



Organization of MISO States

**ORGANIZATION OF MISO STATES, INC.  
Executive Committee Meeting Minutes  
April 4, 2013**

**Approved May 2, 2013**

Eric Callisto, Vice-President of the Organization of MISO States, Inc. (OMS), called the April 4, 2013 meeting of the OMS Executive Committee to order via conference call at approximately 1:00 p.m. (CDT). The following directors participated in the meeting:

President – Beth Roads, proxy for Kari Bennett, Indiana  
Vice-President – Eric Callisto, Wisconsin  
Treasurer – Burl Haar, proxy for David Boyd, Minnesota  
Secretary – Libby Jacobs, Iowa  
Commissioner at Large – Orjiakor Isiogu, Michigan  
Past-President – Robert Kenney, Missouri

Others present on the conference call:

OMS Staff – Bill Smith  
Avancos – Keith Shepard  
Cruthirds Report – David Cruthirds

The directors listed above established the necessary quorum of three (3) Executive Committee members.

The minutes from the December 20, 2012 Executive Committee meeting were accepted with no revisions.

**BUSINESS**

**1. Action Item: Retain Avancos for Personnel Compensation Study**

Bill Smith and Orjiakor Isiogu introduced a proposal from Avancos to develop benchmarks for the positions OMS may be recruiting for this year. The positions would be Deputy Executive Director, Economist, and Planning Engineer. Keith Shepard from Avancos was available for questions and further explained the proposal and process.

**Orjiakor Isiogu moved to retain Avancos for the Personnel Compensation Study. The motion was seconded. The motion was approved by unanimous voice vote.**

**2. Action Item: OMS Server Replacement**

Bill Smith presented proposals from Combined Systems Technology (CST) for replacement of the OMS server. The Executive Committee discussed the proposals.

**Libby Jacobs moved to purchase the replacement server with the Backup Disaster Recovery option. Orjiakor Isiogu seconded. The motion passed by unanimous voice vote.**

**3. Action Item: Cruthirds Report Renewal**

Bill Smith presented the quote from The Cruthirds Report for renewal of the OMS subscription and the survey of the opinion of the OMS members on renewal. There was then discussion about the proposal.

**4. Action Item: CES Report Renewal**

Bill Smith presented the quote from CES for renewal of the OMS subscription and the survey of the opinion of the OMS members on renewal. There was then discussion about the proposal, including whether the new full-time employees OMS is considering would replace or supplement the CES reporting.

**Beth Roads moved approval of both the The Cruthirds Report proposal and the CES proposal for renewal. Eric Callisto seconded. The motion passed by unanimous voice vote.**

**5. Possible Action Item: Group Subscription for Electricity Policy Daily**

Bill Smith presented the quote from Electricity Policy Daily for a new OMS subscription. Discussion about the proposal followed. The Executive Committee agreed to request a two-month trial subscription for evaluation purposes.

**6. Agenda for the April 2013 Board Meeting**

Agenda items for the April 18<sup>th</sup> Board meeting should be submitted to Bill Smith and Kari Bennett. Additional items discussed included:

- April Hot Topic;
- OMS request for rehearing of FERC's order 1000 on MISO's compliance filing. It was suggested this be discussed in closed session;
- MISO Briefing on procedure for designating System Support Resource (SSR) units;
- Briefing by Chairman Montgomery on FERC briefings on capacity deliverability.

**Administrative Report**

None

**The meeting adjourned at approximately 2:00 p.m. CDT**



## Organization of MISO States

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## **OMS Executive Director Report April 3, 2012**

### **FERC Actions**

1. On April 2, the FERC directed MISO and PJM to meet with the Commission to discuss the status of capacity deliverability issues. OMS, OPSI and the respective market monitors were also invited to the meeting, for which a date has not yet been set. 143 FERC 61,008, Docket No. AD12-16.
2. On March 28, FERC accepted MISO's tariff revisions related to the allocation of Long-Term Transmission Rights and Auction Revenue Rights for the integration of the Entergy Companies and other load-serving entities. 142 FERC 61,236, Docket ER13-665.
3. On March 22, the FERC conditionally accepted MISO's Order 1000 compliance filing. 142 FERC 61,215, Docket ER13-187 and ER13-186.
4. Hearings are being held before FERC ALJ Peter Young relating to the level of exit charges for Duke and FirstEnergy's departure from MISO. Docket ER12-715.
5. Oral arguments on cost allocation of Multi-Value Projects will be held on April 10 at the US Court of Appeals, 7th Circuit, in Chicago.

