

January 29, 2021

**BY ELECTRONIC MAIL**

Luly E. Massaro, Commission Clerk  
Rhode Island Public Utilities Commission  
89 Jefferson Boulevard  
Warwick, RI 02888

**RE: Docket 4770 – Cyber Security and Information Technology Modernization Programs  
Capital Investment Quarterly Report - First Quarter of Rate Year 3**

Dear Ms. Massaro:

On behalf of National Grid,<sup>1</sup> I have enclosed the electronic version of the Company's Cyber Security and Information Technology Modernization Programs Capital Investment quarterly report for the first quarter of Rate Year 3, pursuant to Article II, Section C.13.d. of the Amended Settlement Agreement, approved by the PUC at its August 24, 2018 Open Meeting.<sup>2</sup>

Thank you for your attention to this matter. If you have any questions, please contact me at 781-907-2121.

Very truly yours,



Raquel J. Webster

Enclosures

cc: Docket 4770 Service List  
Linda George, Division  
John Bell, Division  
Al Mancini, Division  
Leo Wold, Esq.

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<sup>1</sup> The Narragansett Electric Company d/b/a National Grid (National Grid or the Company).

<sup>2</sup> Per Commission counsel's update on October 2, 2020, concerning the COVID-19 Pandemic emergency period, the Company is submitting an electronic version of this filing. The Company will provide the Commission Clerk with five (5) hard copies and, if needed, additional hard copies of the enclosures upon request.

The Narragansett Electric Company  
d/b/a National Grid

# **Cyber Security and Information Technology Modernization Programs**

Capital Investment Quarterly Report  
First Quarter of Rate Year 3

January 29, 2021

Docket No. 4770

**Submitted to:**  
Rhode Island Public Utilities Commission

Submitted by:

**nationalgrid**

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## **I. Introduction**

The Narragansett Electric Company d/b/a National Grid (the “Company”)<sup>1</sup> submits this Information Technology (“IT”) Capital Investment Quarterly Report (“IT Quarterly Report”) for the first quarter of Rate Year 3, ended November 30, 2020.<sup>2</sup> Pursuant to Article II, Section C.13.d. of the Amended Settlement Agreement filed in Docket No. 4770 and approved by the Rhode Island Public Utilities Commission (“PUC”) at its Open Meeting on August 24, 2018, the Company must provide quarterly reports to the PUC regarding its IT capital projects and investments. The IT Quarterly Report provides an explanation of the following: the Narragansett Gas and Electric overall IT investment plan approach and status; descriptions of program investment categories; a comparison of budgeted to actual spending, including explanations of variances; identification of allocations to the Company; and a report on any budget exceptions.

IT capital projects and investments that are shared investments across National Grid USA’s (“National Grid”) operating companies are implemented and owned by National Grid USA Service Company, Inc. (“Service Company”). The costs of these shared investments are allocated to the benefiting US operating companies, including Narragansett Electric and Narragansett Gas, in the form of Service Company rent expense once the investments are in-service. The Service Company rent expense includes a return on the capital investment (net of deferred taxes) plus booked depreciation expense.

The IT Capital Investment Plan for Fiscal Year (“FY”) 2021 (“FY21 Plan”) upon which the budgeted spending reflected in this IT Quarterly Report is based is comprised of in-flight projects that will require capital spending for completion and new projects that will be sanctioned and incur capital charges during the fiscal year. In total, the FY21 Plan reflects Service Company capital expenditures of \$214.5 million across National Grid’s US operating companies.

## **II. Development and Approach of the IT Capital Investment Plan**

To determine which projects to include in the FY21 Plan, IT engaged in an iterative process that involved collaboration with Jurisdictional representatives and the functional business areas (*e.g.*, Operations, Customer and Digital, Network Strategy, and Finance and Shared Services) to identify the investments of highest priority for inclusion in the Plan.

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<sup>1</sup> The term “Company” refers to The Narragansett Electric Company’s electric and gas distribution operations on a collective basis. The electric and gas operations of The Narragansett Electric Company together represent the entirety of the regulated operations conducted in Rhode Island by the Company. In this report, the regulated entity is referred to as the Company. Where there is a need to refer to the Company’s individual electric and gas distribution operations, the terms “Narragansett Electric” or “Narragansett Gas,” respectively, are used in this report.

<sup>2</sup> The first quarter of Rate Year 3 is September 1, 2020 through November 30, 2020 (“Q1”).

The FY21 Plan assesses infrastructure requirements, sequencing, resource availability and capability, size and impact of investment requests, and the overall benefit of the investments. Specifically, IT did the following to develop the FY21 Plan:

- First, IT identified the amount of work remaining and the delivery timeline for in-flight multi-year investments.
- Second, IT added new investments to address compliance with a legal or regulatory requirement/mandate or an open corporate risk.
- Third, IT added investments that focused on IT infrastructure and would create reliability in systems and fix foundational capabilities necessary for the Company’s operational and/or future aspirations. These investments were ones that primarily upgraded, replaced, or added investment capabilities necessary for operational and/or future aspirations of the business.
- Finally, IT worked closely with the Jurisdiction and business functions to prioritize their project requests.

After this analysis, IT distributed a draft investment plan to business functions, Jurisdictional representatives, and other key stakeholders for feedback on the FY21 Plan. A final Investment Plan review occurs each fiscal year with the Jurisdictional Presidents, Jurisdictional delegates, and business functions. Once the Jurisdictional Presidents and business function executives review and approve the Investment Plan, the consolidated financial information from the Plan, which is organized by jurisdiction and company, is incorporated with the IT operation and maintenance (“O&M”) requirements into the IT budget. The IT budget is then reviewed and approved by the US Chief Information Officer (“CIO”), Global CIO, and Corporate Finance, and incorporated into a consolidated National Grid budget.

### **III. Program Categories/Spending Rationales**

The Company’s FY21 Plan is organized by major program spending category/spending rationale. The Company classifies IT capital projects into the following program categories/spending rationales based on their primary investment driver:

- (1) Regulatory, Legal, and Compliance Mandates;
- (2) Business Programs and Projects; and
- (3) Technology/Infrastructure Foundation and Reliability.

Descriptions of each program category and spending rationale are below.

Regulatory, Legal, and Compliance Mandates

This program category/spending rationale includes IT projects that are initiated annually as a direct result of, or are driven by, the need to comply with regulations, laws, tariffs, orders, agreements, or other matters promulgated by federal, state, or local governmental agencies.

Business Programs and Projects

This program category/spending rationale includes investments that are identified internally and required to meet the Company's needs and to provide service to customers. IT Business Partners work closely with the Jurisdictional Presidents and functional leadership on an ongoing basis to determine the Company's IT needs and the costs and timing for the required investments. The investments are then prioritized against overall expenditure targets.

Technology/Infrastructure Foundation and Reliability

This program category/spending rationale includes investments to replace and upgrade aged applications and infrastructure components required to enhance the Company's ability to improve operation of the electric and gas distribution systems and respond to evolving business and market demands. These investments will modernize the technology and infrastructure to support day-to-day business requirements, enable the delivery of new business programs, and ensure that the platforms are resilient to cyber security threats.

**IV. Formal Sanctioning Support and Oversight of Projects Included in the Investment Plan**

Throughout the year, IT projects are subject to a formal governance process that includes a review and approval for all projects greater than \$30,000. Within IT, there is an internal team that reviews all IT projects before forwarding the project to the appropriate sanctioning authority for approval using the following criteria:

- Projects less than \$1 million are approved by the US CIO designee under the CIO's delegation of authority.
- Projects between \$1 million and \$25 million are approved by the U.S. Sanctioning Committee ("USSC").
- Projects between \$25 million to \$203 million are approved by the Senior Executive Sanctioning Committee ("SESC"), under delegation of authority by the National Grid USA's Board of Directors.

Typically, IT projects are sanctioned initially for Requirements and Design work (also referred to as Partial Sanction). IT projects then undergo a Development and Implementation sanction (also referred to as Sanction or Full Sanction). If project scope and costs are well understood

(e.g., upgrades to hardware that do not necessitate requirements and design work or projects for which cost estimates can be reliably informed by similar previous installations), a project may proceed directly to “Full Sanction.” If a project is forecasted to exceed its sanction amount, it must return to the appropriate Governance Committee for “Re-Sanction” consideration. When a project is completed, a “Closure” paper is prepared that details the financial and objective outcomes of the project.

The Investment Plan includes all IT projects that progress from initial Feasibility & Analysis phases to ultimate closure to plant in service, as defined below. The Investment Plan is supported by the formal sanctioning and governance process discussed above.

- **Feasibility & Analysis** – A study conducted in cases where a significant level of analysis is required to better determine the direction or approach for a project. Because such a study is likely to have a significant impact on IT resources and spend, this analysis is treated as a project to be included in the Investment Plan.
- **Requirements & Design** – This phase includes requirements definition and completion of analysis, confirmed project scope, agreed functional design, and technology solution to meet business and technical requirements. This phase also includes the confirmed plan for Development and Implementation, confirmed production handover, support strategy, and sourcing approach.
- **Development & Implementation** – This phase includes development to the specified designs, testing, preparation for training, deployment of the solution to the business, and post-implementation support.
- **Project Closure** – This phase closes the project, including capturing ongoing run the business costs, completing post implementation review and lessons learned, closing open actions and change requests, implementing a decommissioning plan for replaced technologies, and submitting a closure paper to the appropriate sanctioning committee.

Cost estimates for projects that have completed the Requirements & Design stage with full scope and solution design generally have +/- 10% cost estimates. Other projects at earlier stages and the budgets for those projects are less refined and are more susceptible to changes in scope and budget. The projects in the IT Investment Plan are reviewed continuously for changes in assumptions, constraints, project delays, accelerations, and overall performance. The sanctioning process includes a further evaluation of the total expected costs of a project at key points in the project’s lifecycle, including whether there is enough funding included in the annual budget. Changes to an individual project’s scope are made only with approval of the Project Board established for each project, which consists of Project Sponsor, IT Project Manager and Business Client Lead. Changes usually are made to address changes in business requirements or

to find a more cost-effective way to deliver the project according to the original project scope. IT projects with scope increases or decreases that are approved by the Project Board and result in the project exceeding pre-determined risk margin ranges of +/- 10% must be re-sanctioned at the higher or lower sanctioned amount.

## **V. Overview of Budget to Actual Spending for FY21 YTD**

Attachment 1 includes projects placed in-service during the post-Historic Test Year through November 30, 2020 and the associated rent expense charged to Narragansett Electric and Narragansett Gas. As explained above, although project actuals reflect capital investment for the respective projects to date, allocation of rent expense to Narragansett Electric and Narragansett Gas is based on a return on, and depreciation of, the cumulative capital investment that benefits the Company and does not occur until an investment is placed in-service. As shown in Attachment 1, the Company will allocate rent expense of \$5,309,263 to Narragansett Electric and \$1,916,354 to Narragansett Gas for projects closed to plant in-service through the First quarter of Rate Year 2. National Grid evaluates the need for a deferral monthly and books in line with the Rate Year quarter end, as needed. To date, the amounts deferred for future recovery by National Grid for Narragansett Electric and Narragansett Gas are \$501,315 and \$131,322, respectfully.

Attachment 2 includes detail on budgets and actual spending for each of the major program spending categories and for the top ten projects (based on allocation to Narragansett) by budget within the program categories, including explanations of variances between budgets and actual spending for the September 2020 – November 2020 period. Since National Grid budgets on a fiscal year basis, which runs from April 1 – March 31, the project budget and actual information reflect the current fiscal year, and there is a summary of the top 10 projects within each category.

