

Division 21-1

Request:

Please refer to Attachment PUC 1-21, and provide the following:

- a. An explanation and supporting documentation for each expense line item for each originating company by G/L Account – Key and Cost Type.
- b. Provide an Excel spreadsheet that shows the expenses allocated or assigned to the Company from each of its affiliates for the Test Year end June 30, 2017, and comparable twelve-month totals for July 1, 2014 through June 30, 2015 and July 1, 2015 through June 30, 2016

Response:

- a. Please refer to Attachment DIV 21-1. The Cost Element - Text and G/L Account - Text provides additional explanation of the information initially provided in Attachment PUC 1-21.
- b. Please refer to Attachment DIV 21-1 for the expenses from the Company allocated or assigned to any of its affiliates for the Test Year end June 30 2017, and comparable twelve-month totals for July 1, 2014 through June 30, 2015 and July 1, 2015 through June 30, 2016, respectively.

Division 21-2

Request:

Please refer to Attachment PUC 1-22, and provide the following:

- a. An explanation and supporting documentation for each expense line item for each originating company by G/L Account – Key and Cost Type.
- b. Provide an Excel spreadsheet that shows the expenses allocated or assigned to the Company from each of its affiliates for the Test Year end June 30, 2017, and comparable twelve-month totals for July 1, 2014 through June 30, 2015 and July 1, 2015 through June 30, 2016.

Response:

- a. Please refer to Attachment DIV 21-2. The Cost Element - Text and G/L Account - Text provides additional explanation of the information initially provided in Attachment PUC 1-22.
- b. Please refer to Attachment DIV 21-2 for the expenses to the Company allocated or assigned from any of its affiliates.

Division 21-3

Request:

Please refer to the Company's response to PUC 1-26 and Attachments PUC 1-26-1, PUC 1-26-2, and PUC 1-26-3, and provide an Excel spreadsheet that shows subaccounts, titles to the subaccounts, and balances of the subaccounts for each of the following twelve-month periods in successive columns:

- a. Twelve-month period ended December 31, 2014;
- b. Twelve-month period ended December 31, 2015;
- c. Twelve-month period ended December 31, 2016;
- d. Twelve-month period ended December 31, 2017 (estimates in place of actuals where necessary with a note explaining what period and for what line items any estimates are used); and
- e. Test year, which is the twelve-month period ending June 30, 2017.

Response:

Please refer to Attachment DIV 21-3 for items a. to e.

Division 21-4

Request:

Please refer to the Company's response to PUC 1-28, and please explain how much of the cost in the Rate Year related to these bonuses drives the rate increase.

Response:

The pre-filed direct testimony of Company Witness Maureen P. Heaphy (Bates Page 69 of Book 1) explains that the variable pay plan is part of an employee's normal, total compensation amount and does not constitute "bonus" pay.

Schedule MAL-12 shows a total of \$5,091,459 of Test Year O&M variable pay, normalized to target payout amounts, including other miscellaneous adjustments. This is shown in the pre-filed direct testimony of Company Witness Melissa A. Little (Bates Pages 24-26 of Book 8) and on Schedule MAL-12, Pages 6 and 7, Line 6(f), and Pages 8 through 11, Line 8(f) (Bates Pages 141-146 of Book 9).

Please note that the variable pay included in the \$5,091,459 shown on Schedule MAL-12 is not the total cost of variable pay to the Company. In making its initial filing on November 27, 2017, the Company has already removed the portion of variable pay that will be paid out to employees in relation to financial metrics from the Test Year amount, consistent with the Public Utilities Commission's decision in Docket No. 4065 (as described in Ms. Little's testimony, Bates Page 37 of Book 8). The resulting *non-financial* variable pay wages charged to O&M are escalated by the same wage increase applied to base wages, as shown on Schedule MAL-12, Pages 6 and 7, Lines 34, 36, and 37, and Pages 8 through 11, Lines 38, 40, and 41 (Bates Pages 141-146 of Book 9), to arrive at \$4,735,426 of Rate Year O&M variable pay.

Please note that, subsequent to the filing of the Company's application on November 27, 2017, the Company discovered that it inadvertently did not remove the remaining components of variable pay for Band A employees (*i.e.*, amounts associated with individual and corporate objective components), as is indicated in Ms. Heaphy's testimony (Bates Page 64 of Book 1). This adjustment will reduce Rate Year O&M variable pay by an additional \$195,755 and will be reflected in the Company's next revenue requirement submission.

