

Exhibit L

Standard Drafting Team Roster for NERC Standards Development
Project 2007-12

Project 2007-12 Frequency Response

Name and Title	Company	Contact Info	Bio
David Lemmons – Chair Senior Manager, Market Operations	Xcel Energy, Inc	303.571.6520 david.f.lemmons@xcelenergy.com	David Lemmons began his career in the electric industry with Southwestern Public Service Company (SPS) in Amarillo, Texas in 1989. He spent 8 years in the Rates and Regulation Department where he performed rate of return analyses, designed rates and worked with other regulatory issues. In 1997, David moved to the Energy Trading Department during the merger between SPS and Public Service Company of Colorado (PSCO). In this capacity, with Xcel Energy and its predecessor, New Century Energies, he analyzed the electric system loads and resources for day-ahead and real-time operations and trading, working with generation and fuel procurement to ensure resources were ready and available to serve loads. Since 2001, in the positions of Manager and Senior Manager of Market Operations, he has represented Xcel Energy at electric reliability, RTO development and system operation meetings throughout the United States as well as providing support for state and Federal regulatory proceedings. He has a Master of Science in Finance and Economics from West Texas A&M University.
Terry Bilke – Vice-chair Consulting Advisor	Midwest Independent System Operator	317-249-5463 TBilke@misenergy.org	Terry Bilke is a Consulting Advisor in the Compliance Services department at MISO. He has over thirty years of power system operations and maintenance experience, 16 years of this as a transmission and balancing authority operator. He is a former chair of the NERC Resources Subcommittee and is presently chair of the NERC Compliance and Certification Committee. Terry received his PhD in Quality Systems from Indiana State University, MSME from Colorado State University, and MBA from the University of Wisconsin-Whitewater.

