

## 2021 O&M Spending Ranking

The O&M Spending Ranking is determined by O&M spending (Distribution, billing & customer service, and admin & general) per customer as reported on FERC Form 1 (lower = better). O&M spending is adjusted for customer density per line mile, and for numbers of customers (economies of scale).

Rank	Utility	Rank	Utility	Rank	Utility	Rank	Utility	Rank	Utility
1	UniSource Energy	31	Mid-American	61	TECO	91	Eversource	121	Orange & Rockland
2	Kingsport Power	32	Duke Energy Kentucky	62	Louisville G&E	92	CL&P	122	Mt. Carmel
3	WPS	33	PSE&G	63	North Central Power	93	Black Hills Colorado	123	PG&E
4	Potomac Edison	34	Duquesne Light	64	Indiana-Michigan Power	94	Evergy Missouri West	124	AEP Texas Inc
5	Nevada Power Co	35	Duke Energy Progress	65	Northwestern Energy	95	SPS	125	Citizens' Electric
6	Liberty Utilities	36	Met-Ed	66	Jersey Central P&L	96	Entergy Arkansas	126	HECO
7	Sierra Pacific Power Co	37	BG&E	67	Westar Energy	97	IPL	127	Entergy Louisiana
8	Duke Energy Ohio	38	Interstate P&L	68	Montana-Dakota Utilities	98	Atlantic City Electric	128	MECO
9	FP&L	39	Penn Power	69	ConEd	99	Alabama Power	129	NIPSCO
10	ComEd	40	PS Colorado	70	Entergy New Orleans	100	Idaho Power	130	Sharyland Utilities
11	Wisconsin Electric	41	SCE&G	71	PECO	101	Rochester G&E	131	HELCO
12	Duke Energy Carolinas	42	Puget Sound Energy	72	TEPCO	102	SDG&E	132	Pike County L&P
13	PS Oklahoma	43	NWECO	73	Delmarva	103	Vectren		
14	Oncor	44	Georgia Power	74	Kentucky Utilities	104	Niagara Mohawk		
15	West Penn Power	45	Entergy Texas	75	Evergy Metro	105	Alaska EL&P		
16	WPL	46	CLECO	76	PS New Hampshire	106	UP Power		
17	Toledo Edison	47	Dominion	77	Avista	107	SCE		
18	Ameren Illinois	48	Dayton Power & Light	78	DTE Energy	108	NYSEG		
19	PacifiCorp	49	Ohio Power	79	Gulf Power	109	Black Hills Power		
20	Consumers Energy	50	Duke Energy Indiana	80	Madison G&E	110	Massachusetts Electric		
21	APS	51	Kentucky Power	81	PNM	111	United Illuminating		
22	Versant Power	52	Green Mountain Power	82	Duke Energy Florida	112	Pioneer Power & Light		
23	OG&E	53	SWEPCO	83	El Paso Electric	113	Lockhart Power		
24	PEPCO	54	Entergy Mississippi	84	Empire District Electric	114	Rockland Electric		
25	CenterPoint	55	Cheyenne LF&P	85	NSP-Minnesota	115	Mississippi Power		
26	Appalachian Power	56	NSP-Wisconsin	86	Portland GE	116	Fitchburg G&E		
27	Penelec	57	PPL	87	Kansas G&E	117	Minnesota Power		
28	MonPower	58	UGI	88	Central Maine Power	118	Narragansett Electric		
29	Ohio Edison	59	Unitil	89	Wheeling Power	119	Otter Tail Power		
30	Cleveland Illuminating	60	Ameren Missouri	90	Superior WL&P	120	Central Hudson G&E		