity is \$3.4M versus a budgeted decrease of \$0.7M.

**Year-to-Date Actual Results
(\$ millions)**

			Over
<u>FUNDING</u>	Actual	Budget	(Under)
Revenues	\$ 20.5	\$ 20.5	\$ -
Funding from Reserves			
Assessment Stabilization Reserve	-	-	-
TOTAL FUNDING	\$ 20.5	\$ 20.5	\$ -
<u>EXPENDITURES</u>			
Expenses (excluding Depreciation)	\$ 18.6	\$ 19.5	\$ (0.9)
Fixed Asset Additions	0.3	1.2	(0.9)
Net Financing Activity	0.2	-	0.2
TOTAL EXPENDITURES	\$ 19.1	\$ 20.7	\$ (1.6)
RESERVE INCREASE (DECREASE)	\$ 1.4	\$ (0.2)	\$ 1.6

Funding

- Revenues
 - On budget year-to-date.

Expenditures

- Expenses (excluding depreciation)
 - Meeting expenses are under budget partially due to the timing of expenditures versus the budget as well as slightly less travel in late Q1 due to the pandemic.
 - Contracts and Consultants, Software License and Maintenance, and Legal expenses are under budget primarily because of the timing of expenditures versus the budget.
- Fixed Asset Additions
 - Under budget YTD mainly due to the timing of expenditures versus the budget.

Operating Reserve Increase (Decrease)

- Actual reserve increase from operations is higher than budget by \$1.6 million.

Detailed Operating Results

Variances by Revenue and Expense Category

Total NERC (including CRISP)

	YTD Actual	YTD Budget	YTD Over (Under)	% Over (Under)	Annual Projection	Annual Budget	Annual Over (Under)	% Over (Under)
TOTAL FUNDING	\$ 20,516,902	\$ 20,501,738	\$ 15,165	0.1%	\$ 81,540,606	\$ 82,006,951	\$ (466,345)	(0.6%)
EXPENDITURES								
Personnel	\$ 11,915,379	\$ 11,649,540	\$ 265,839	2.3%	\$ 44,314,412	\$ 46,598,160	\$ (2,283,749)	(4.9%)
Meetings and Travel	676,786	830,813	(154,026)	(18.5%)	1,295,135	3,323,250	(2,028,115)	(61.0%)
Consultants and Contracts	2,640,999	3,108,976	(467,977)	(15.1%)	12,919,527	12,435,902	483,625	3.9%
Office Rent	845,597	862,617	(17,020)	(2.0%)	3,450,468	3,450,468	-	0.0%
Office Costs, Professional, and Misc.*	2,568,426	2,924,181	(355,755)	(12.2%)	12,496,659	11,696,724	799,935	6.8%
Other Non-Operating	7,785	76,656	(68,871)	(89.8%)	130,800	306,623	(175,823)	(57.3%)
Fixed Asset Additions*	288,019	1,176,587	(888,568)	(75.5%)	3,026,349	4,706,349	(1,680,000)	(35.7%)
Net Financing Activity	185,671	34,889	150,781	432.2%	550,000	139,558	410,442	294.1%
TOTAL EXPENDITURES	\$ 19,128,663	\$ 20,664,258	\$ (1,535,596)	(7.4%)	\$ 78,183,349	\$ 82,657,034	\$ (4,473,684)	(5.4%)
RESERVE INCREASE (DECREASE)	\$ 1,388,240	\$ (162,521)	\$ 1,550,760	(954.2%)	\$ 3,357,257	\$ (650,083)	\$ 4,007,339	(616.4%)
FTEs	201.2	213.4	(12.1)	(5.7%)	195.1	213.4	(18.3)	(8.6%)

* Excludes depreciation expense

Following is a brief summary of variances by category:

- Personnel expenses are expected to be under budget at year-end largely because of the deferred hiring of 11 open positions until 2021 and also from open E-ISAC positions budgeted as FTEs that are being filled with contractor labor.
- Meeting and travel expenses are under budget YTD and expected to be under budget at year-end from decreased in-person meetings and travel due to the pandemic.
- Contracts and consultants expenses are under budget YTD mainly because of the timing of expenditures versus the budget. Expected to be over budget at year-end primarily as a result of contract labor being used in the E-ISAC in lieu of FTEs which is partially offset by lower CRISP program contract costs.