From April 1, 2020 to date, National Grid spent \$128.7 million compared to a total Service Company budget of \$117.4 million, which reflects an overspend of \$11.3 million.

Details regarding activity in key programs and projects are below.

### **A. Business Programs and Projects**

**Customer Experience Transformation Web Self Service (INVP 4750J)** – This project is part of the Customer Experience Transformation program that will deliver several technology improvements, including a new Content Web platform, a new Transaction Web Portal to support MyAccount Minimum Viable Product (“MVP”) functionality, and other technology enhancements that set the foundation for future processes and technology improvements to the customer experience. The Web Self Service project will provide a better User Experience Portal that is accessible through



desktop and mobile devices. It will replace unsupported infrastructure and provide customer system integration services to support the new user experience.

Several customer centric web capabilities have been delivered including modernized customer identity access management solution and CSS CSR admin tools benefiting customers and contact center agents, improved response outage communication, one-click E-bill and discount rate enrollment marketing campaign capabilities. Capabilities to support COVID-19 payment agreements were deployed. A unified portal capability leveraging an enterprise platform is in-progress however has experienced delays in delivery due to delays in onboarding and engagement of critical resources, system availability challenges and design complexities. Spending is higher than budget due to delays caused by the high number of defects identified during testing cycles as well as the resulting increased resource costs.

**Customer Contact Center Technology Upgrade Implement Solution (INVP 3932)** – This project will replace core Call Center technologies, hardware, and software that were being utilized by National Grid’s U.S. Customer Contact Centers and third-party vendors or shared among other business units, such as Dispatch, Accounts Processing, Payroll, Procurement, Human Resources, and Collections. These technologies are either no longer supported by the vendor or not available in the market. Some of the technologies that will be replaced with upgraded offerings and transitioned to a single vendor support model include the Automatic Call Distribution system, Interactive Voice Response (“IVR”), Computer Telephony Integration (“CTI”), Call Center Workforce Management (“WFM”), and Call Recording/Quality Monitoring.

There are two phases to this project. Phase one of the project, which deployed core functionalities at the NG Contact Centers was completed in July 2019. The project is now in phase two. As part of phase two, the Company will implement added scope to enable third-party vendors addressing certain call types to manage call volumes onto the new platform. The Company continues to experience delays associated with vendor delivery issues. In addition, technical issues related to connectivity and configuration of the VDI (Virtual Desktop Infrastructure) environment have affected implementation. Although the most significant of these technical issues have been resolved, the additional efforts necessary to address them affected timely implementation. Additionally, before implementation of phase two the Company will be adding capacity and resilience to the platform to enable the best possible service for customers.

The delays experienced in software delivery to the third-party agents caused the delivery schedule and costs to shift to later in the year.

**AMAG HW and SW Upgrade (INVP 5466)** – This project will upgrade the Physical Access Control System (“PACS”) infrastructure, supporting tools AMAG application version to 9.01 (AMAG is the Physical Access Control and Alarm Monitoring System), Cluster software version to 3.4 and upgrade servers to a supported version. Lead time delays for hardware from vendors and project manager changes caused delays in the development & implementation phase of the project, resulting in a delay in spend to FY22.

**US Control-Transmission Outage Application (INVP 4483)** – National Grid publishes planned and unplanned Transmission Outage information using the Sun-Net Transmission Outage Application (“TOA”). The current version of TOA utilizes components that will no longer be supported beginning June 2020. At that time, no fixes or patches (including security patches) will be made to the application. This investment will upgrade the current TOA application to the new Sun-Net web-based version iTOA.

The updated iTOA software product requires Web-enabled Infrastructure. The project team performed additional analysis of Hyper Convergent Infrastructure as a possible solution. This unplanned task delayed the project by three to four months as additional analysis took place. The project is now fully engaged, and the software vendor is providing updates to the new iTOA system. Previous project delays have delayed the timing of this project spend, and new efficiencies have resulted in the FYTD project underspend.

**Customer Connection Program (INVP 5125)** – This program is a continuation of the New Customer Connections program (“INVP 4411”), which implemented the Salesforce Customer Application Portal (“nCAP”) platform. The nCAP platform allows trade allies and customers to self-service the submission of Distributed Generation (“DG”) interconnection applications and other connection requests. INVP 4411 implemented the minimum viable product to allow online customer connection interactions. This program will fully optimize and automate the processes, including engineering, design, construction, and witness testing for complex DG applications. Resource availability due to the COVID-19 Pandemic resulted in a delay to the project start date, causing the FYTD project underspend.

**Blackline – US Implementation (INVP 5380A)** – The current application that monitors, documents and stores monthly account reconciliations, records reconciling items, and provides inputs to quarterly financial aggregation analysis is out of

support, creating risk to the financial close process. This project will implement the Blackline application, including the account reconciliation and close management modules, to replace the existing application. This project will begin later in the fiscal year as a result of a delay in hiring a service integrator and onboarding the project team.

**New Storms Response Management System Implementation**

**(INVP 5274A)** – This project will deliver a new Storms Response Management System. This new solution will replace the Resource on Demand (“RoD”) tool, which is no longer supported by the vendor, replace a slow and inefficient home-grown “Storm Tool”, and automate manual storm restoration processes. This project will begin later in the fiscal year. Commercial and Procurement are in contract negotiations with the vendor and once negotiations are complete the project will begin.

**Bill Print and Bill Composition Implementation (INVP 5345B)** – This project will implement a new vendor, RR Donnelly, to handle the bill print and bill composition services. The existing vendor software is inefficient due to the amount of work required to adjust the existing software to meet the Company’s needs and the fact that the vendor lacked the expertise to continue maintaining the software. Third-party vendor contract execution delays resulted in the project underspend. The project was on hold for three months and just recently partially started.

**EMS Lifecycle Hardware and Software Upgrade (INVP 4914)** – This project is an initiative to upgrade the current Energy Management System (“EMS”) and requires replacement of the application and networking hardware. The hardware and software supporting EMS and related networks is no longer supported by vendors, which creates a risk that the system could not be recovered if an incident or system failure occurs. A failure could lead to the inability to monitor and control the transmission and distribution electric systems and the potential for customer service interruptions. This project was placed in-service in May.

**Personalization (INVP 4750K)** – This project will deliver a personalized energy experience to customers using energy analytics and “Next Best Action” recommendations. National Grid contracted with Uplight to implement the project. Integrations being built with National Grid systems and share customer energy usage data with Uplight for analytics and recommendations. Continued Uplight engagement delivery challenges including resource turnover have caused significant delays in expanding the personalization footprint to all contact centers and causing higher cost incurred as resources at National Grid need to be retained longer than planned. Automated integration for New England and upstate NY electric customers

was deployed in September to share customer energy usage data with Uplight for analytics and recommendations. An updated delivery plan has been identified and is being executed however the progress of delivery is challenged.

## **B. Regulatory, Legal, and Compliance Mandates**

**Identity and Access Management (INVP 5870)** – Identity and Access Management (“IAM”) is a fundamental control in protecting the Company’s systems, data, and Critical National Infrastructure (“CNI”) from cyber risks. IAM helps ensure that the Company’s global workforce has access to only the systems and data that they need, when they need it. Access is provided quickly and removed when it is no longer required. This project will implement a single capability and Access Control Group that will integrate the business and process aspects of IAM. Provisioning and de-provisioning will be automated. The top applications will be migrated from the legacy Single Sign onto a new enterprise tooling. This project is the second phase of a large program. The first phase of the program was completed. To avoid slowing momentum, this project was started six months ahead of the original scheduled date. The early start date resulted in the increased FYTD spend.

**Capitalized Equipment Installs (INVP 3617)** – This investment represents the annual capital replacement program for Physical Security. Physical Security is responsible for protecting National Grid’s personnel and assets and incorporates a security system as part of the overall security plan. To fulfill this responsibility, it is necessary to ensure that all security-related equipment and assets in New England are in good condition. This project replaces assets that are at or near end of life and/or assets that are no longer under vendor warranty. This annual blanket project will be placed in-service at the end of the fiscal year. Lead times to obtain goods and materials have resulted in the FYTD underspend. Total FY21 spend is expected to be at budget as the delayed costs will be realized later in the fiscal year.

**Security Orchestration Automation and Response (SOAR) (INVP 3683USN)** – This project will deliver alignment to the business strategy of hosting software in the cloud, while also delivering an "on-premises" hosting solution to ensure that CNI data are kept safe and secure. The project will implement a new provider (Splunk) to provide greater System Orchestration Automation and Response (“SOAR”) capability for the business, by providing a replacement to the existing Security Incident and Event Management (SIEM) tooling. The new tooling provides automation with minimal change to fit with National Grid's architecture and network. The scope of network security improvements has increased. The original project was focused on firewall management tool upgrade for SSN network, delivering a new

instance for Verizon to manage firewall rules and update policy and governance. The scope has increased to onboard critical devices, update high-risk internal and CNI firewalls and update rules for all these devices. Hardware purchase resulted in spend hitting the project in April and May, rather than being spread out more over the life of the project.

**Malware Defense System Hardening (INVP 5702USC)** – This project will deliver security protections of laptops, desktops and servers against malware (including device management) ensuring that adequate network security is in place for web access and email as well as secure configuration of the machines. These protections will include hardening of infrastructure that hosts critical applications and user endpoints. Delays to the rollout of privileged Access Workstations in CNI due to the risk of interpersonal contact and transmission of COVID-19 resulted in lower than planned project spend.

**Annual HR & Payroll Mandatory Service Pack Upgrade (HRSP) – FY21 (INVP 5690)** – This project funds a budget for fiscal year 2020 that will be managed by the Project Delivery Team and Business Process Support (“BPS”) to ensure timely delivery of upgrade components for the Human Resources modules, which include the required tax, payroll, legal, and regulatory reporting changes throughout the year. The summer release was delayed after determining the impact of installing it would impact other areas within SAP unrelated to this project.

**MyHub Compliance & Enhancements (INVP 5158)** – This project will implement enhancements to MyHub to improve user experience, improve reporting and integration challenges, and address control issues. This project was sanctioned in June 2020 to focus on additional scope including the transformation of myHub to deliver enhanced integration performance and self-service functionality to support HR and Business Services. Resources were in place for this project to begin and the decision was made to start ahead of schedule or risk losing the resources needed for the project. The earlier start date resulted in the FYTD project overspend.

**Document Management System (DMS) Replacement – Delivery (INVP 4408)** – This project will deploy the OpenText Document Management System. Deployment of the new Document Management System will provide a secure and reliable storage solution to serve the needs of the gas and electric business units. The Document Manager Systems used to store, retrieve and update electric, gas and power plant engineering drawings and documents are beyond their useful lifespan. Increased license needs were required resulting in the FYTD project overspend. The project was placed in service in June.

**Malware Defense – Endpoint Protection (INVP 5702USA)** – This project will deliver enhanced capabilities to conduct security management on all National Grid laptops and desktops. Using a suite of products, it provides a baseline foundation for cyber resilience. These products will enable National Grid to protect those assets by scanning, patching, detecting malware (Ransomware, file-less malware and malware), managing USB devices and searching machines for indicators of compromise. By performing regular scans, the Company can ensure that any malware outbreaks can be contained in a timely manner from a central location. Project costs were transferred to the UK resulting in the FYTD project underspend however will be reversed resulting in spending to be on track.

**Network Security Improvements (INVP 3683USH)** – As described below, the scope of Network Security Improvements has increased. The original project scope was focused on a Firewall management tool upgrade for SSN Network, delivering a new instance for Verizon to manage firewall rules and update policy and governance. The scope has increased to onboard critical devices, update high-risk internal and CNI firewalls and update rules for all these devices. Spend has been accelerated to achieve benefits sooner.