Don Badley	Northwest Power Pool	503-445-1076 don.badley@nwpp.org	<p>Don Badley has been a member of the Northwest Power Pool (NWPP) Staff since 1975. Don manages the NWPP Operating Committee. He is currently Chairman of the North American Electric Reliability Corporation (NERC) Resources Subcommittee, a member of Western Electricity Coordinating Council's (WECC) Performance Work Group and has chaired numerous NERC and WECC groups.</p> <p>In the past Don has served as Chairman of the North American Power Systems Interconnection Committee's Performance Subcommittee, a member of the WECC Technical Operations Subcommittee, and a member of the WECC Control Work Group.</p> <p>Regarding his association the Institute of Electrical and Electronics Engineers (IEEE), Don is a member of the IEEE Power Engineering Society and has co-authored three IEEE papers on system control. Don has served as Chairman of the Oregon Section and Area Chairman for the States of Alaska, Oregon, and Washington.</p>
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Howard Illian President	Energy Mark, Inc.	847-913-5491 howard.illian@ energymark.co m	<p>Howard F. Illian graduated from Carnegie Institute of Technology (Carnegie-Mellon University) in 1970 with a B.S. in Electrical Engineering. From 1970 until 1982 he worked for ComEd in the field of Operations Research, and was Supervisor, Economic Research and Load Forecasting from 1976 until he was reassigned to Bulk Power Operations in 1982 where he was Technical Services Director when he retired in 1998. He is now President of Energy Mark, Inc., a consulting firm specializing in the commercial relationships required by restructuring. He has authored numerous papers, and has testified as an expert witness before the Illinois EPA, the Federal EPA, the Illinois Commerce Commission and the Public Utility Commission of Texas. He has developed and applied several new mathematical techniques for use in simulation and decision making. He has served on the NERC Performance Subcommittee, the Interconnected Operations Services Implementation Task Force, the Joint Inadvertent Interchange Task Force, and the NAESB Inadvertent Interchange Payback Task Force. Recent work includes significant contributions to the development of new NERC Control Performance Standards including the Balancing Authority Ace Limit and a suggested mathematical foundation for control based on classical statistics. His current research concentrates on the development of technical definitions for Ancillary or Reliability Services including frequency response and their market implementation.</p>
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<p>Clyde Loutan Senior Advisor</p>	<p>California ISO</p>	<p>916-608-5917 cloutan@caiso.com</p>	<p>Clyde Loutan is presently a Senior Advisor at the California Independent System Operator Corporation (ISO) focusing on power system operation performance, and is the lead investigator for the ISO's renewable resource integration technical studies. He is a technical subject matter expert on power grid planning, system operations, and renewable energy integration. Mr. Loutan previously worked at the Pacific Gas and Electric Company for 14 years in various capacities such as Real Time System Operations, Transmission Planning and High Voltage Protection.</p> <p>Mr. Loutan is a licensed professional engineer in the State of California. He holds B.S. and M.S. degrees in Electrical Engineering from Howard University in Washington D.C., and is a senior member of the IEEE.</p>
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Carlos Martinez	CERTS	cmartinez@asr researchers.co m	<p>Carlos Martinez is presently leading for the Consortium for Electric Reliability Technology Solutions (CERTS) and Advanced Systems Researchers, Inc., (ASR) a group of researchers and analysts investigating, deploying and field testing advanced real time reliability monitoring applications for identifying interconnections load-generation and grid controls adequacy, reliability performance, and trends. He participates in North American Electric Reliability Corporation (NERC) Standard Drafting Teams researching, recommending and field testing load-generation and grid control performance standards.</p> <p>Carlos holds a MS in Electrical Engineering from the University of Miami, Florida, and brings 30 years of experience in the electricity power industry first deploying and supporting advanced monitoring applications at Florida Power and light, second as Manager of Southern California Edison Energy Management System (EMS) and 4 SCADA systems, and during the last 10 years working on advanced, applied research for processes optimization, risk analysis, control, monitoring and geographic visualizations for Lawrence Berkeley National Laboratory (LBNL), Department of Energy (DOE) and Federal Energy Regulatory Commission (FERC). After the Eastern blackout of August 14, 2003 Carlos chaired the NERC Frequency-ACE Investigation Team (FAIT).</p>
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<p>Sydney Niemeyer Control System Specialist</p>	<p>NRG Texas LP</p>	<p>713-795-6108 sydney.niemeyer@nrgenergy.com</p>	<p>Sydney L. Niemeyer started with Houston Lighting and Power Co. in June of 1969 as a Cooperative Education student. He earned a B.S. in Electrical Technology in 1975 from the University of Houston. Between 1972 and 1988 he worked as an Instrument control technician, Master Instrument & Control Technician and Crew Leader at various plants including the startup of 7 of the 59 units at 11 sites. In 1988 he coordinated the installation and placed in service RTU's at each site and interfaced new AGC for each unit. He developed and implemented a computer program to monitor the startup processes of large steam turbines. In 1997 he transferred to the generation dispatch division and managed the AGC of all units for what is now NRG Texas. Since then he has been involved with numerous ERCOT and NERC task forces, working groups and committees including: Performance, Disturbance and Compliance Working Group (PDCWG) of ERCOT; Resources Subcommittee of NERC and its Frequency Control and Reserves Working Groups; NERC Eastern Interconnection August 4, 2007 frequency event investigation team; NERC Frequency Response Standard Drafting Team and the ERCOT BAL-001-TRE-1 Regional Standard Drafting Team.</p>
<p>Mike Potishnak Principal Engineer</p>	<p>ISO New England, Inc.</p>	<p>413-535-4308 mpotishnak@iso-ne.com</p>	<p>Mike Potishnak is a Principal Engineer for ISO New England since 1989. He has been a member of the NERC Resources Subcommittee for the past 15 years, and has participated in the Balancing Authority Reliability-based Control Standard Drafting Team in addition to the Frequency Response Standard Drafting Team. He has been the engineer with primary responsibility for Automatic Generation Control for more than 20 years, and has played a major role in ISO New England's regulation markets prior to their inception in 1999. He also has substantial experience in monitoring and enhancing generator governor response.</p>