CONTRACTS and CONSULTANTS	YTD Actual	YTD Budget	YTD Over (Under)	Annual Projection	Annual Budget	Annual Over (Under)
Reliability Standards and Risk Issue Management	\$ 9,600	\$ 10,080	\$ (480)	\$ 88,320	\$ 40,320	\$ 48,000
Compliance Assurance	-	12,500	(12,500)	0	50,000	(50,000)
Compliance Analysis, Registration, and Certification	9,600	10,080	(480)	40,320	40,320	-
Compliance Enforcement	-	-	-	9,000	-	9,000
Power System Analysis	-	15,750	(15,750)	63,000	63,000	-
Reliability Assessment and Technical Committees	9,600	91,330	(81,730)	365,320	365,320	-
Advanced System Analytics and Modeling	-	43,750	(43,750)	62,000	175,000	(113,000)
Performance Analysis	58,712	37,313	21,400	410,700	149,250	261,450
Situation Awareness	-	-	-	15,000	-	15,000
Event Analysis	-	2,500	(2,500)	93,000	10,000	83,000
E-ISAC	604,193	353,125	251,068	2,743,887	1,412,500	1,331,387
Training, Education and Personnel Certification	105,112	98,000	7,112	392,000	392,000	-
General and Administrative and Executive	-	-	-	-	-	-
Legal and Regulatory	19,401	75,000	(55,599)	193,000	300,000	(107,000)
Policy and External Affairs	-	5,000	(5,000)	20,000	20,000	-
Information Technology	327,229	451,423	(124,194)	1,421,935	1,805,692	(383,757)
Human Resources and Administration	229,222	190,000	39,222	771,160	760,000	11,160
Finance and Accounting	17,432	43,750	(26,318)	75,000	175,000	(100,000)
TOTAL (excluding CRISP)	\$ 1,390,101	\$ 1,439,601	\$ (49,500)	\$ 6,763,642	\$ 5,758,402	\$ 1,005,240
CRISP	1,250,898	1,669,375	(418,477)	6,155,885	6,677,500	(521,615)
TOTAL (including CRISP)	\$ 2,640,999	\$ 3,108,976	\$ (467,977)	\$ 12,919,527	\$ 12,435,902	\$ 483,625

- Office Costs Expense
 - Under budget YTD mainly due to the timing of expenditures versus the budget. Projected to be over budget at year-end due to higher software license and maintenance costs and also maintenance costs on leased equipment that were budgeted as lease payments (in Net Financing Activity) but are more appropriately charged to Office Costs.
- Fixed Asset Additions
 - Expected to be below budget by deferring some hardware and software projects and the Atlanta office and meeting space renovations.
- Net Financing Activity
 - Estimated to be over budget due to no expected loan proceeds for 2020 ERO project borrowing (expenditures will be cash funded from 2020 budget savings), which is partially offset by lower 2020 debt service on prior year ERO project borrowing that was avoided due to a favorable working capital position.