### **MISO Filings**

1. On April 2, MISO made a partial Order 1000 compliance filing to bring Entergy and Cleco into the 2014 planning process, which begins in June 2013. Docket No. ER13-1227.
2. MISO submitted to FERC for approval a System Support Resources ("SSR") Agreement by and between DTE Electric Company ("DTE") and MISO in Docket No. ER13-1226 and a proposed allocation of SSR costs in Docket ER13-1225. MISO will brief the next OMS Board meeting on the revised procedures for handling SSR matters.

### **OMS / MISO Activity**

1. The Public Staff of the Mississippi PSC was accepted as an associate OMS member on March 14.
2. OMS submitted proposed weightings of future scenarios to the Planning Advisory Committee on April 1. The OMS weightings will be blended with weightings of other sectors.
3. MISO successfully completed a \$100 million long-term financing for 10 years at 3.96%.
4. The Commodities and Futures Trading Commission has finally acted to exempt Regional Transmission Organizations, electricity futures contracts, and traders, from its regulations.

### **Public Relations**

1. Presentations:
  - On March 22, Bill Smith and Bill Bokram met with the Montana PSC to discuss OMS and MISO activities and participation.
  - Beth Roads gave an OMS update to the OPSI Spring Meeting on April 2-4.
2. Pending speaking/meeting invitations:
  - Bill Smith is scheduled to speak to a US Energy Association conference on May 15 and 16.
  - A Black Sea Regulatory Initiative workshop will be held June 3-5 in Istanbul.
  - Commissioner Boyd and Bill Smith have been asked to meet with a study tour of the Southeast Europe Cooperation Initiative Transmission System Planning Project Working Group on June 25 in Carmel.

### **Upcoming dates:**

- Next OMS Board of Directors meeting: April 18, 2013, at 1:00 pm CT
- Next OMS Executive Committee meeting: May 2, 2013, at 1:00 pm CT
- Future OMS Board meetings: May 16, June 12 (in person), June 13 (if necessary), July 18
- OMS Executive Committee meetings: May 30, July 2, August 1
- Next OMS meetings with IMM: April 3, 2:30 CT



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To: OMS Executive Committee

From: William H. Smith, Jr.  
Executive Director

Date: March 29, 2013

Re: Executive Committee Meeting April 4  
Action Items

Item 1. The Personnel Committee, consisting of Commissioners Boyd, Colgan and Isiogu, met on March 12. It recommends retaining the personnel consulting firm Avancos to conduct a study of compensation levels for the positions OMS will consider filling this year. Cost for this proposal is \$9225.

Item 2. Our IT provider recommends that we replace the OMS server. The server is past the five year mark at which failure rates increase, warranty service is no longer available, and parts availability and pricing risk increases. The preferred proposal, at \$14,412, includes a Backup Disaster Recovery unit. The less expensive option, at \$11,584, requires changing a backup drive daily; restoration with this system is a longer process.

Items 3, 4, 5. We began receiving the Cruthirds Report and Customized Energy Services reports a year ago with the intent to evaluate these services after a year. Please review the Cruthirds Report proposal; it reviews several factors affecting the price increase. The CES service is offered without a price change. Electricity Policy is preparing a group subscription proposal which I will forward if received before the April 4 meeting.



Week	Activity	MISO Time Allocation	Deliverable
Week 1	Launch Meeting	1 hr. for Launch Meeting	<ul style="list-style-type: none"> <li>Identify Basic Qualifications</li> <li>Overview of TI Process</li> <li>Confirm Communication Plan</li> <li>Agreement of SLA's</li> </ul>
Week 2	Avancos Advanced Intelligence Gathering Preliminary MAP provided Weekly Status Meeting	20 min. Overview of current project (Weekly Status Meeting)	<ul style="list-style-type: none"> <li>Initial Report and Preliminary MAP</li> <li>Calibration of SLA per information gathered</li> </ul>
Week 3	Avancos Advanced Intelligence Gathering Final MAP provided Initial Narrative provided Weekly Status Meeting	20 min. Overview of current project (Weekly Status Meeting)	<ul style="list-style-type: none"> <li>Initial Narrative, Status Report and Final MAP</li> <li>Calibration of SLA per information gathered</li> </ul>
Week 4	Avancos Advanced Intelligence Gathering Final Report & MAP provided Final Narrative & Infographic provided Weekly Status Meeting	50 min. Presentation of final project (Weekly Status Meeting)	<ul style="list-style-type: none"> <li>Final Narrative &amp; Infographic, Final Report and Final MAP</li> <li>Q&amp;A</li> </ul>