**Data Protection (INVP 5820)** – The National Grid Data Protection Program will protect sensitive information by first identifying sensitive data, mapping lineage for those sensitive data elements, managing access to the sensitive data and putting in place a policy to manage data retention. This project will use OPEX funds only in FY21.

### **C. Technology/Infrastructure Foundation and Reliability**

**Substation Network Connectivity & Comms (INVP 5846)** – This project will deliver the services to audit, design and propose build recommendations for upgraded Enterprise Network connectivity and communications aligned with the Grid Modernization initiatives to National Grid distribution substations and physical offices. Several sites were removed from the project scope thus resulting in project underspend.

**Infrastructure Remediation & Lifecycle Refresh (INVP 5873)** – This program will deliver refresh and updates to the Data Center Infrastructure to ensure that the services continue to be appropriately secure and maintain the reliability required by the business. This project also includes an expansion of some elements where organic growth is dictating a need to expand. It is estimated that 70% of the infrastructure is out of support and storage is nearing capacity limits. The Company anticipates that

resources (funds and people) will not be sufficient to bring the program into support within one year. Therefore, a multi-year program of work is required. The program will prioritize the work and deliver the most critical work first, considering current and future business needs. This project has not started yet however is planned to begin later in the fiscal year.

**SOE (Windows) Upgrade and Device Refresh (INVP 4987)** – This project will upgrade the Standard Operating Environment (SOE) to Windows 10 from the soon to be unsupported Windows 7 Operating System. In addition, 7,000 devices need to be upgraded or replaced so they can support the new Windows 10 Operating System. Due to the Pandemic, the deployment strategy was changed to "mail-out" from "in-person" resulting in lower project spend. In addition, hardware resources have been limited, contributing to the project underspend.

**Nucleus Project (INVP 5905)** – This project will re-engineer the Commercial and Industrial (C&I) customer interaction with billing, payment and energy management using a digital solution that enables customizable, multi-site management and efficient customer support. Using data collected, deeper insights will be developed to create a 360-degree view of the customer and enable NG to become a strategic business partner to C&I customers. Project overspend is due to the impact of the Pandemic, which resulted in additional resources added to coordinate project activities and increased project complexity for system integration work.

**On My Way (EBU Digital Solution) (INVP 5912)** – This project will implement a mobile work dispatch solution for the electric field force (line workers, supervisors) with features to improve the work assignment, update and closeout process. The solution will be accessible through an app that will connect to the STORMS and ARMScheduler systems. Project overspend is due to the impact from the Pandemic, which resulted in additional resources to coordinate project activities and increased project complexity for system integration work.

**Infrastructure New Capability - Cloud Center of Excellence (CCoE) (INVP 5874)** – This program will improve and enhance capability within Cloud and Hosting by providing improved flexibility and agility in support of new business projects. This project started in October 2020 which was later than planned and resulted in an underspend.

**WAN Infrastructure Program (INVP 5868)** – This program will deliver refresh and updates to the WAN infrastructure through the implementation of a modern SD-WAN architecture. This will ensure that the services continue to be secure, reliable, and efficient while migrating to a modern platform that can support future application

and capacity requirements. The SD-WAN provides the ability to leverage multiple and diverse WAN access methods (*e.g.*, MPLS, Internet and cellular to transport corporate applications), which will provide a more cost-effective service. The Company anticipates that the resources (funds and people) will not be sufficient to bring the program into support within one year; therefore, a multi-year program of work is required. The program will prioritize the work, delivering the most critical work first, considering current and future business needs. The funding from this project and the work has been allocated to INVP 5838 - Managed Networks.

**Managed Networks (INVP 5838)** – This program will deliver various projects to upgrade and replace equipment to reduce technical debt, improve resilience of communication across sites and achieve high density Wi-Fi coverage. Switch replacements have been delayed by technical issues (VTP configurations and IOS version update), which impacted installations planned for May through July as well as August through October. National Grid worked with Verizon to fix the issues resulting in a need to upgrade switches that were previously installed before continuing with new installations. This scope change has resulted in the FYTD project overspend.

**Network Security Infrastructure Program (INVP 5867)** – This is the Network Security Infrastructure Program that will provide new capabilities and refresh to the Network environment. This program will deliver refresh and capability improvements to the Network Security Infrastructure. To ensure that the services continue to be secure, reliable, and efficient, it is important that the services are maintained within support and new capabilities are added as technology advances. In addition, the changing threat to the landscape and expanding use of cloud-based services requires a change from premise-based security appliances towards more agile cloud and virtual security platforms. This program will prioritize work and deliver the most critical work first, considering current and future business needs. Resource constraints and CNI scope increase originally delayed the start of this program resulting in the project underspend however, the scope has been finalized and re-sanctioned. Two subprojects – 5867A and 5867E are now moving forward.

**Primavera Upgrade/Stabilization (INVP 4990)** – Primavera P6 (Primavera P6 Project Management and Analytics modules) is the project portfolio management software used in the US by gas and electric business units. It is a ten-year-old software and, compared to newer products, it is slow, does not have a user-friendly interface or provide web-based functionality. Primavera P6 also has very limited functionality for project risk management. Gas and electric business units have been negatively affected due to issues arising from instability of the outdated Primavera P6 infrastructure environment. This investment will perform migration of the Primavera



P6 Project Management and Primavera P6 Analytics modules to the latest software version on new, high availability cloud infrastructure. Project underspend is due to increased complexity, which has delayed the Develop and Implement phase resulting in a delay in spending.

Attachment 3 and Attachment 4 provide details on discontinued investments that are no longer being pursued in the current fiscal year and emerging projects (*i.e.*, walk-ins) approved for inclusion in the FY21 Plan as part of the Portfolio Calibration Management process discussed below.

## **VI. Portfolio Calibration**

IT utilizes a formal monthly process referred to as the “Portfolio Calibration Management” process to manage requests for new or additional project funding beyond the FY21 IT Investment Plan budget. Each proposed project or existing project that is seeking incremental funding submits a budget exception request (“BER”), which is confirmed by the business sponsor and the IT Finance team with a final approval made by either the Head of Program Delivery or the US Chief Information Officer (“CIO”). The requests for new project funding (*i.e.*, walk-ins) occur for various reasons including, but not limited to, business priority changes and emerging regulatory mandates. Requests for additional funding on an existing project are generally driven by a project scope change, increase in project complexity, or acceleration of a multi-year project. A BER is also required to transfer funding from a program within the Plan that incorporates several IT projects or investments to the individual projects that will utilize the funding. BERs can utilize underspend from other IT projects or programs in whole or in part and can also be funded incrementally by a sponsoring business area budget. Attachment 5 includes a report on budget exception requests by program category and top ten projects based on allocation to the Company.