Variations by Department

DIRECT EXPENSES, FIXED ASSETS, AND FINANCING ACTIVITY	YTD Actual	YTD Budget	YTD Over (Under)	Annual Projection	Annual Budget	Annual Over (Under)
Reliability Standards and Risk Issue Management	\$ 985,459	\$ 979,578	\$ 5,881	\$ 3,445,998	\$ 3,918,311	\$ (472,314)
Compliance Assurance	1,388,548	1,289,189	99,359	5,721,382	5,156,756	564,626
Compliance Analysis, Registration, and Certification	327,641	338,665	(11,024)	1,382,488	1,354,660	27,828
Compliance Enforcement	713,186	819,924	(106,739)	3,395,761	3,279,697	116,064
Power System Analysis	328,514	426,381	(97,867)	1,233,086	1,705,525	(472,438)
Reliability Assessment and Technical Committees	608,031	549,847	58,185	2,151,527	2,199,387	(47,860)
Advanced System Analytics and Modeling	320,593	348,160	(27,567)	1,240,983	1,392,641	(151,659)
Performance Analysis	399,515	513,990	(114,475)	1,857,199	2,055,961	(198,762)
Situation Awareness	619,721	735,547	(115,827)	2,519,900	2,942,190	(422,289)
Event Analysis	633,765	606,585	27,180	2,439,285	2,426,341	12,944
E-ISAC	2,992,265	3,092,728	(100,463)	11,989,469	12,370,912	(381,443)
Training, Education and Personnel Certification	426,315	399,879	26,436	1,520,903	1,599,516	(78,613)
General and Administrative and Executive	1,974,106	2,145,079	(170,973)	7,737,201	8,580,315	(843,114)
Legal and Regulatory	1,060,910	1,147,094	(86,184)	4,060,728	4,588,376	(527,648)
Policy and External Affairs	716,143	750,945	(34,802)	2,568,904	3,003,778	(434,874)
Information Technology	2,923,053	3,207,744	(284,691)	12,143,497	12,830,975	(687,478)
Human Resources and Administration	722,990	681,138	41,851	2,816,678	2,724,553	92,125
Finance and Accounting	500,936	605,810	(104,874)	2,308,058	2,423,239	(115,181)
TOTAL (excluding CRISP)	\$ 17,641,689	\$ 18,638,283	\$ (996,594)	\$ 70,533,047	\$ 74,553,134	\$ (4,020,086)
CRISP	1,486,973	2,025,975	(539,002)	7,650,302	8,103,900	(453,598)
TOTAL DIRECT EXPENSES, FIXED ASSETS, AND FINANCING ACTIVITY	\$ 19,128,663	\$ 20,664,258	\$ (1,535,596)	\$ 78,183,349	\$ 82,657,034	\$ (4,473,684)

Following is a brief summary of variations by department:

- Reliability Standards and Risk Issue Management – Projected to be under budget due to lower personnel expenses and meeting and travel costs.
- Compliance Assurance – Expected to be over budget due to personnel expense and partial year software license and maintenance costs for the SEL.
- Power System Analysis – Projected to be under budget largely because of lower personnel and travel costs.
- Situation Awareness – Expected to be under budget mainly attributable to lower software costs and the decision to defer the budgeted costs for video wall to a subsequent year.
- E-ISAC – Projected to be under budget largely as a result of lower meeting and travel costs.
- General & Administrative and Executive – Expected to be under budget mainly due to lower meeting, travel, interest expense, and excise tax expense.
- Legal & Regulatory – Projected to be under budget because of lower personnel, travel, consultant, and outside legal costs.
- Policy & External Affairs – Expected to be under budget because of lower personnel, travel, and outside legal/lobbying costs.
- Information Technology – Projected to be under budget in Contracts and Consultants and Fixed Assets.
- CRISP – Expected to be under budget largely because of lower third party contractor costs.

Supplemental Schedules

Schedule 1 – Year-End Projected Reserves

Reserve Account	1/1/2020		Operating and		12/31/2020	
	Beginning Balance ⁽¹⁾	Budgeted Funding/(Use) ⁽²⁾	Unbudgeted Funding/(Use) ⁽³⁾	Financing Activity Versus Budget ⁽⁴⁾	Projected Ending Balance ⁽⁵⁾	
Operating Contingency	\$ 6,199,083	\$ (654,036)	\$ (1,800,000)	\$ 3,968,522	\$ 7,713,569	
Future Obligations	2,119,719	(485,958)	-	-	1,633,761	
Assessment Stabilization	2,521,000	-	-	-	2,521,000	
System Operator	777,274	-	-	42,771	820,045	
CRISP	500,000	-	-	-	500,000	
Total Reserves	\$ 12,117,076	\$ (1,139,994)	\$ (1,800,000)	\$ 4,011,293	\$ 13,188,375	

NOTES:

(1) 2020 beginning balances have been adjusted from the 12/31/2019 variance report balances as the result of a reconciliation to the final audited balance sheet.