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# ADVANCED INSIGHT INTELLIGENCE

Access Labor Market Knowledge  
Unique to Your Industry

# WHAT IS TALENT INTELLIGENCE?



## GATHER

### *Input*

By gathering raw, real-time, disparate workforce data, Avancos can identify approximately 80% of a workforce in a given geography within a short timeframe.

## ORGANIZE

### *Throughput*

Whether it be as simple as individuals names, titles, company and location in a spreadsheet format, or organized by an interactive geographic heat map; consistent and readable format is key to gaining insight.

## INTERPRET

### *Output*

Analytics is the interpretation and communication of data trends. Avancos Insight Intelligence™ provides analytics from live real-time workforce data identifying competitors, compensation plans, and the most viable markets for expansion.

**BETTER INSIGHT. BETTER DECISIONS. BETTER TALENT.**

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# How it Works

## TECHNOLOGY

Intelligence and deployment of the latest data capture technology.

## PROCESS

Intelligence and implementation of process improvement programs guaranteed to drive better return on recruitment investment.



## PEOPLE

Intelligence and data on individuals who are advancing their industry and driving advancements.

## INDUSTRY

Intelligence on client specific market and industry trends, competitive analysis, and industry insights.

# Talent Market Mapping Provides Business Intelligence and Competitive Advantage for Global Company

## The **Situation**

- Global Capital Markets expansion

## The **Challenge**

- Based on past experiences of new market entry strategies, the client assumed skills, knowledge, experiences, and cultural fit would be a straightforward engagement with an external partner. Realities indicated assumptions were based on static data and outdated supplier skills, thereby risking project completion and missing business objectives