Division 21-5

Request:

Please refer to the Company's response to PUC 1-52 and Attachments PUC 1-52-3 and PUC 1-52-4 that provide a detailed breakdown of year-end balances of miscellaneous deferred debits, and respond to the following:

- a. Provide an Excel spreadsheet that shows each of the following twelve-month periods in successive columns:
 - i. Twelve-month period ended December 31, 2014;
 - ii. Twelve-month period ended December 31, 2015;
 - iii. Twelve-month period ended December 31, 2016;
 - iv. Twelve-month period ended December 31, 2017 (estimates in place of actuals where necessary with a note explaining what period and for what line items any estimates are used); and
 - v. Test year, which is the twelve-month period ending June 30, 2017.
- b. Explain in detail what costs are being recorded under line numbers 73 (Prelim. Survey and Investigation Charges (Electric) (183)) and 74 (Preliminary Natural Gas Survey and Investigation Charges (183.1)).

Response:

- a.
 - i.- v. Please refer to Attachment DIV 21-5 for the balance of miscellaneous deferred debits for the period ended December 31, 2014, 2015, 2016, 2017, and test year ended June 30, 2017, and successive columns of all these years..
- b. Account 183 (Electric Segment) & 183.1 (Gas Segment) are Preliminary Survey & Investigation accounts that are used to account for a feasibility study before construction begins. This account is typically used on large/major projects. This account shall be charged with all expenditures for preliminary surveys, plans, investigations, etc., made for the purpose of determining the feasibility of utility projects under contemplation. Labor, contractor, and consulting costs that are associated with the feasibility study are most commonly found in these accounts (other charges are also allowed). If construction results, this account shall be credited and the appropriate utility plant account charged. If the work is abandoned, the charge shall be made to account 426.5, Other Deductions, or to the appropriate operating expense account.

NECO-Consolidated Co. 5360
Miscellaneous Deffered Debits (Account 186)

Account Description	SAP Acct	12/31/2014	12/31/2015	12/31/2016	12/31/2017	Test Year
Suspense-KeySpan	1866650	6,920		(7,569)		2,777
Def Dr-Cash Overs&Shorts	1866100	1,965	(46,736)	55,138		8,725
Cash Over/Shorts		8,885	(46,736)	47,569	-	11,502
KS-Deriv Gas Cont-Reg-LT	1865625					
Construction Advance	1866130	17,961	19,872	11,223		9,053
HSBC-Virtual Card-Outgoing PIF	1866350					248,844
Suspense Ack-CSS	1866610	77,163	513,131.27			
Misc Def Dr-Exp Property Sales	1869700	111,434	365			
Miscellaneous Deferral Debits FERC Acct	1860000		*	3,293,634		
TOTAL		215,443	486,632	3,352,427	-	269,399

Note 1

As of December 31, 2017, the balances for accounts 1866650, 1866100, 1866130, and 1860000 were in credit positions so the accounts were reclassified to FERC account 253.

Note 2

* The balance consists of the following:

HSBC - Virtual Card Outgoing PIF	(160,400.48)
FIN48 BS & PL Removal	3,497,288.26
Texton Billing Adjustments	(43,252.85)
Total *	3,293,634.93

Division 21-6

Request:

Please refer to the Company's response to PUC 1-54 and Attachments PUC 1-54-1, PUC 1-54-2, and PUC 1-54-3 that provide a detailed breakdown of year-end balances of other deferred credits, and provide an Excel spreadsheet that shows each of the following twelve-month periods in successive columns:

- a. Twelve-month period ended December 31, 2014;
- b. Twelve-month period ended December 31, 2015;
- c. Twelve-month period ended December 31, 2016;
- d. Twelve-month period ended December 31, 2017 (estimates in place of actuals where necessary with a note explaining what period and for what line items any estimates are used); and
- e. Test year, which is the twelve-month period ending June 30, 2017.

Response:

- a.-e. Please refer to Attachment DIV 21-6 for an Excel spreadsheet that provides the balance of other deferred credits for the period ended December 31, 2014, 2015, 2016, 2017, and test year ended June 30, 2017, in successive columns.

Division 21-7

Request:

Please refer to the Company's response to PUC 1-55 and Attachments PUC 1-55-1 and PUC 1-55-2 and provide an Excel spreadsheet that shows itemized and quantified cost of National Grid and the Company's outside services employed for each of the following twelve-month periods in successive columns:

- a. Twelve-month period ended December 31, 2014;
- b. Twelve-month period ended December 31, 2015;
- c. Twelve-month period ended December 31, 2016;
- d. Twelve-month period ended December 31, 2017 (estimates in place of actuals where necessary with a note explaining what period and for what line items any estimates are used); and
- e. Test year, which is the twelve-month period ending June 30, 2017.