(2) The 2020 Business Plan & Budget contained a budgeted use of Operating Contingency Reserves totaling \$654,036 to lower assessments. The Future Obligations Reserve decrease of \$485,958 is a budgeted use of deferred rent reserves to fund a portion of office lease costs.

(3) Use of \$1.8 million for the assumed cash funding for a portion of the Secure Evidence Locker expected to be approved by the NERC Board of Trustees in May 2020.

(4) This column reflects the projected reserve impact of operating and financing activities versus budget. In 2020, NERC is expected to be under budget primarily due to the deferral of some open FTE positions to 2021, lower meeting and travel costs, lower software and hardware spending, reduction of the Atlanta meeting space renovation costs, and no debt service on ERO projects.

(5) The Operating Contingency Reserve at year-end is higher than target but is being planned to be reduced by \$1.8 million in the 2021 Business Plan & Budget for Align project delay costs.

Schedule 2 – IT Projects

Projects in Progress	Project Budget ⁽¹⁾	Actual Spend	Expected Spend	Expected Over (Under) Budget
CMEP Technology Project (2017-2020)	\$ 5,403,000	\$ 3,768,355	\$ 5,484,524	\$ 81,524
E-ISAC Data Center Move	150,000	-	150,000	-
Projects Completed in 2020	Project Budget ⁽¹⁾	Actual Spend ⁽²⁾		
Microsoft Windows 10 Upgrade	\$ 169,890	\$ 129,830		

NOTES:

(1) The Project Budget noted above usually corresponds to the approved business case for each project and funds for each project are drawn from the available budget. In some projects, business cases may not be prepared, particularly when a project is smaller and/or may be in response to a FERC order.

(2) Still awaiting the final invoice, which should be in the \$30k-\$40k range.

* Some of these projects span multiple years, so the amounts above do not represent a single budget year expenditure.

* The amounts noted above do not include internal labor or license/maintenance/support costs and reflect only external (consultant) costs of the projects.

Schedule 2 (continued) – IT Projects

CMEP Technology Project

(Started May 2017 / Planned Completion Q4 2021)

This project will provide registered entities, Regional Entities, and NERC the ability manage the compliance and enforcement processes and data in a single ERO Enterprise system. Today, those processes and related data are managed across three separate systems that have to be synchronized (webCDMS, CITS, and CRATS).

E-ISAC Data Center Move

(Started Jan 2020 / Planned Completion Jul 2020)

This project will move all remaining E-ISAC internally hosted technology platforms from the current DC office location to a NERC approved, standard, professional, recoverable, scalable data center.

Microsoft Windows 10 Upgrade

(Started Dec 2019 / Completed Feb 2020)

This project involved the upgrade of all laptops and desktops from Windows 7 to Windows 10. This upgrade provided a more secure environment. Microsoft stopped support of Windows 7 security patches in January 2020.

Schedule 3 – E-ISAC and CRISP Summary of Activity

TOTAL E-ISAC (including CRISP)

FUNDING	YTD Actual	Annual Projection	Annual Budget	Projected Over (Under)
Assessments	\$ 5,840,838	\$ 23,363,353	\$ 23,363,353	\$ -
Other Funding	1,997,799	7,570,835	7,956,784	(385,950)
TOTAL FUNDING	\$ 7,838,637	\$ 30,934,187	\$ 31,320,137	\$ (385,950)
EXPENDITURES				
Personnel Expense	\$ 2,274,922	\$ 8,339,280	\$ 9,825,628	\$ (1,486,348)
Meetings and Travel Expense	70,270	174,197	464,200	(290,003)
Operating Expenses (excluding Depreciation)	2,134,046	10,854,845	9,728,189	1,126,656
Fixed Assets (excluding Depreciation and Fixed Asset Allocation)	-	271,449	421,449	(150,000)
Net Financing Activity (excluding Net Financing Activity Allocation)	-	-	35,347	(35,347)
Total Direct Costs (excluding Depreciation and Allocations)	\$ 4,479,238	\$ 19,639,771	\$ 20,474,812	\$ (835,041)
Indirect Expense Allocation	2,145,130	8,290,166	10,119,683	(1,829,517)
Fixed Asset Allocation	-	142,419	439,831	(297,412)
Net Financing Activity Allocation	51,642	149,201	285,811	(136,610)
TOTAL EXPENDITURES (excluding Depreciation, including Allocations)	\$ 6,676,010	\$ 28,221,557	\$ 31,320,137	\$ (3,098,580)
RESERVE INCREASE (DECREASE)	\$ 1,162,627	\$ 2,712,631	\$ -	\$ 2,712,631