## The **Solution**

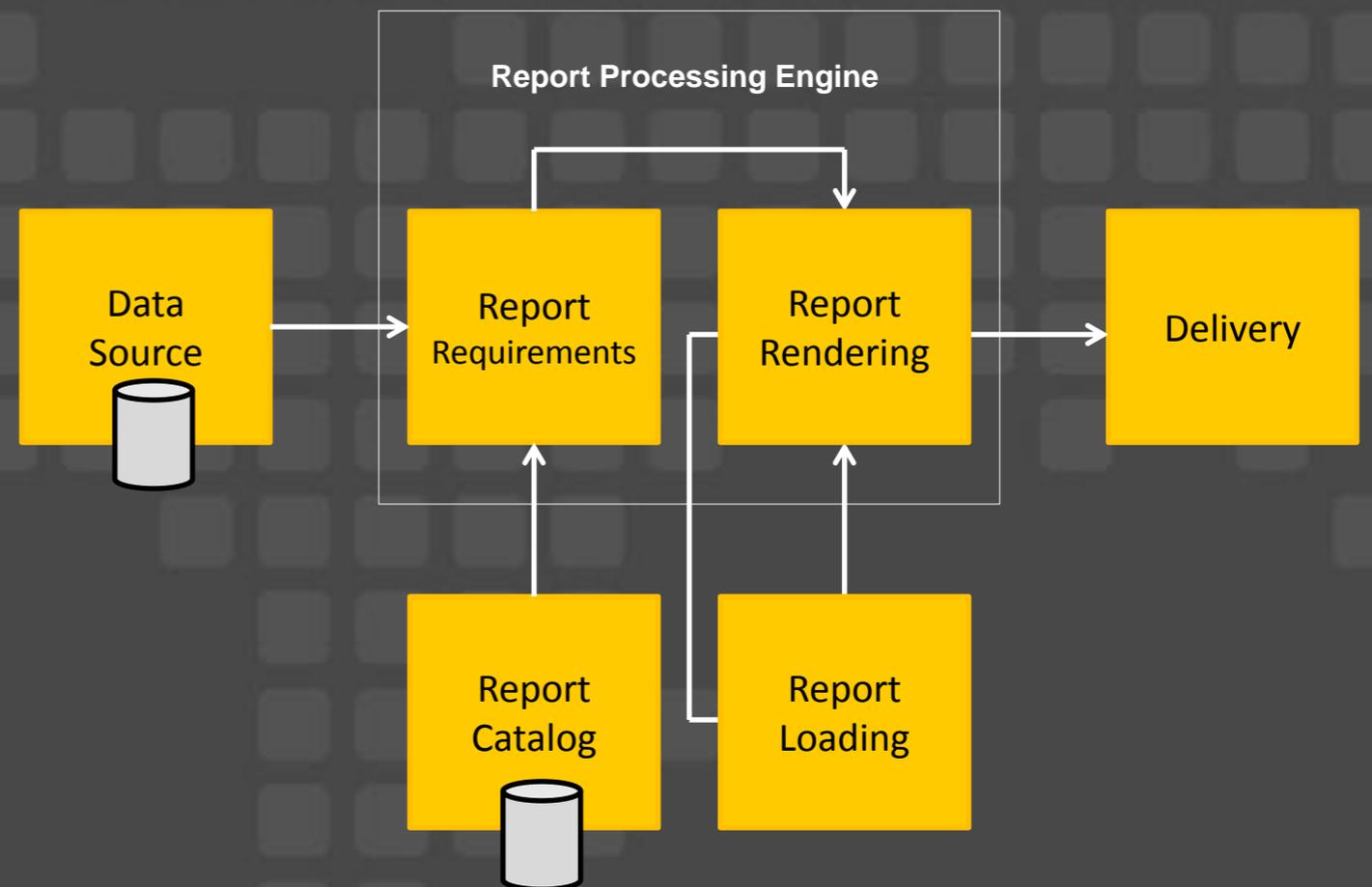
- Engaging real time talent market data and competitive intelligence from Avancos allowed the client to access 92% of the unique talent market. By significantly accessing more talent and market intelligence, the client's ability to make better decisions and exceed project launch timelines were achieved

# Customized Reporting and Analysis

As Avancos collates data from Raw, Unstructured, Semi-Structured and Structured data sources, measuring Volume, Variety and Velocity, customized reporting is created to meet our Clients specific needs.

## Types:

- Infographics
- Custom Tables
- Narrative
- Summary Report
- Threshold Report
- Interactive Geographic Maps



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Combined Systems Technology, Inc.

2165 N.W. 108th Street, Suite D  
 Des Moines, IA 50325  
 (515) 270-5300 Fax (515) 254-0500

**Sales Quote**

Sold To: OMS  
 100 Court Ave  
 Suite 315  
 Des Moines, IA 50309

Ship To: Same

Attn: Bill Smith/Julie Mitchell  
 Phone: (515) 243-0742 Fax: (515) 243-0746

Date: 03-25-2013  
 Quote #: SQ001474

Your Document #		Account Rep		Terms		Shipping Method		FOB	
		Paul Abbe		Net on Receipt		DT - Technician Delivered		Dest	
Action	Qty	Brand	Description	Serial Number	Condition	Unit Price	Total Price		
Ship	1	Fujitsu	TX150 <i>PY TX150S8/LFF/for hot-plug PSU Cable powercord (USA), 1.8m, grey Intel Xeon E5-2420 6C/12T 1.90 GHz 15 MB Performance Mode Installation 32GB (4x8GB) 2Rx4 L DDR3-1600 R ECC DVD-ROM 1.6" SATA 3X HD SAS 6G 300GB 15K HOT PL 3.5" EP RAID Ctrl SAS 6G 5/6 512MB (D2616) RAID Contr BBU Upgrade for RAID 5/6 C16 3 Year Warranty NBD Onsite KB520 US iRMC S3 advanced pack Redundant Modular PSU 450W platinum hp</i>		New	\$3,799.00	\$3,799.00		
Ship	1	Microsoft	Microsoft Windows Small Business Server		New	\$939.00	\$939.00		
Ship	1	APC	APC Smart-UPS 1500		New	\$529.00	\$529.00		
Ship	1	APC	APC Network Management Card 2		New	\$259.00	\$259.00		
Ship	1	CST	1TB BDR <i>Monthly cost \$150 covers up to 500gb Off Site so your \$50 Monitoring Fee would go away and be included in the \$150 Monthly Price</i>		New	\$2,799.00	\$2,799.00		
Labor	40	CST	Engineering Block Time <i>Server Setup and Configuraiton Estimate 36-40 Hours</i>			\$110.00	\$4,400.00		
Labor	6	CST	Engineering Block Time <i>BDR Backup Setup and Configuration Estimate 6-8 Hours</i>			\$110.00	\$660.00		