## Narragansett Electric Company and Narragansett Gas Company d/b/a National Grid

## IT Service Company Capital allocated to Operating Companies as Rent Expense

Post HTY Through November 30, 2020

Project Name	INVP #	Actual In Service Date	Allocation Code	Project To Date Cost	G Allocation	G Rent-Return	G Rent - Depn	E Allocation	E Rent-Return	E Rent - Depn	Less IFA Salary & Wage Allocator	T Allocation	T Rent-Return	T Rent - Depn	Less IFA Salary & Wage Allocator
INVP 4411A Distributed Generation Portal	4411A	05/15/17	C198	2,217,136	0.00%	-	-	14.23%	8,537	45,071	(7,322.91)	0.00%	-	-	-
INVP 4420 US CNI OMS-FocalPoint Infrastructure Upgrade	4420	05/23/17	G198	705,521	0.00%	-	-	16.15%	3,165	16,280	(2,656.23)	0.00%	-	-	-
INVP 3851 US Control - UNY Electric Control Rooms VoIP Pho	3851	06/01/17	G181	353,785	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4451 Gas Transportation System Phase II	4451	06/30/17	G225	1,229,049	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
S005242 M112 Systemic Improvement		07/10/17	G012	9,485,306	2.73%	9,823	25,931	7.22%	25,943	68,481	(12,898.38)	1.97%	7,063	18,645	(3,512)
INVP 4588 US SAP: Solution Manager Upgrade	4588	07/18/17	G020	360,956	2.73%	281	1,410	7.22%	742	3,723	(609.94)	1.97%	202	1,014	(166)
INVP 4307 US Win 7 Refresh Ph 3	4307	07/31/17	G020	13,039,925	2.73%	10,408	50,926	7.22%	27,486	134,493	(22,126.40)	1.97%	7,483	36,617	(6,024)
INVP 4392 PPMI	4392	08/04/17	G020	266,173	2.73%	212	1,040	7.22%	561	2,745	(451.65)	1.97%	153	747	(123)
INVP 4397 Ariba TLS and CI Update	4397	09/11/17	G020	1,727,180	2.73%	1,432	6,745	7.22%	3,782	17,814	(2,950.03)	1.97%	1,030	4,850	(803)
INVP 4632 US Video Conferencing upgrade for RW	4632	09/12/17	G020	1,856,973	2.73%	1,541	7,252	7.22%	4,070	19,153	(3,172.17)	1.97%	1,108	5,215	(864)
INVP 4683 RSA Token	4683	09/12/17	G020	536,718	2.73%	445	2,096	7.22%	1,175	5,536	(916.69)	1.97%	320	1,507	(250)
INVP 3839A NY Retail Access Mandate Phase	3839A	10/20/17	C170	4,830,132	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4676 Hix D/C Improvement Server Refresh	4676	10/21/17	G020	860,086	2.73%	747	3,359	7.22%	1,972	8,871	(1,481.13)	1.97%	537	2,415	(403)
INVP 4577 Call Manager Upgrade	4577	10/27/17	G020	375,605	2.73%	327	1,467	7.22%	863	3,874	(647.10)	1.97%	235	1,055	(176)
INVP 3683B Cloud Security (Cloud Access Security Broker)	3683B	10/27/17	G020	127,560	2.73%	111	498	7.22%	292	1,316	(219.66)	1.97%	80	358	(60)
INVP 4645 Refresh of network equipment at Verizon support	4645	10/30/17	G020	323,529	2.73%	282	1,264	7.22%	744	3,337	(557.38)	1.97%	202	908	(152)
INVP 4757 Cloud Enhancements (Azure Core Service)	4757	10/31/17	G020	263,501	2.73%	226	1,029	7.22%	596	2,718	(452.67)	1.97%	162	740	(123)
INVP 3430 US Enterprise Mobility	3430	11/03/17	G020	1,017,559	2.73%	883	3,974	7.22%	2,333	10,495	(1,752.29)	1.97%	635	2,857	(477)
INVP 4217 US SAP: Business Planning	4217	11/13/17	G020	2,589,265	2.73%	2,251	10,112	7.22%	5,945	26,706	(4,460.02)	1.97%	1,619	7,271	(1,214)
INVP 4222 Governance Risk & Compliance (GRC) Optimizatio	4222	11/20/17	G020	2,464,347	2.73%	2,189	9,624	7.22%	5,781	25,417	(4,261.67)	1.97%	1,574	6,920	(1,160)
INVP 4400 Annual HR & Payroll Mandatory Service Pack Upg	4400	12/11/17	G020	1,243,084	2.73%	1,106	4,855	7.22%	2,921	12,821	(2,150.34)	1.97%	795	3,491	(585)
INVP 4688 Legacy DMZ Firewalls	4688	12/16/17	G020	558,001	2.73%	496	2,179	7.22%	1,311	5,755	(965.25)	1.97%	357	1,567	(263)
INVP 4449 EPA Portfolio Mgr	4449	12/29/17	C175	495,169	3.77%	621	2,667	6.95%	1,144	4,916	(827.91)	0.00%	-	-	-
INVP 4529 Service Now	4529	12/31/17	G020	2,086,939	2.73%	1,869	8,150	7.22%	4,935	21,525	(3,614.44)	1.97%	1,344	5,860	(984)
INVP 4972 Complex Cap	4972	01/08/18	G148	453,469	2.88%	428	1,868	7.67%	1,139	4,968	(834.28)	2.06%	306	1,336	(224)
INVP 4674 Log Logic	4674	01/10/18	G020	361,190	2.73%	328	1,411	7.22%	867	3,725	(627.34)	1.97%	236	1,014	(171)
INVP 4383 Community Choice Aggregation Reports	4383	01/19/18	C436	751,696	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4760 Mainframe DR Machine	4760	01/31/18	G020	431,275	2.73%	395	1,684	7.22%	1,042	4,448	(749.97)	1.97%	284	1,211	(204)
INVP 5029 DXC Capacity Increase	5029	01/31/18	G020	511,178	2.73%	468	1,996	7.22%	1,235	5,272	(888.92)	1.97%	336	1,435	(242)
INVP 4377A Data Centre Migration & Capacity Increase	4377A	01/31/18	G020	858,609	2.73%	786	3,353	7.22%	2,075	8,856	(1,493.08)	1.97%	565	2,411	(407)
INVP 3718 New Medical System	3718	02/08/18	G027	379,378	2.76%	359	1,496	7.32%	952	3,966	(671.88)	1.98%	257	1,072	(182)
INVP 4124 Auto Remote Net Meter	4124	02/23/18	C198	2,015,289	0.00%	-	-	14.23%	9,877	40,968	(6,945.41)	0.00%	-	-	-
INVP 4280 US VSTIG Bandwidth Ph2	4280	02/23/18	G020	2,294,027	2.73%	2,175	8,959	7.22%	5,744	23,660	(4,016.63)	1.97%	1,564	6,442	(1,094)
INVP 4274 VSTIG Hardware Refresh	4274	02/23/18	C175	403,507	3.77%	520	2,173	6.95%	959	4,006	(678.19)	0.00%	-	-	-
INVP 4124 Auto Remote Net Meter	4124	02/23/18	G181	1,368,153	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4464 Data Visualization	4464	03/16/18	G020	8,182,819	2.73%	7,758	31,957	7.22%	20,488	84,397	(14,327.37)	1.97%	5,578	22,978	(3,901)
INVP 3901 Virtual Desktop Offshore	3901	03/20/18	G020	253,047	2.73%	247	988	7.22%	653	2,610	(445.67)	1.97%	178	711	(121)
INVP 4680 WAP Density deployment	4680	03/28/18	G020	2,127,711	2.73%	2,059	8,310	7.22%	5,437	21,945	(3,740.37)	1.97%	1,480	5,975	(1,018)
INVP 4891 Customer Data Visualization Expansion	4891	03/30/18	C175	700,389	3.77%	943	3,772	6.95%	1,739	6,954	(1,187.45)	0.00%	-	-	-
INVP 5167 Customer Data Visualization DG Expansion	5167	03/30/18	G186	374,837	0.00%	-	-	12.69%	1,699	6,793	(1,159.97)	3.71%	497	1,988	(339)
INVP 3644 Internet Explorer Upgrade	3644	03/31/18	G020	250,447	2.73%	242	978	7.22%	640	2,583	(440.27)	1.97%	174	703	(120)
All Companies Physical Security Replacements - FY18	N/A	03/31/18	G020	3,263,492	2.73%	3,113	12,745	7.22%	8,221	33,659	(5,720.91)	1.97%	2,238	9,164	(1,558)
INVP 4705 - NG Labs	4705	03/31/18	G020	112,249	2.73%	109	438	7.22%	287	1,158	(197.33)	1.97%	78	315	(54)
INVP 4749 VSTIG Hardware Refresh - IDS Card Replacement	4749	03/31/18	G020	147,975	2.73%	143	578	7.22%	378	1,526	(260.13)	1.97%	103	416	(71)
INVP 4771D Risk Software for CCDI	4771D	04/01/18	G148	55,183	2.88%	57	227	7.67%	151	605	(103.24)	2.06%	41	163	(28)
INVP 4779 Time Entry and Approval Mobility Enablement	4779	04/23/18	G020	4,181,291	2.73%	4,165	16,330	7.22%	11,000	43,126	(7,393.53)	1.97%	2,995	11,741	(2,013)
INVP 4662 - Concur Licenses	4662	04/23/18	G020	2,675,114	2.73%	2,665	10,447	7.22%	7,037	27,591	(4,730.24)	1.97%	1,916	7,512	(1,288)
INVP 3614D1 Ent Network Security	3614D1	05/01/18	G020	10,767,752	2.73%	10,628	42,053	7.22%	28,068	111,058	(19,004.60)	1.97%	7,642	30,237	(5,174)
INVP 4364 Wireless Network	4364	05/01/18	G020	2,404,447	2.73%	2,373	9,390	7.22%	6,268	24,799	(4,243.74)	1.97%	1,706	6,752	(1,155)
INVP 4289 US Network Improvement	4289	05/01/18	G020	1,447,842	2.73%	1,429	5,654	7.22%	3,774	14,933	(2,555.39)	1.97%	1,028	4,066	(696)
INVP 3956 WIFI for Fleet Services Diagnostic Laptops	3956	05/01/18	G399	520,569	2.77%	522	2,063	7.36%	1,383	5,471	(936.16)	1.99%	374	1,478	(253)
INVP 4759 MTC and Syracuse Boardrooms & Auditoriums	4759	05/01/18	G020	294,841	2.73%	294	1,151	7.22%	776	3,041	(521.35)	1.97%	211	828	(142)
INVP 4584 Electric Demand Response Management System I	4584	05/01/18	G198	291,310	0.00%	-	-	16.15%	1,715	6,722	(1,152.46)	0.00%	-	-	-
INVP 4411B Distributed Generation NE	4411B	05/03/18	C284	1,469,928	0.00%	-	-	27.17%	14,552	57,054	(9,781.46)	0.00%	-	-	-
INVP 3486 US MDS-Itron Enterprise Edition (IEE)	3486	05/04/18	G186	1,675,058	0.00%	-	-	12.69%	7,597	30,356	(5,184.36)	3.71%	2,223	8,883	(1,517)

Narragansett Electric Company and Narragansett Gas Company d/b/a National Grid  
 IT Service Company Capital allocated to Operating Companies as Rent Expense  
 Post HTY Through November 30, 2020