Tom Washburn Executive Director	Florida Municipal Power Pool	407-434-4228 TWashburn@o uc.com	<p>With over 40 years of experience, Tom Washburn has provided a diverse set of services to Orlando Utilities Commission and the Florida Municipal Power Pool. As Vice President of the Transmission Unit at Orlando Utilities Commission, he was responsible for the planning, regulatory permitting, construction and operation of over 300 miles high voltage transmission lines, over 30 high voltage substations, and the 24-by-7 system operations of the transmission and generation system. As the Chief Information Officer at Orlando Utilities Commission, Washburn was responsible for all of the Information Technology including microcomputer support, computer applications, computer hardware, telecommunication and the fiber optics data communications. In other management roles at Orlando Utilities Commission, he was responsible for financial planning, load forecasting, rate design, wholesale marketing, and generation planning. Tom Washburn helped form the Florida Municipal Power Pool, which started operation in July 1988. As the first Executive Director of the Florida Municipal Power Pool, since May. 2006, Washburn is responsible for the reliable, economic operation of more than 4,500 megawatts of generation serving 20 municipal utilities in Florida, compliance with the North America Reliability Corporation Reliability Standards, and overseeing the clearinghouse price process for the Pool.</p>
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<p>Sandip Sharma Senior Operations Engineer</p>	<p>ERCOT</p>	<p>512-248-4298 ssharma@ercot.com</p>	<p>Sandip Sharma received his M.S.E.E in Electrical Engineering from the University of Texas at Arlington in 2006 specializing in Power Systems. He joined the Electric Reliability Council of Texas Inc., (ERCOT) after graduation, and has been working since then in the Operations Planning group. While working at ERCOT, he was responsible for monitoring overall Frequency Control and Primary Frequency Response performance of the ERCOT Interconnection. He was the primary subject matter expert in governor response analysis post frequency disturbance and Automatic Generation Control/Load Frequency Control tuning. He has authored several IEEE papers and represented ERCOT at various technical conferences on primary frequency response and integration of intermittent resources. He is also a member of the regional standard drafting team (BAL-TRE-001) for the ERCOT region; working on individual generator governor setting and performance requirements.</p>
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<p>Robert Cummings Director, Reliability Initiatives and System Analysis</p>	<p>NERC</p>	<p>404-446-9717 bob.cummings@nerc.net</p>	<p>Mr. Cummings joined NERC in 1996 and has extensive experience in the industry in system planning, operations engineering, and wide area planning. He holds a Bachelor of Science Degree in Power System Engineering from Worcester Polytechnic Institute and is an IEEE Senior Member.</p> <p>His geographically diverse experience includes Central Vermont Public Service Corporation in System Planning (generation and transmission), Public Service Company of New Mexico, and the East Central Reliability Coordination Agreement (ECAR).</p> <p>Mr. Cummings was the “father” of power interchange transaction “tagging” and the Interchange Distribution Calculator, which shows loading contributions on key system transmission interfaces, or “flowgates,” for the Eastern Interconnection.</p> <p>The Reliability Initiatives and System Analysis group acts provides a consulting engineering function within NERC, performing deep-dive forensic engineering analysis of major system disturbances and providing subject matter expertise to standards drafting teams and various other areas of NERC staff.</p> <p>Cummings was intimately involved in the investigation team of the 2003 blackout as a team leader and the more recent September 8, 2011 Arizona-Southern California Outage analysis. In both instances he led multiple teams with responsibilities in the sequence of events development, modeling and studies (powerflow and dynamics analysis), and transmission/generation performance areas. From 2005 through 2009, he directed the NERC Event Analysis and Information Exchange program, directing or working on 12 major disturbance analyses.</p> <p>Mr. Cummings was instrumental in the founding of the NERC System Protection and Controls Task Force, now the System Protection and Control Subcommittee, acting as the staff coordinator from 2004 through 2009.</p> <p>Mr. Cummings is the staff coordinator for the NERC System Analysis and Modeling Subcommittee and is the technical advocate</p>
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Darrel Richardson Standards Developer	NERC	609-613-1848 Darrel.richardson@nerc.net	<p>Darrel Richardson joined the NERC staff as a Standards Developer. In this role he facilitates and provides guidance to drafting teams in the development of technically excellent and timely reliability standards for the reliable operation and planning of the bulk power system. Darrel began his career with NERC in November 2007.</p> <p>Darrel has extensive experience in the utility industry having spent over 37 years with Illinois Power Company. In his tenure at Illinois Power he held several different positions in the Engineering, Planning and Operations groups. Among the position he has held are Transmission Coordinator, Generation Coordinator, Manager Wholesale Marketing, Manager Wholesale Marketing and Trading, Director Generation Control and Manager Compliance.</p>
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