Manufacturer's warranty applies unless otherwise noted.  
 Prices quote are valid through 06-21-2013.  
 A restocking charge of up to 25% may be applied to all returned equipment or cancelled agreements.

Subtotal	\$13,385.00
Shipping/Handling	\$0.00
Fees	\$0.00
Sales Tax	\$803.10
<b>Total</b>	<b>\$14,188.10</b>

We work hard to earn your business!

**From:** David Cruthirds[  
**Sent:** Wednesday, March 06, 2013 8:52:21 AM  
**To:** Bill Smith  
**Subject:** The Cruthirds Report - proposal for OMS

As we discussed, I've been developing a proposal for the renewal of the OMS' subscription to **The Cruthirds Report**. The OMS' current one-year subscription to "The E-RSC Series" is scheduled to expire on March 31, 2013. This proposal is for an enhanced subscription beginning April 1, 2013 through March 31, 2014.

**Standard rates** – The standard subscription rate is \$300 per month or \$3,200 per year (which includes a \$400 prepayment discount). Non-profits and government agencies receive an additional 20% discount. The standard/discounted rate for state commissions, therefore, has been \$2,560 per year. (\$3,600 less \$400 prepayment discount less \$640 government agency discount = \$2,560)

**Some E-RSC states already subscribe** – A complicating factor is that several E-RSC regulators already are subscribers. The Arkansas PSC and the Mississippi PSC have full subscriptions (through Oct. 31, 2013) pursuant to the negotiated/discounted group rate of \$1,660 per state per year. That rate was negotiated for all of the SEARUC states, although not all of the SEARUC states subscribed and some aren't "Entergy states." The New Orleans City Council also is a subscriber (through Dec. 31, 2013) pursuant to a subscription purchased by the SNR Denton law firm, the City Council's advisors on energy issues. Arkansas, Mississippi and New Orleans would be included under OMS' subscription (as would all of the other OMS members) if the OMS decides to renew. If so, I will work with Arkansas, Mississippi and New Orleans to find an acceptable resolution to the overlapping subscriptions.

**Other points to consider** – As noted above, the OMS' current subscription is for "The E-RSC Series," which also includes reports on the OMS' meetings. As you are aware, I've been sending OMS copies of reports that aren't part of the E-RSC series, but which apparently have been of considerable interest to OMS members. As a result, this proposal contemplates an upgrade to a full subscription to The Cruthirds Report.

**Proposal** – As noted above, the discounted SEARUC rate was \$1,660 per state per year. In recognition that OMS will have 17 members once Arkansas joins (if my math is correct), I propose to further reduce the per state rate to \$1,000 per year. But that rate is only available if the OMS purchases a subscription on behalf of at least 75% (13) of its members. The discounted SEARUC rate of \$1,660 per state per year will apply if fewer than 75% of the OMS' members participate. The total cost to the OMS if all states participate would be \$17,000 for the period April 1, 2013 through March 31, 2014.

I recognize the proposed rate represents an increase from last year, but the OMS would be upgrading its subscription to a full subscription from the limited E-RSC series. The previous rate was specifically designed as an introductory offer to give the OMS the opportunity to evaluate the service. Moreover, the OMS will increase its membership with the addition of the five Entergy regulatory agencies. The conversion of Arkansas, Mississippi and New Orleans from individual subscriptions to the OMS group subscription would represent lost revenue of almost \$6,000, so I took that into consideration when developing this proposal. Nonetheless, I feel the \$1,000 per state rate is an exceptional bargain in light of the value of the information provided. All of OMS' members would be entitled to an unlimited number of reports for distribution within their organizations. That feature tends to reduce the per person cost to a negligible level.