Project Name	INVP #	Actual In Service Date	Allocation Code	Project To Date Cost	G Allocation	G Rent-Return	G Rent - Depn	E Allocation	E Rent-Return	E Rent - Depn	Less IFA Salary & Wage Allocator	T Allocation	T Rent-Return	T Rent - Depn	Less IFA Salary & Wage Allocator
INVP 4421 - New Arrearage Forgiveness Plan	4421	05/04/18	G316	575,674	30.68%	6,376	25,229	69.32%	14,408	57,010	(9,755.73)	0.00%	-	-	-
INVP 5186 US Field Force Help Desk	5186	05/22/18	G020	372,350	2.73%	378	1,454	7.22%	999	3,840	(661.02)	1.97%	272	1,046	(180)
INVP 4480 US Control-Gas System Operating Procedure (SOP	4480	05/27/18	G210	256,611	7.02%	669	2,574	0.00%	-	-	-	0.00%	-	-	-
INVP 4448 NY Low Income Order - NIMO	4448	06/22/18	G384	3,563,941	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4486 General Ledger Interface for CRIS to SAP	4486	06/22/18	G384	612,821	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4975USE Identity and Access Management (IAM) Unifid	4975USE	07/11/18	G020	706,875	2.73%	732	2,761	7.22%	1,932	7,291	(1,259.85)	1.97%	526	1,985	(343)
INVP 4606 Data Visualisation Expansion	4606	07/12/18	G020	3,170,221	2.73%	3,281	12,381	7.22%	8,666	32,697	(5,650.24)	1.97%	2,359	8,902	(1,538)
INVP 5159 NMPC Rate Case	5159	07/27/18	G114	303,780	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4975USD Website Security Protection	4975USD	08/30/18	G020	236,822	2.73%	265	925	7.22%	700	2,443	(429.30)	1.97%	191	665	(117)
INVP 4478 Mobile Material Assistant Upgrade (MMA)	4478	08/31/18	G020	302,192	2.73%	338	1,180	7.22%	893	3,117	(547.80)	1.97%	243	849	(149)
INVP 4188 Aging System Stabilize	4188	09/08/18	G148	1,631,899	2.88%	1,904	6,724	7.67%	5,063	17,879	(3,133.88)	2.06%	1,362	4,808	(843)
INVP 4687 Network Tx-NB/MTC	4687	09/18/18	G020	286,977	2.73%	323	1,121	7.22%	853	2,960	(520.86)	1.97%	232	806	(142)
INVP 4941 Process Auto Implementation	4941	09/25/18	G020	1,061,574	2.73%	1,233	4,146	7.22%	3,257	10,949	(1,940.55)	1.97%	887	2,981	(528)
INVP 4771C Reporting & Analytics for CCDI	4771C	09/28/18	G148	2,196,146	2.88%	2,692	9,048	7.67%	7,158	24,061	(4,264.48)	2.06%	1,925	6,471	(1,147)
INVP 5132 Add Effective Date to CSS (NACHA)	5132	09/28/18	C434	266,535	5.43%	615	2,068	9.99%	1,132	3,804	(674.17)	0.00%	-	-	-
INVP 4828 Hicksville Fiber	4828	10/09/18	G020	278,879	2.73%	261	1,525	7.22%	689	4,027	(644.23)	1.97%	188	1,096	(175)
INVP 4750B CXT My Account Service and Billing Functions F&	4750B	10/12/18	C175	489,978	3.77%	785	2,639	6.95%	1,447	4,865	(862.21)	0.00%	-	-	-
INVP 3986 Cascade Electric Application Upgrade Project	3986	11/05/18	G185	468,706	0.00%	-	-	12.61%	2,553	8,441	(1,501.79)	3.70%	748	2,474	(440)
INVP 3982 doubleARMS	3982	11/14/18	T220	335,261	0.00%	-	-	0.00%	-	-	-	6.78%	982	3,247	(578)
INVP 4771A Contract Management Solution for CCDI	4771A	11/30/18	G148	1,789,564	2.88%	2,267	7,373	7.67%	6,028	19,607	(3,501.68)	2.06%	1,621	5,273	(942)
INVP 4965 Annual HR & Payroll Mandatory Service Pack (HRS	4965	12/10/18	G020	1,092,462	2.73%	1,312	4,267	7.22%	3,464	11,268	(2,012.35)	1.97%	943	3,068	(548)
INVP 4706 Apps Interface Remediation	4706	12/11/18	G020	767,618	2.73%	922	2,998	7.22%	2,434	7,917	(1,413.98)	1.97%	663	2,156	(385)
INVP 5214US IAM Privilege Access Management (PAM) Phas	5214US	12/12/18	G020	784,152	2.73%	942	3,062	7.22%	2,486	8,088	(1,444.44)	1.97%	677	2,202	(393)
INVP 5223 MA Rate Case	5223	12/28/18	G310	611,550	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4768 Data Visualization Evolution	4768	01/25/19	G020	2,360,108	2.73%	2,926	9,217	7.22%	7,726	24,342	(4,380.55)	1.97%	2,104	6,627	(1,193)
INVP 4411C New Electric Connections	4411C	01/28/19	C198	1,469,343	0.00%	-	-	14.23%	9,481	29,870	(5,375.29)	0.00%	-	-	-
INVP 5180 CRIS Transactional Email	5180	01/28/19	C343	516,723	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 5316 End User - US T430 Refresh	5316	01/31/19	N012	2,324,238	4.21%	2,114	32,617	3.88%	1,949	30,060	(4,372.40)	0.00%	-	-	-
INVP 5582 Data Visualization tools = Licenses	5582	01/31/19	G020	318,484	2.73%	395	1,244	7.22%	1,043	3,285	(591.13)	1.97%	284	894	(161)
INVP 4003 UPS Replacement for Data Communication Closet	4003	02/05/19	G020	195,776	2.73%	243	765	7.22%	641	2,019	(363.38)	1.97%	174	550	(99)
INVP 4468 Gas Capacity Request Database	4468	02/12/19	C210	1,444,317	7.37%	4,827	15,207	0.00%	-	-	-	0.00%	-	-	-
INVP 5120 NE IPC Phone Upgrade	5120	02/15/19	G272	859,881	0.00%	-	-	20.10%	7,836	24,689	(4,442.95)	6.60%	2,575	8,112	(1,460)
INVP 4714 EMM Phase 2	4714	02/28/19	G020	1,403,600	2.73%	1,767	5,482	7.22%	4,667	14,477	(2,615.05)	1.97%	1,271	3,941	(712)
INVP 3683USA US Endpoint Security	3683USA	02/28/19	G020	1,754,496	2.73%	2,209	6,852	7.22%	5,834	18,096	(3,268.81)	1.97%	1,588	4,927	(890)
INVP 4975USA Perimeter enhancements	4975USA	02/28/19	G020	289,620	2.73%	365	1,131	7.22%	963	2,987	(539.59)	1.97%	262	813	(147)
INVP 3948 Gas Service Database - LI	3948	03/10/19	G225	403,102	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 3737 US CNI GMS SCADA Upgrade	3737	03/21/19	C210	16,211,894	7.37%	54,686	170,688	0.00%	-	-	-	0.00%	-	-	-
INVP 4461 UNIX51 interface migration	4461	03/22/19	G020	1,481,023	2.73%	1,853	5,784	7.22%	4,894	15,275	(2,755.10)	1.97%	1,332	4,159	(750)
INVP 4411C New Electric Connections	4411C	03/25/19	C284	495,944	0.00%	-	-	27.17%	6,302	19,250	(3,490.36)	0.00%	-	-	-
INVP 4975USG Gateway Upgrade US	4975USG	03/31/19	G020	498,024	2.73%	637	1,945	7.22%	1,682	5,137	(931.37)	1.97%	458	1,398	(254)
Physical Security		03/31/19	G020	1,208,204	2.73%	1,328	6,606	7.22%	3,508	17,446	(2,862.32)	1.97%	955	4,750	(779)
INVP 5175 NY Gas Service Line Inspection	5175	04/08/19	G207	951,856	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 5314 US eBond NSRR Service Catalogue	5314	04/26/19	G020	306,872	2.73%	398	1,198	7.22%	1,052	3,165	(576.04)	1.97%	286	862	(157)
INVP 4377 Data Centre Clearance D and I (Melville)	4377B	05/01/19	G020	261,390	2.73%	339	1,021	7.22%	896	2,696	(490.67)	1.97%	244	734	(134)
INVP 5313 US Zscaler ZIA	5313	05/04/19	G020	408,522	2.73%	530	1,595	7.22%	1,400	4,213	(766.86)	1.97%	381	1,147	(209)
INVP 5199 AIX Upgrade	5199	05/17/19	G020	2,048,005	2.73%	2,658	7,998	7.22%	7,021	21,123	(3,844.41)	1.97%	1,911	5,751	(1,047)
INVP 5099 EPA Portfolio Manager Integration Phase 2	5099	06/14/19	C175	453,226	3.77%	823	2,441	6.95%	1,518	4,500	(822.05)	0.00%	-	-	-
INVP 4771B Complex Capital Delivery Phase 2	4771B	06/28/19	G148	2,207,831	2.88%	3,114	9,096	7.67%	8,281	24,189	(4,435.41)	2.06%	2,227	6,505	(1,193)
INVP 4750D CXT MyAccount MVP	4750D	06/30/19	C175	7,028,000	3.77%	12,958	37,851	6.95%	23,887	69,778	(12,794.69)	0.00%	-	-	-
INVP 3683USP IAM Role Based Access Control	3683USP	07/11/19	G020	527,392	2.73%	705	2,060	7.22%	1,862	5,439	(997.40)	1.97%	507	1,481	(272)
INVP 4750G CXT MyAccount Two way Outage SMS Commu	4750G	07/11/19	C198	741,017	0.00%	-	-	14.23%	5,157	15,064	(2,762.14)	0.00%	-	-	-
INVP 3932 Agent and Interactions Management System	3932	07/17/19	C175	18,652,987	3.77%	34,391	100,460	6.95%	63,399	185,198	(33,958.34)	0.00%	-	-	-
INVP 5354 North Andover Storm Site	5354	07/22/19	G198	63,970	0.00%	-	-	16.15%	457	2,067	(344.70)	0.00%	-	-	-
INVP 3683USAQ Cloud Access Security Broker Phase 2	3683USAQ	07/31/19	G020	987,453	2.73%	1,339	3,856	7.22%	3,537	10,185	(1,874.40)	1.97%	963	2,773	(510)
INVP 4408 Doc Mgmt Systems Replacement Delivery	4408	08/02/19	G149	9,676,378	2.77%	13,011	38,231	7.33%	34,476	101,305	(18,547.72)	1.98%	9,328	27,408	(5,018)
INVP 4761 US Foundation Hosting Renewal	4761	08/11/19	G020	10,412,952	2.73%	14,124	40,667	7.22%	37,302	107,399	(19,766.05)	1.97%	10,156	29,240	(5,381)
INVP 5226 AVLS - Old 3G Modem Replacement	5226	08/31/19	G434	2,677,932	4.82%	6,498	18,445	11.95%	16,106	45,716	(8,444.79)	0.00%	-	-	-

Narragansett Electric Company and Narragansett Gas Company d/b/a National Grid  
IT Service Company Capital allocated to Operating Companies as Rent Expense  
Post HTY Through November 30, 2020