Schedule 3 (continued) – E-ISAC and CRISP Summary of Activity

CRISP					
FUNDING	YTD Actual	Annual Projection	Annual Budget	Projected Over (Under)	
Assessments	\$ 236,394	\$ 945,577	\$ 945,577	\$ -	
Other Funding	1,967,199	7,425,552	7,850,577	(425,025)	
TOTAL FUNDING	\$ 2,203,593	\$ 8,371,130	\$ 8,796,155	\$ (425,025)	
EXPENDITURES					
Personnel Expense	\$ 184,771	\$ 694,721	\$ 627,736	\$ 66,986	
Meetings and Travel Expense	13,191	20,153	49,200	(29,047)	
Operating Expenses (excluding Depreciation)	1,289,011	6,835,428	7,289,465	(454,036)	
Fixed Assets (excluding Depreciation and Fixed Asset Allocation)	-	100,000	137,500	(37,500)	
Net Financing Activity (excluding Net Financing Activity Allocation)	-	-	-	-	
Total Direct Costs (excluding Depreciation and Allocations)	\$ 1,486,973	\$ 7,650,302	\$ 8,103,900	\$ (453,598)	
Indirect Expense Allocation	187,543	769,191	645,937	123,253	
Fixed Asset Allocation	-	13,214	28,074	(14,860)	
Net Financing Activity Allocation	4,515	13,843	18,243	(4,400)	
TOTAL EXPENDITURES (excluding Depreciation, including Allocations)	\$ 1,679,031	\$ 8,446,550	\$ 8,796,155	\$ (349,604)	
RESERVE INCREASE (DECREASE)	\$ 524,562	\$ (75,420)	\$ -	\$ (75,420)	

E-ISAC (excluding CRISP)					
FUNDING	YTD Actual	Annual Projection	Annual Budget	Projected Over (Under)	
Assessments	\$ 5,604,444	\$ 22,417,776	\$ 22,417,776	\$ -	
Other Funding	30,600	145,282	106,207	39,075	
TOTAL FUNDING	\$ 5,635,044	\$ 22,563,058	\$ 22,523,983	\$ 39,075	
EXPENDITURES					
Personnel Expense	\$ 2,090,151	\$ 7,644,559	\$ 9,197,892	\$ (1,553,333)	
Meetings and Travel Expense	57,078	154,044	415,000	(260,956)	
Operating Expenses (excluding Depreciation)	845,035	4,019,416	2,438,724	1,580,692	
Fixed Assets (excluding Depreciation and Fixed Asset Allocation)	-	171,450	283,950	(112,500)	
Net Financing Activity (excluding Net Financing Activity Allocation)	-	-	35,347	(35,347)	
Total Direct Costs (excluding Depreciation and Allocations)	\$ 2,992,265	\$ 11,989,469	\$ 12,370,912	\$ (381,443)	
Indirect Expense Allocation	1,957,587	7,520,975	9,473,746	(1,952,771)	
Fixed Asset Allocation	-	129,205	411,757	(282,552)	
Net Financing Activity Allocation	47,127	135,358	267,568	(132,210)	
TOTAL EXPENDITURES (excluding Depreciation, including Allocations)	\$ 4,996,980	\$ 19,775,007	\$ 22,523,983	\$ (2,748,976)	
RESERVE INCREASE (DECREASE)	\$ 638,065	\$ 2,788,051	\$ -	\$ 2,788,051	