**Consumer advocates covered as well** – The Cruthirds Report traditionally provides the reports free of charge to the state consumer advocate organization if that state's regulatory commission subscribes. The Cruthirds Report is a strong supporter of consumers, but we recognize virtually all consumer advocates have limited

budgets and generally cannot afford to purchase a subscription. Providing the reports to consumer advocates free of charge also helps me fulfill my obligations to provide pro bono legal services to the poor. As a result, the state consumer advocates for participating OMS states would be entitled to receive the reports if the OMS renews its subscription pursuant to the terms of this proposal. This policy can be adjusted if any of the OMS members don't think this policy is appropriate, although no state commissions have ever objected to that practice in the past.

**Access to database** – Subscriptions to The Cruthirds Report include access to the password-protected section of our website, which includes past reports and a fully searchable database of case histories. As you know, the OMS decided to receive the reports in pdf format, so the OMS doesn't have access to the database at the current time. The OMS is entitled to full access to the database, but access requires user accounts with a passwords. You are the only one who currently has a user account, so I would need the names and email addresses of the individuals who would like access to the database. I don't know whether you've ever accessed the database, but I would be happy to provide you and/or Julie a guided tour if you like.

**Coverage of MISO is evolving** – As you know, our coverage of MISO continues to evolve. I hope we have adequately demonstrated our commitment to and ability to consistently provide meaningful value that isn't provided by other sources. We are committed to upgrading our coverage of MISO as Entergy moves toward its December 2013 integration and will do our best to meet the OMS' expectations. We welcome feedback on aspects of MISO's activities the OMS is particularly interested in.

I hope this proposal is acceptable to MISO. I have some flexibility to adjust the rates and terms if the OMS would like to make a counter-proposal or would like to tweak the proposal outlined above. Serving the OMS is a key part of our expansion into the MISO region and I look forward to continuing to work with you and your members. I'm obviously available to discuss this with you at your convenience. Thank you for your consideration.

David Lyles Cruthirds

**The Cruthirds Report**

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## Task Order 2012-0509

Pursuant to this Task Order entered into under the Professional Services Agreement effective the 1st day of May, 2012, Customized Energy Solutions Ltd. ("CES") will provide the Organization of MISO States, Inc. ("OMS") reporting services for activities in the Midwest Independent Transmission System Operator, Inc. ("MISO") commencing May 1<sup>st</sup>, 2012. The deliverables to be provided are as detailed below:

### **1. Deliverables**

- 1.1. *Communication.* CES will provide regular written reports detailing the issues being addressed in committees, workgroups, and other stakeholder meetings of MISO. CES will use its discretion, in consultation with OMS, to determine on which meetings to provide reports. Such reports shall be provided to the OMS Executive Director and OMS members' designees via email. Additionally, CES will, as needed, contact the OMS Executive Director or the Executive Director's designee to expeditiously relay MISO information of particular interest or urgency to OMS.
- 1.2. *Analysis.* CES will provide in its reports analysis of the developments described in the reports, including potential market impacts.
- 1.3. *Telephone Conferences.* As required by OMS, CES will participate in not more than one telephone conference each month to discuss and further explain the content of any written reports provided by CES. CES will not be required to provide materials for such telephone conferences.
- 1.4. *Consultation.* As needed, CES staff will be available to provide OMS with individualized consultation on matters directly relating to the issues being addressed in MISO stakeholder meetings, as coordinated through the OMS Executive Director.

### **2. Task Order Contacts**

The CES contacts will be:

- General Contact: Caryn Rexrode 832-519-1774
- MISO Reports David Sapper 317-708-4639

### **3. Retainer/Budget**

- 3.1. CES will provide the above specified services to OMS for \$3500 per month to be paid by OMS at the end of each month.
- 3.2. The rates set forth in Section 3.1 are subject to adjustment by CES on January 1<sup>st</sup> of each Calendar year starting January 1, 2013. At any time starting January 1, 2013, either party may terminate these services with 30 days advanced written notice.
- 3.3. The above sum covers all travel, lodging and miscellaneous expenses, except for travel expenses incurred by CES staff members when visiting OMS or any of its members at OMS's request; in this case, OMS will reimburse such travel expenses as approved in advance by OMS.
- 3.4. OMS shall reimburse CES for any applicable sales tax that may be imposed on services rendered by CES.