Project Name	INVP #	Actual In Service Date	Allocation Code	Project To Date Cost	G Allocation	G Rent-Return	G Rent - Depn	E Allocation	E Rent-Return	E Rent - Depn	Less IFA Salary & Wage Allocator	T Allocation	T Rent-Return	T Rent - Depn	Less IFA Salary & Wage Allocator
INVP 4727 Virtual Desktop DaaS	4727	09/01/19	G020	611,500	2.73%	841	2,388	7.22%	2,222	6,307	(1,165.06)	1.97%	605	1,717	(317)
INVP 5600 ESG Migration to SFTP	5600	09/06/19	G440	317,545	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4975USF Internal Public Key Infrastructure (PKI)	4975USF	09/30/19	G020	879,754	2.73%	1,478	3,436	7.22%	3,903	9,074	(1,772.63)	1.97%	1,063	2,470	(483)
INVP 4811 Supervisor Enablement iPads Roll-out	4811	10/21/19	G148	1,122,161	2.88%	1,891	4,623	7.67%	5,027	12,295	(2,366.17)	2.06%	1,352	3,306	(636)
INVP 4821 NY Tax Remittance and Reporting Corrections	4821	10/28/19	C195	1,310,105	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 5310 NetMod Governance	5310	10/28/19	G020	756,379	2.73%	1,208	2,954	7.22%	3,190	7,801	(1,501.41)	1.97%	869	2,124	(409)
INVP 5089 Windows 10 Foundation Deployment	5089	10/30/19	N012	691,095	4.21%	1,567	5,819	3.88%	1,444	5,363	(929.85)	0.00%	-	-	-
INVP 5312 US SD WAN	5312	10/30/19	G020	1,274,893	2.73%	2,036	4,979	7.22%	5,377	13,149	(2,530.65)	1.97%	1,464	3,580	(689)
INVP 4910 MA DOR CRIS	4910	11/08/19	C310	1,005,000	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4910A MA DOR CSS	4910A	11/08/19	C277	711,975	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4563 US SAP FERC on HANA (FOH) Upgrade	4563	11/18/19	G020	5,221,764	2.73%	8,441	20,393	7.22%	22,291	53,857	(10,401.82)	1.97%	6,069	14,663	(2,832)
INVP 5037 DG IOAP Phase 2 Screens C-F and CYME Server	5037	11/18/19	C198	350,583	0.00%	-	-	14.23%	2,950	7,127	(1,376.46)	0.00%	-	-	-
INVP 5260 Rubber Goods Testing Tracking System Replacement	5260	11/18/19	T186	407,302	0.00%	-	-	6.66%	1,604	3,875	(748.45)	1.86%	448	1,082	(209)
INVP 5712 Rate Case Data Scrub Application	5712	11/22/19	G020	710,070	2.73%	1,148	2,773	7.22%	3,031	7,324	(1,414.47)	1.97%	825	1,994	(385)
INVP 5702USB Secure Email Web Gateway	5702USB	11/30/19	G020	497,709	2.73%	805	1,944	7.22%	2,125	5,133	(991.44)	1.97%	578	1,398	(270)
INVP 4398 STORMS IScheduler Stabilization	4398	12/09/19	G160	14,018,523	4.40%	31,495	88,069	11.30%	80,901	226,227	(41,953.72)	3.23%	23,154	64,745	(12,007)
INVP 5379 Annual HR and Payroll Mandatory Service Pack Up	5379	12/09/19	G020	953,661	2.73%	1,542	3,724	7.22%	4,071	9,836	(1,899.70)	1.97%	1,108	2,678	(517)
INVP 5178 Nantucket Substation IS Network for Tesla Battery	5178	12/12/19	X541F	417,722	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 5360 Lease Accounting Updates and Contract Manager	5360	12/13/19	G020	8,506,778	2.73%	13,751	33,223	7.22%	36,314	87,738	(16,945.61)	1.97%	9,887	23,888	(4,614)
INVP 3614B7 CNI Network Security US	3614B7	12/24/19	G020	6,792,841	2.73%	10,556	26,529	7.22%	27,877	70,061	(13,378.29)	1.97%	7,590	19,075	(3,642)
INVP 5177 MA Smart Program	5177	01/28/20	C277	2,751,134	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 5502 Unix S1 Phase 2	5502	01/31/20	G020	811,444	2.73%	1,343	3,169	7.22%	3,547	8,369	(1,627.80)	1.97%	966	2,279	(443)
INVP 5311 NetMod Infoblox US	5311	02/21/20	G020	3,237,054	2.73%	5,422	12,642	7.22%	14,318	33,387	(6,516.45)	1.97%	3,898	9,090	(1,774)
INVP 5521A Verizon Aruba LAN and Wireless LAN (Waltham)	5521A	02/25/20	G020	3,347,376	2.73%	5,606	13,073	7.22%	14,806	34,525	(6,738.54)	1.97%	4,031	9,400	(1,835)
INVP 3431B Application Lifecycle Management Toolset	3431B	03/31/20	G020	625,275	2.73%	1,059	2,442	7.22%	2,798	6,449	(1,263.12)	1.97%	762	1,756	(344)
INVP 5487F Legacy Device Refresh	5487F	03/31/20	G020	923,007	2.73%	1,485	5,047	7.22%	3,921	13,328	(2,356.21)	1.97%	1,068	3,629	(642)
Physical Security		03/31/20	G020	290,676	2.73%	468	1,589	7.22%	1,235	4,197	(742.03)	1.97%	336	1,143	(202)
INVP 3683USAP-IAM- Privilege Access Management (PAM) - P	3683USAP	03/31/20	G020	930,094	2.73%	1,576	3,632	7.22%	4,162	9,593	(1,878.89)	1.97%	1,133	2,612	(512)
INVP 5580 Managed Workspace Services Transition & Tx	5580	04/01/20	G020	4,696,293	2.73%	7,555	25,677	7.22%	19,951	67,812	(11,988.50)	1.97%	5,432	18,463	(3,264)
INVP 5361 ABB SENDOUT Server Upgrade	5361	04/03/20	C210	273,861	7.37%	1,251	2,883	0.00%	-	-	-	0.00%	-	-	-
INVP 4570 US CNI Tech Services-Network Equipment Lifecycle	4570	05/12/20	G186	10,105,498	0.00%	-	-	12.69%	80,363	183,136	(35,994.01)	3.71%	23,516	53,589	(10,532)
INVP 4568 US CNI-EMS Lifecycle Hardware and Software	4568	05/12/20	T186	3,555,350	0.00%	-	-	6.66%	14,844	33,827	(6,648.36)	1.86%	4,146	9,447	(1,857)
INVP 4914 EMS Lifecycle hardware and Software Upgrade	4914	05/12/20	T186	17,155,809	0.00%	-	-	6.66%	75,907	163,225	(32,665.47)	1.86%	21,199	45,585	(9,123)
INVP 5571 Gas Business Enablement Cyber Security Enhance	5571	05/29/20	G210	1,775,960	7.02%	8,373	17,815	0.00%	-	-	-	0.00%	-	-	-
INVP 4408 DMS Replacement Delivery	4408	06/19/20	G149	4,556,171	2.77%	8,079	18,001	7.33%	21,407	47,700	(9,440.00)	1.98%	5,792	12,905	(2,554)
INVP 5753 US SAP: Fiori Upgrade Phase 1	5753	06/22/20	G020	840,149	2.73%	1,473	3,281	7.22%	3,889	8,665	(1,714.89)	1.97%	1,059	2,359	(467)
INVP 5367 Enable Dominion Pipeline Confirmations	5367	06/25/20	S21G	298,259	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 4975USC Multi Factor Authentication US	4975USC	06/29/20	G020	2,238,537	2.73%	3,923	8,742	7.22%	10,362	23,088	(4,569.24)	1.97%	2,821	6,286	(1,244)
INVP 5278 Identity and Access Management Business Chang	5278	06/30/20	G020	5,468,179	2.73%	9,584	21,356	7.22%	25,311	56,399	(11,161.49)	1.97%	6,891	15,355	(3,039)
Warehouse SAP Scanner Replacement (Barcoding)	5896B	06/30/20	G020	1,161,001	2.73%	2,154	4,534	7.22%	5,688	11,975	(2,412.70)	1.97%	1,549	3,260	(657)
MS Project Online Enhancements	5901C	06/30/20	G020	660,000	2.73%	1,224	2,578	7.22%	3,233	6,807	(1,371.56)	1.97%	880	1,853	(373)
EA Strategic Portfolio Planning & Delivery (SPPD)	5901D	06/30/20	G020	2,411,673	2.73%	4,474	9,419	7.22%	11,815	24,874	(5,011.75)	1.97%	3,217	6,772	(1,364)
INVP 5461 Total Reward Statement	5461	07/21/20	G020	497,436	2.73%	882	1,943	7.22%	2,328	5,131	(1,018.85)	1.97%	634	1,397	(277)
INVP 5522A End User VPN Replacement	5522A	07/31/20	G020	1,507,860	2.73%	2,672	5,889	7.22%	7,057	15,552	(3,088.39)	1.97%	1,921	4,234	(841)
IBM P9 Refresh	5974	07/31/20	G020	1,459,354	2.73%	2,656	7,979	7.22%	7,015	21,072	(3,836.69)	1.97%	1,910	5,737	(1,045)
INVP 4998 Allegro Upgrade to Horizon	4998	08/01/20	G175	1,620,727	3.36%	3,532	7,785	8.63%	9,062	19,971	(3,965.96)	0.00%	-	-	-
INVP 6037 vSSTIG Bandwidth Upgrade (10G)	6037	08/15/20	G020	3,028,320	2.73%	5,677	11,827	7.22%	14,992	31,234	(6,314.50)	1.97%	4,082	8,504	(1,719)
INVP 5545 Learning Interfaces Integration with SAP SuccessF	5545	08/17/20	G020	554,522	2.73%	993	2,166	7.22%	2,624	5,719	(1,139.66)	1.97%	714	1,557	(310)
Mainframe Capacity Upgrade	6026	08/18/20	G020	1,951,687	2.73%	3,697	7,622	7.22%	9,762	20,130	(4,083.26)	1.97%	2,658	5,480	(1,112)
INVP 4802 DocuSign	4802	08/24/20	G116	848,779	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 5636 Storage Capacity Purchase and Configure for Use	5636	08/27/20	G020	4,949,662	2.73%	8,868	19,331	7.22%	23,420	51,051	(10,172.63)	1.97%	6,376	13,899	(2,770)
INVP 5317US Employee Digital Workplace US	5317US	09/02/20	G020	1,400,733	2.73%	1,269	5,470	7.22%	3,350	14,447	(2,431.15)	1.97%	912	3,933	(662)
Copper to Fiber Migration	5721	09/16/20	G020	338,447	2.73%	310	1,212	7.22%	818	3,200	(548.86)	1.97%	223	871	(149)
Physical Security Enhancements	5760	09/16/20	G020	3,622,940	2.73%	3,317	12,970	7.22%	8,759	34,253	(5,875.42)	1.97%	2,385	9,326	(1,600)
INVP 4491 ICE Replacement - O365 Implementation	4491	09/28/20	G020	13,178,551	2.73%	12,064	47,179	7.22%	31,861	124,596	(21,372.03)	1.97%	8,674	33,922	(5,819)
INVP 3614B7 CNI Network Security US	3614B7	09/28/20	G020	1,819,884	2.73%	1,666	6,515	7.22%	4,400	17,206	(2,951.36)	1.97%	1,198	4,684	(804)
INVP 5506 Integration Services	5506	10/26/20	G020	3,493,586	2.73%	3,232	11,370	7.22%	8,536	30,027	(5,267.74)	1.97%	2,324	8,175	(1,434)

Narragansett Electric Company and Narragansett Gas Company d/b/a National Grid  
 IT Service Company Capital allocated to Operating Companies as Rent Expense  
 Post HTY Through November 30, 2020

Project Name	INVP #	Actual In Service Date	Allocation Code	Project To Date Cost	G Allocation	G Rent-Return	G Rent - Depn	E Allocation	E Rent-Return	E Rent - Depn	Less IFA Salary & Wage Allocator	T Allocation	T Rent-Return	T Rent - Depn	Less IFA Salary & Wage Allocator
MA Distributed Solar Charge	5906	10/28/20	C277	674,509	0.00%	-	-	0.00%	-	-	-	0.00%	-	-	-
INVP 5598A Case & Customer Complaint Management Solut	5598A	11/09/20	C175	638,478	3.77%	815	2,866	6.95%	1,502	5,283	(926.75)	0.00%	-	-	-
INVP 5523G Downstate NY PBX Replacement Upgrade	5523G	11/20/20	G020	450,074	2.73%	405	1,846	7.22%	1,070	4,874	(811.92)	1.97%	291	1,327	(221)
INVP 5472US GRC Archer Risk and Migration US	5472US	11/24/20	G020	2,347,438	2.73%	2,195	6,876	7.22%	5,796	18,159	(3,272.18)	1.97%	1,578	4,944	(891)
INVP 5759 UPS Infrastructure	5759	11/30/20	G020	334,411	2.73%	301	1,371	7.22%	795	3,622	(603.27)	1.97%	216	986	(164)
INVP 5878 Dell Discovery	5878	11/30/20	G020	986,270	2.73%	922	2,889	7.22%	2,435	7,629	(1,374.80)	1.97%	663	2,077	(374)
INVP 5777 US IMS Upgrade	5777	11/30/20	G020	444,000	2.73%	415	1,301	7.22%	1,096	3,435	(618.91)	1.97%	298	935	(169)
<b>IT Actuals</b>				<b>373,658,551</b>		<b>464,681</b>	<b>1,451,673</b>		<b>1,243,653</b>	<b>3,765,641</b>	<b>(684,270)</b>		<b>288,498</b>	<b>851,459</b>	<b>(155,718)</b>

Projects closed to Plant-In Service through Q1 of Rate Year 3 Gas Rent Expense \$ 1,916,354	Projects closed to Plant-In Service through Q1 of Rate Year 3 Electric Rent Expense \$ 5,309,263
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**Narragansett Electric Company,  
Narragansett Gas Company and  
Narragansett Electric Company -  
Transmission d/b/a National Grid  
Rate Year 3 Quarter 1  
YTD Actuals vs FY21 IT Investment  
Plan Budget**  
*Amounts in Millions of USD*

**Total Service Company Capital Spending**

Project Name	INVP #	Forecasted In Service Date	Allocation Code	RI Total Percent	Project Inception to March 31, 2020 Spending	FYTD Budget (April 2020 - November 2020)	FYTD Actual (April 2020 - November 2020)	FYTD Variance (April 2020 - November 2020)	FY21 Annual Budget	FYTD Absolute Variance %	YTD Variance Driver
Customer Experience Transformation - Web Self Service	4750J	6/17/2021	C175	10.7%	\$ 8.8	\$ 6.2	\$ 10.8	\$ (4.6)	\$ 6.2	75%	Other
Customer Contact Center / SDC Technology Upgrade Implement Solution	3932	6/30/2021	C175	10.7%	\$ 20.4	\$ 4.4	\$ 3.4	\$ 1.0	\$ 4.4	23%	Other
AMAG HW and SW Upgrade	5466	2/17/2021	G020	9.7%	\$ 1.7	\$ 2.6	\$ 1.8	\$ 0.8	\$ 3.9	32%	Other

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Plan Budget**  
*Amounts in Millions of USD*

**Total Service Company Capital Spending**

Project Name	INVP #	Forecasted In Service Date	Allocation Code	RI Total Percent	Project Inception to March 31, 2020 Spending	FYTD Budget (April 2020 - November 2020)	FYTD Actual (April 2020 - November 2020)	FYTD Variance (April 2020 - November 2020)	FY21 Annual Budget	FYTD Absolute Variance %	YTD Variance Driver
US Control-Transmission Outage Application (iTOA) Upgrade to HTML 5 Web	4483	6/1/2021	G185	12.2%	\$ 0.3	\$ 2.9	\$ 1.6	\$ 1.4	\$ 3.6	47%	Other
Customer Connection Program	5125	3/31/2021	C175	10.7%	\$ -	\$ 1.7	\$ 0.9	\$ 0.7	\$ 2.5	44%	COVID
Blackline: US Implementation	5380A	4/19/2021	G020	9.7%	\$ -	\$ 0.7	\$ 0.0	\$ 0.7	\$ 2.1	95%	Other
New Storms Respose Management System Implementaition	5274A	12/31/2021	G148	10.3%	\$ -	\$ 0.6	\$ -	\$ 0.6	\$ 1.8	100%	Other
Bill Print and Bill Composition Implementation	5345B	3/4/2022	C175	10.7%	\$ 0.3	\$ 1.0	\$ 0.6	\$ 0.4	\$ 1.5	39%	Commercial Negotiation Delays
EMS Lifecycle Hardware and Software Upgrade	4914	5/12/2020	T186	7.6%	\$ 15.8	\$ 1.5	\$ 1.4	\$ 0.1	\$ 1.5	8%	N/A +/- 10%
Personalization	4750K	6/30/2021	C175	10.7%	\$ -	\$ 1.0	\$ 1.7	\$ (0.6)	\$ 1.2	62%	Other

**Narragansett Electric Company,  
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Rate Year 3 Quarter 1  
YTD Actuals vs FY21 IT Investment  
Plan Budget**  
*Amounts in Millions of USD*

**Total Service Company Capital Spending**

Project Name	INVP #	Forecasted In Service Date	Allocation Code	RI Total Percent	Project Inception to March 31, 2020 Spending	FYTD Budget (April 2020 - November 2020)	FYTD Actual (April 2020 - November 2020)	FYTD Variance (April 2020 - November 2020)	FY21 Annual Budget	FYTD Absolute Variance %	YTD Variance Driver
Other Business Programs and Projects					\$ 24.2	\$ 13.6	\$ 38.8	\$ (25.2)	\$ 17.3		
<b>Total Business Programs and Projects</b>					<b>\$ 71.4</b>	<b>\$ 36.2</b>	<b>\$ 60.9</b>	<b>\$ (24.7)</b>	<b>\$ 46.0</b>	<b>68.3%</b>	
Identity and Access Management	5870	3/31/2021	G020	9.7%	\$ -	\$ 3.5	\$ 6.2	\$ (2.7)	\$ 10.4	100%	Activities/Work Accelerated
Capitalized equipment installs/replacement **	3617	3/31/2021	G020	9.7%	\$ 26.8	\$ 4.7	\$ 0.6	\$ 4.0	\$ 7.0	86%	Other
SOAR - Security Orchestration Automation and Response	3683USN	3/31/2021	G020	9.7%	\$ 0.9	\$ 3.2	\$ 3.5	\$ (0.3)	\$ 4.7	10%	Scope Increase
Malware Defense - System Hardening	5702USC	3/31/2021	G020	9.7%	\$ 2.2	\$ 3.2	\$ 1.5	\$ 1.7	\$ 3.6	52%	COVID
Annual HR & Payroll Mandatory Service Pack Upgrade (HRSP) FY21	5690	12/12/2020	G020	9.7%	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	N/A +/- 10%
MyHub Compliance & Enhancements	5158	11/5/2021	G020	9.7%	\$ -	\$ 0.4	\$ 1.3	\$ (0.9)	\$ 1.3	197%	Activities/Work Accelerated
DMS Replacement - Delivery	4408	6/19/2020	G149	9.8%	\$ 12.5	\$ 1.3	\$ 1.7	\$ (0.5)	\$ 1.3	36%	Scope Increase



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Plan Budget  
Amounts in Millions of USD

**Total Service Company Capital Spending**

Project Name	INVP #	Forecasted In Service Date	Allocation Code	RI Total Percent	Project Inception to March 31, 2020 Spending	FYTD Budget (April 2020 - November 2020)	FYTD Actual (April 2020 - November 2020)	FYTD Variance (April 2020 - November 2020)	FY21 Annual Budget	FYTD Absolute Variance %	YTD Variance Driver
Malware Defense - Endpoint Protection	5702USA	1/19/2021	G020	9.7%	\$ 2.3	\$ 1.1	\$ 0.3	\$ 0.8	\$ 1.2	71%	Accounting Changes - Reclass to/from Other INVP
Network Security Improvements	3683USH	12/31/2021	G020	9.7%	\$ -	\$ 0.5	\$ 0.7	\$ (0.2)	\$ 0.8	33%	Scope Increase
Data Protection	5820	N/A	G020	9.7%	\$ -	\$ 0.3	\$ -	\$ 0.8		100%	Other
Other Regulatory, Legal and Compliance Mandates					\$ 21.3	\$ 16.1	\$ 7.7	\$ 8.6	\$ 33.3		
<b>Total Regulatory, Legal and Compliance Mandates</b>					<b>\$ 66.0</b>	<b>\$ 34.2</b>	<b>\$ 23.6</b>	<b>\$ 10.5</b>	<b>\$ 64.4</b>	<b>30.9%</b>	
Substation Network Connectivity & Comms	5846	3/31/2021	G020	9.7%	\$ 2.6	\$ 6.3	\$ 4.4	\$ 1.9	\$ 9.5	30%	Other
Infrastructure Remediation & Lifecycle Refresh	5873	N/A	G020	9.7%	\$ -	\$ 2.4	\$ -	\$ 2.4	\$ 7.2	100%	Other
SOE (Windows) Upgrade and Device Refresh	4987	7/31/2021	G020	9.7%	\$ 12.3	\$ 5.9	\$ 4.5	\$ 1.4	\$ 6.7	24%	COVID
Nucleus Project	5905	2/22/2021	C175	9.7%	\$ 2.3	\$ 4.4	\$ 6.8	\$ (2.4)	\$ 6.7	54%	COVID
On My Way (EBU Digital Solution)	5912	1/29/2021	G198	15.7%	\$ 2.2	\$ 5.6	\$ 8.1	\$ (2.5)	\$ 6.3	45%	COVID

Narragansett Electric Company,  
Narragansett Gas Company and  
Narragansett Electric Company -  
Transmission d/b/a National Grid  
Rate Year 3 Quarter 1  
YTD Actuals vs FY21 IT Investment  
Plan Budget  
Amounts in Millions of USD

**Total Service Company Capital Spending**

Project Name	INVP #	Forecasted In Service Date	Allocation Code	RI Total Percent	Project Inception to March 31, 2020 Spending	FYTD Budget (April 2020 - November 2020)	FYTD Actual (April 2020 - November 2020)	FYTD Variance (April 2020 - November 2020)	FY21 Annual Budget	FYTD Absolute Variance %	YTD Variance Driver
Infrastructure New Capability - (Cloud Center of Excellence (CCoE))	5874	7/30/2021	G020	9.7%	\$ -	\$ 1.9	\$ 0.5	\$ 1.4	\$ 5.7	72%	Other
WAN Infrastructure Program	5868	3/31/2021	G020	9.7%	\$ -	\$ 2.5	\$ -	\$ 2.5	\$ 4.6	100%	Accounting Changes - Reclass to/from Other INVP
Managed Networks	5838	3/31/2021	G020	9.7%	\$ 12.4	\$ 3.9	\$ 6.2	\$ (2.4)	\$ 4.3	62%	Scope Increase
Network Security Infrastructure Program	5867	3/31/2021	G020	9.7%	\$ -	\$ 2.0	\$ -	\$ 2.0	\$ 3.6	100%	Internal Resource Constraint
Primavera Upgrade/Stabilization	4990	4/30/2021	X148	8.1%	\$ 3.0	\$ 3.0	\$ 3.0	\$ (0.0)	\$ 3.0	1%	Scope Complexity
Other Technology/Infrastructure Foundation and Reliability					\$ 46.6	\$ 11.9	\$ 10.5	\$ 1.4	\$ 15.1		
<b>Total Technology/Infrastructure Foundation and Reliability</b>					<b>\$ 81.5</b>	<b>\$ 49.8</b>	<b>\$ 44.1</b>	<b>\$ 5.7</b>	<b>\$ 72.5</b>	<b>11.4%</b>	
Project Efficiencies	Efficiencies					\$ (2.8)	\$ -	\$ (2.8)	\$ (4.2)		
Plan Forward	PFWD	Various	G020	9.7%	\$ -	\$ -	\$ -	\$ -	\$ 35.8	0%	COVID
<b>TOTAL Core IT Capital Investment</b>					<b>\$ 218.9</b>	<b>\$ 117.4</b>	<b>\$ 128.7</b>	<b>\$ (11.3)</b>	<b>\$ 214.5</b>	<b>9.6%</b>	
Business Funded Projects									34.0		

Narragansett Electric Company,  
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Rate Year 3 Quarter 1  
YTD Actuals vs FY21 IT Investment  
Plan Budget  
Amounts in Millions of USD

**Total Service Company Capital Spending**

Project Name	INVP #	Forecasted In Service Date	Allocation Code	RI Total Percent	Project Inception to March 31, 2020 Spending	FYTD Budget (April 2020 - November 2020)	FYTD Actual (April 2020 - November 2020)	FYTD Variance (April 2020 - November 2020)	FY21 Annual Budget	FYTD Absolute Variance %	YTD Variance Driver
<b>FY21 CAPITAL INVESTMENT PLAN TOTALS</b>					\$ 218.9	\$ 117.4	\$ 128.7	\$ (11.3)	\$ 248.5	9.6%	

\*\* This is a program of work.

**Narragansett Electric Company, Narragansett Gas Company and Narragansett Electric Company - Transmission d/b/a National Grid  
Projects not continuing in Rate Year 3 Quarter 1  
Rate Year 3 Quarter 1 (September 1, 2020 - November 30, 2020)**

*Amounts in Millions of USD*

Project Name	INVP #	Forecasted In Service Date	Allocation Code	RI Total Percent	Total Service Company Spending			
					FYTD 21 Budget	FYTD 21 Actual	FYTD 21 Variance	FY 21 Budget
<u>Business Programs and Projects</u>								
<b>Total Business Programs and Projects</b>					<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<u>Regulatory, Legal and Compliance Mandates</u>								
KEDNY Rate Case for Green Gas Initiative (CRIS)	5723A					(0.1)	0.1	
<b>Regulatory, Legal and Compliance Mandates</b>					<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>0.0</b>
<u>Technology/Infrastructure Foundation and Reliability</u>								
<b>Total Technology/Infrastructure Foundation and Reliability</b>					<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Projects not continuing in RY3 Q1 Total</b>					<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0.1</b>	<b>\$ -</b>

**Narragansett Electric Company, Narragansett Gas Company and Narragansett Electric Company - Transmission d/b/a National Grid  
New Capital Investment Demand not on FY21 Plan  
Rate Year 3 Quarter 1 (September 1, 2020 - November 30, 2020)**

*Amounts in Millions of USD*

Project Name	INVP #	Forecasted In Service Date	Allocation Code	RI Total Percent	TOTAL SERVICE COMPANY SPENDING			
					FYTD 21 Budget	FYTD 21 Actual	FYTD 21 Variance	FY21 Budget
STORMS Extended Performance	6051	5/31/2021	G160	16%	-	1.1	1.1	-
FCP Upgrade for CSS - Plan Forward	6066	5/31/2021	C434	15%	-	0.3	0.3	-
Stabilization of Critical Gas Legacy Applications (ePermits)	5785C	5/31/2021	G385	0%	-	0.1	0.1	-
Interface MyHub To OnBoard LMS OQ External Site	5788D	4/30/2021	G210	8%	-	0.2	0.2	-
Stabilization of Critical Gas Legacy Applications (CWQ)	5789C	1/31/2021	C239	0%	-	0.1	0.1	-
Application Lifecycle Management Toolset Phase 2	5901B	3/31/2021	G020	10%	-	0.3	0.3	-
Data Mgmt_ Tooling	5917A	3/31/2021	G020	10%	-	0.0	0.0	-
US SAP: Infrastructure Landscape FY21	5605	4/1/2020	G020	10%	-	2.8	2.8	-
US SAP Minor Enhancements	5919	4/1/2020	G020	10%	-	0.3	0.3	-
Customer Billing COVID Transition	6032	3/31/2021	C175	11%	-	0.1	0.1	-
F&A and Implementation - Vision FM Replacement	3870A	6/30/2021	G020	10%	-	0.5	0.5	-
Pension Administrator Replacement	5841A	5/31/2021	G020	10%	-	0.2	0.2	-
US SAP_ GRC Upgrade	5842A	6/30/2021	G020	10%	-	0.1	0.1	-
SAP Platform Upgrade: OS and Databases	5843A	6/30/2021	G020	10%	-	0.8	0.8	-
<b>Total Business Programs and Projects</b>					<b>0.0</b>	<b>7.0</b>	<b>7.0</b>	<b>0.0</b>
Global VM Enterprise	5940	1/31/2021	G020	10%	-	0.0	0.0	-
OS/soft software licensing fulfillment	4673A	3/29/2021	G327	11%	-	1.1	1.1	-
Network Security US	5850US	3/31/2021	G020	10%	-	1.0	1.0	-
Intrusion Detection System and Intrusion Prevention System US	5850USD	3/31/2021	G020	10%	-	0.0	0.0	-
<b>Total Regulatory, Legal and Compliance Mandates</b>					<b>0.0</b>	<b>2.1</b>	<b>2.1</b>	<b>0.0</b>
Pure Technical Debt Remediation	5876	3/31/2021	G020	10%	-	0.2	0	-