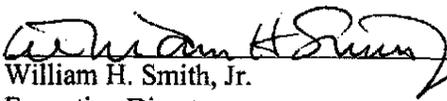
### **4. Use of Materials**

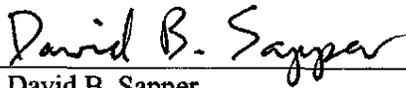
OMS's Executive Director or designees will forward reports and other written information provided by CES to OMS members with a request that such reports not be distributed outside the members' organizations. CES understands and agrees that such written materials distributed to OMS members become the property of each member and that each member must adhere to applicable laws regarding

information dissemination. Notwithstanding any laws to the contrary, OMS agrees to not distribute such written materials to third parties, or attribute to CES any statements made therein, without the express written permission of CES.

**5. Task Order Signature**

The signatories hereto represent that they are authorized to execute this Task Order on behalf of the party for whom they sign.

By:   
William H. Smith, Jr.  
Executive Director  
Organization of MISO States, Inc.

By:   
David B. Sapper  
Director of Regulatory Affairs - MISO  
Customized Energy Solutions, Ltd.



April 2, 2013

William H. Smith, Jr., Executive Director  
Organization of MISO States  
100 Court Ave., Suite 315  
Des Moines, Iowa 50309

Hello, Bill –

This is a proposal under which Organization of MISO States members could have a subscription to two “premier publication[s] ... of unsurpassed quality” and do so at a very attractive price.

The words above come from a NARUC Board of Directors resolution commending me for having founded, edited and published The Electricity Journal. But I believe it would apply as well to this package of two publications that comprise an unbeatable information service:

- Electricity Daily, an incisive, savvy, time-saving newsletter delivered by e-mail; and
- [ElectricityPolicy.com](http://ElectricityPolicy.com), an online journal of in-depth articles and news, with keyword search that puts a virtual library at your fingertips.

I believe this package, which provides a high-level, national (and occasionally international) view of industry actions and insights, is the best single source of information on cutting edge issues in the industry available today.

That’s why FERC, the Department of Energy, PJM Interconnection, and other organizations have purchased unlimited site licenses, with wide readership at each agency.

- The Daily is an attractive, incisive read for busy people. It offers original reporting and carefully selected stories from print and web media. All of it is linked to original sources.
- [ElectricityPolicy.com](http://ElectricityPolicy.com) provides access to well-researched and edited long-form articles from energy experts that are simply not available anywhere else.

The editor of Electricity Daily is Ken Maize, a D.C.-based journalist, who is also executive editor of MANAGING POWER. He’s the author of “[Too Dumb to Matter: Follies, Fiascos, Dead Ends and Duds on the U.S. Road to Atomic Energy.](#)”

Ken reports in depth on doings at FERC, on RTOs and ISOs, cybersecurity, and technology. Both Ken and I have over 30 years’ experience in the electricity industry – he as journalist and editor; I as director of power planning, attorney, and now editor and publisher.

Below are subscription options OMS members may consider. OMS agencies – commissioners and staff alike – would have access to both the Daily and the website at the level they prefer, and at a discounted price.

The depth of the discount would depend on how many OMS members subscribe – 15% off if four OMS members subscribe; 25% off if eight subscribe; and 33% off if 12 or more subscribe. Minnesota’s existing site license would count toward the required numbers.

We would rebate to each agency the appropriate amount, depending on how many agencies subscribe, by May 31. Prices are going up soon, so this would be a good time to act. OMS members would have until May 31 to subscribe.

Large site licenses cost \$1500 for an organization at present. They afford unlimited distribution of Electricity Daily and unlimited agency access to [ElectricityPolicy.com](http://ElectricityPolicy.com).

Medium site licenses cost \$1000 per year for an organization. They deliver Electricity Daily to up to 15 people and afford unlimited access to [ElectricityPolicy.com](http://ElectricityPolicy.com).

Small site licenses cost \$600 per year. They allow delivery of Electricity Daily to up to 8 people, and afford unlimited agency access to [ElectricityPolicy.com](http://ElectricityPolicy.com).

In the effort to afford OMS maximum flexibility, the above may seem a bit complex, but rest assured that we are open to resolving any questions and making this an attractive option for OMS and its member organizations.

If there’s another arrangement that would be more desirable, we’re open to hearing about it.

Sincerely

Robert Marritz  
Editor and Publisher