**Narragansett Electric Company, Narragansett Gas Company and Narragansett Electric Company - Transmission d/b/a National Grid  
New Capital Investment Demand not on FY21 Plan  
Rate Year 3 Quarter 1 (September 1, 2020 - November 30, 2020)**

*Amounts in Millions of USD*

Project Name	INVP #	Forecasted In Service Date	Allocation Code	RI Total Percent	TOTAL SERVICE COMPANY SPENDING			
					FYTD 21 Budget	FYTD 21 Actual	FYTD 21 Variance	FY21 Budget
Microsoft Teams	5981	5/15/2020	G020	10%	-	0.5	1	-
Security Operations Services (SOS)	6018	3/31/2021	G020	10%	-	0.0	0	-
SD WAN FY21 Expansion	6046	6/30/2021	G020	10%	-	2.1	2	-
Migration to IBM P9	6050	2/22/2021	G020	10%	-	0.1	0	-
VMO Validation Phase	6073	4/30/2023	C198	14%	-	1.4	1	-
FutureNow Validation Phase	6076	2/29/2024	G198	16%	-	1.9	2	-
6088 - IBM P8 Digital Asset Build	6088	3/31/2021	G020	10%	-	0.1	0	-
HCI Lite Design & Deployment	6117	3/31/2021	G020	10%	-	0.0	0	-
Data Centre Decommission Melville Discovery	4377B	7/31/2020	G020	10%	-	0.0	0	-
Device Refresh & Break/Fix	5886B	12/31/2020	G020	10%	-	3.0	3	-
Hosting Infrastructure Refresh to HCI	6049	2/26/2021	G020	10%	-	1.7	2	-
Control Room Event Recording	5889A	6/30/2021	G181	0%	-	0.3	0	-
Cloud API Migrations Phase 2	5899A	8/31/2021	G020	10%	-	0.3	0	-
ServiceNow Upgrade to version Orlando	5900A	3/31/2021	G020	10%	-	0.1	0	-
<b>Total Technology/Infrastructure Foundation and Reliability</b>					<b>0.0</b>	<b>11.8</b>	<b>11.8</b>	<b>0.0</b>
<b>FY21 NEW DEMAND CAPITAL INVESTMENT TOTALS</b>					<b>\$ 0.0</b>	<b>\$ 20.9</b>	<b>\$ 20.9</b>	<b>\$ 0.0</b>

**Narragansett Electric Company, Narragansett Gas Company and Narragansett Electric Company - Transmission d/b/a National Grid  
Fiscal Year 2021 (April 2020 - November 2020)**

**Budget Exception Reporting**

*Amounts in Millions of USD*

**Impact of Budget Exceptions on FY21 Capital Plan Categories**

<b>Investment Category</b>	<b>Budget Exception Amt \$M</b>
Business Programs and Projects	<i>6.004</i>
Regulatory, Legal, and Compliance Mandates	<i>(4.186)</i>
Technology/Infrastructure Foundation and Reliability CIO Budget Exception	<i>-</i>
<b>Total</b>	<b><u><u>(0.000)</u></u></b>

**Top 10 Projects in each Investment Plan Category Impacted by Budget Exceptions**

<b>Investment Category</b>	<b>INVP #</b>	<b>Project Name</b>	<b>Budget Exception Amt \$M</b>	<b>% change to FY21 Budget</b>	<b>Driver for Budget Exception Request</b>
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*Business Programs and Projects*

4750J	Customer Experience Transformation - Web Self Service	8.660	141%	Budget Exception Fund Transfer to support mid-year IT budget reset
3932	Customer Contact Center / SDC Technology Upgrade Implement Solution	-1.130	-26%	Budget Exception Fund Transfer to support mid-year IT budget reset
5466	AMAG HW and SW Upgrade	-0.340	-9%	Budget Exception Fund Transfer to support mid-year IT budget reset
4483	US Control-Transmission Outage Application (iTOA) Upgrade to HTML 5 Web	-0.340	-9%	Budget Exception Fund Transfer to support mid-year IT budget reset
5125	Customer Connection Program	0.000	0%	Budget Exception Fund Transfer to support mid-year IT budget reset
5380A	Blackline: US Implementation	-2.960	-144%	Budget Exception Fund Transfer to support mid-year IT budget reset
5274A	New Storms Respose Management System Implementaiton	-0.570	-31%	Budget Exception Fund Transfer to support mid-year IT budget reset
5345B	Bill Print and Bill Composition Implementation	0.110	7%	Budget Exception Fund Transfer to support mid-year IT budget reset
4914	EMS Lifecycle Hardware and Software Upgrade	-0.140	-9%	Budget Exception Fund Transfer to support mid-year IT budget reset
4750K	Personalization	0.364	21%	Budget Exception Fund Transfer to support mid-year IT budget reset
	Other Buisness Programs and Projects	<u>2.350</u>		
		<u>6.004</u>		<b>Net Category Impact</b>

*Regulatory, Legal and Compliance Mandates*

5870	Identity and Access Management	1.120	11%	Budget Exception Fund Transfer to support mid-year IT budget reset
3617	Capitalized equipment installs/replacement **	-6.900	-99%	Budget Exception Fund Transfer to support mid-year IT budget reset
3683USN	SOAR - Security Orchestration Automation and Response	1.370	29%	Budget Exception Fund Transfer to support mid-year IT budget reset
5702USC	Malware Defense - System Hardening	-1.440	-40%	Budget Exception Fund Transfer to support mid-year IT budget reset

Narragansett Electric Company, Narragansett Gas Company and Narragansett Electric Company - Transmission d/b/a National Grid  
Fiscal Year 2021 (April 2020 - November 2020)

Budget Exception Reporting

Amounts in Millions of USD

Impact of Budget Exceptions on FY21 Capital Plan Categories

Investment Category	Budget Exception Amt \$M
Business Programs and Projects	6.004
Regulatory, Legal, and Compliance Mandates	(4.186)
Technology/Infrastructure Foundation and Reliability CIO Budget Exception	(1.818)
	-
<b>Total</b>	<b>(0.000)</b>

Top 10 Projects in each Investment Plan Category Impacted by Budget Exceptions

Investment Category	INVP #	Project Name	Budget Exception Amt \$M	% change to FY21 Budget	Driver for Budget Exception Request
	5609	Annual HR & Payroll Mandatory Service Pack Upgrade (HRSP) FY21	-3.250	-234%	Budget Exception Fund Transfer to support mid-year IT budget reset
	5158	MyHub Compliance & Enhancements	1.250	96%	Budget Exception Fund Transfer to support mid-year IT budget reset
	4408	DMS Replacement - Delivery	0.290	23%	Budget Exception Fund Transfer to support mid-year IT budget reset
	5702USA	Malware Defense - Endpoint Protection	-0.930	-77%	Budget Exception Fund Transfer to support mid-year IT budget reset
	3683USH	Network Security Improvements	0.004	0%	Budget Exception Fund Transfer to support mid-year IT budget reset
	5820	Data Protection	-0.582	100%	Budget Exception Fund Transfer to support mid-year IT budget reset
		Other Regulatory, Legal and Compliance Mandates	4.882		
			<u>-4.186</u>		<b>Net Category Impact</b>
<i>Technology/Infrastructure Foundation and Reliability</i>					
	5846	Substation Network Connectivity & Comms	2.110	23%	This investment will provide the National Grid resource/vendor costs to support ATOS in implementing their Managed Workspace Services Transition and Transformation Program. Money moved to 6114
	5873	Infrastructure Remediation & Lifecycle Refresh	-7.170	-100%	Budget Exception Fund Transfer to support mid-year IT budget reset
	4987	SOE (Windows) Upgrade and Device Refresh	-0.931	-14%	Budget Exception Fund Transfer to support mid-year IT budget reset
	5905	Nucleus Project	2.570	39%	Budget Exception Fund Transfer to support mid-year IT budget reset
	5912	On My Way (EBU Digital Solution)	3.300	52%	Budget Exception Fund Transfer to support mid-year IT budget reset
	5874	Infrastructure New Capability - (Cloud Center of Excellence (CCoE))	-4.599	-81%	This project will implement a new back up storage solution to replace the current Tivoli Storage Manager (TSM) in National Grid's DXC hosted data centers. Money moved to 6106
	5868	WAN Infrastructure Program	-4.550	-100%	Budget Exception Fund Transfer to support mid-year IT budget reset



Narragansett Electric Company, Narragansett Gas Company and Narragansett Electric Company - Transmission d/b/a National Grid  
Fiscal Year 2021 (April 2020 - November 2020)

**Budget Exception Reporting**

Amounts in Millions of USD

**Impact of Budget Exceptions on FY21 Capital Plan Categories**

Investment Category	Budget Exception Amt \$M
Business Programs and Projects	6.004
Regulatory, Legal, and Compliance Mandates	(4.186)
Technology/Infrastructure Foundation and Reliability	(1.818)
CIO Budget Exception	-
<b>Total</b>	<b>(0.000)</b>

**Top 10 Projects in each Investment Plan Category Impacted by Budget Exceptions**

Investment Category	INVP #	Project Name	Budget Exception Amt \$M	% change to FY21 Budget	Driver for Budget Exception Request
	5838	Managed Networks	8.183	188%	Budget Exception Fund Transfer to support mid-year IT budget reset
	5867	Network Security Infrastructure Program	-1.875	-53%	Budget Exception Fund Transfer to support mid-year IT budget reset
	4990	Primavera Upgrade/Stabilization	0.470	16%	Budget Exception Fund Transfer to support mid-year IT budget reset
		Other Technology/Infrastructure Foundation and Reliability	0.674		<b>Net Category Impact</b>
			<u>-1.818</u>		
<b>Total</b>			<u>\$ -</u>		

Programs with \* consist of several individual projects.

Certificate of Service

I hereby certify that a copy of the cover letter and any materials accompanying this certificate was electronically transmitted to the individuals listed below.

The paper copies of this filing are being hand delivered to the Rhode Island Public Utilities Commission and to the Rhode Island Division of Public Utilities and Carriers.

\_\_\_\_\_  
Joanne M. Scanlon

January 29, 2021  
Date

**National Grid Docket No. 4770 (Rate Application) & Docket No. 4780 (PST)  
Combined Service list updated 12/2/2020**

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