Response:

Please see Attachment DIV 21-7 for the requested information.

Division 21-8

Request:

Please refer to the Company's response to PUC 1-74 and Attachments PUC 1-74-1, PUC 1-74-2, and PUC 1-74-3, and provide an Excel spreadsheet that shows the corporate charges from the National Grid US Service Company and National Grid Engineering Services to Narragansett Electric Company by Natural Account and Natural Account Description for each of the following twelve-month periods in successive columns:

- a. Twelve-month period ended December 31, 2014;
- b. Twelve-month period ended December 31, 2015;
- c. Twelve-month period ended December 31, 2016;
- d. Twelve-month period ended December 31, 2017 (estimates in place of actuals where necessary with a note explaining what period and for what line items any estimates are used); and
- e. Test year, which is the twelve-month period ending June 30, 2017.

Response:

Please see Attachment DIV 21-8 for the requested information.

Division 21-9

Request:

Please refer to the Company's response to PUC 1-75 and Attachment PUC 1-75-1, and provide an Excel spreadsheet that shows the outside services charged from National Grid and National Grid USA Service Company, Inc. that were allocated or assigned to the Company by Receiving company code, Sending company code, Natural account and Natural Account Description for each of the following twelve-month periods in successive columns:

- a. Twelve-month period ended December 31, 2014;
- b. Twelve-month period ended December 31, 2015;
- c. Twelve-month period ended December 31, 2016;
- d. Twelve-month period ended December 31, 2017 (estimates in place of actuals where necessary with a note explaining what period and for what line items any estimates are used); and
- e. Test year, which is the twelve-month period ending June 30, 2017.

Response:

Please see Attachment DIV 21-9 for the requested information.

Division 21-10

Request:

Please refer to the Company's response to DIV 3-17, and please explain if there have been any changes to its capitalization policies since the Company's last base rate case (Docket 4323).

Response:

No. There have not been any changes to the capitalization policies since the Company's last general rate case (Docket No. 4323).

Division 21-11

Request:

The Company states in its response to PUC 4-20, it “believes that there is an opportunity to eliminate any bias towards capitalization and encourage greater use of software, platform, and infrastructure as a service arrangement through the granting of rate base treatment to prepaid lease contracts.”

- a. Is the Company proposing rate base treatment for prepaid lease contracts associated with its IT implementations in the instant case?
- b. If yes, please indicate which line items in the gas and electric revenue requirements reflect such an approach and the total impact on the rate request for the rate and data years.
- c. If no, please indicate which expense items in the gas and electric revenue requirements for the rate year and data years are associated with IT lease contracts that, under the New York Public Service Commission ruling referenced in the response, would be eligible for rate base treatment. Under such a scenario what would be the net impact to the rate and data year rate requests?
- d. How has the Company implemented its IT strategy to eliminate any bias towards capitalization?

Response:

- a. National Grid has not included any Software as a Service (SaaS) prepaid contracts related to Workpaper 6a-6c Service Company Rents because the vast majority of these contracts have been established as annual subscriptions and are accounted for through Run The Business operation and maintenance (O&M) costs.
- b. No SaaS prepayments have been reflected on Workpaper 6a-6c Service Company Rents.
- c. There was a prepayment of \$4,089,749.42 made for Office 365 Desktop Operating System for a three-year period. The Company should have treated this prepayment as a rate base item on the Service Company Rent Expense workpaper, the incremental impact to the rate year and data year rate requests for Narragansett Electric and Narragansett Gas would be the calculation of the return component as depicted in the table below:

The Narragansett Electric Company
d/b/a National Grid
RIPUC Docket No. 4770
Responses to Division's Twenty-First Set of Data Requests
Issued February 2, 2018

Gas Summary	Return	Depreciation	Total
Rate Year Ended 08/31/19	\$11,875	\$38,853	\$50,727
Data Year 1 Ended 08/31/20	\$4,385	\$38,853	\$43,237
Data Year 2 Ended 08/31/21	\$6,851	\$38,853	\$45,703
Total	\$23,110	\$116,558	\$139,668

13.66%

Electric Summary	Return	Depreciation	Less IFA Salary and Wage Allocator	Total
Rate Year Ended 08/31/19	\$34,875	\$114,104	\$20,350	\$128,628
Data Year 1 Ended 08/31/20	\$12,877	\$114,104	\$17,346	\$109,635
Data Year 2 Ended 08/31/21	\$20,120	\$114,104	\$18,335	\$115,889
Total	\$67,871	\$342,312	\$56,031	\$354,152

The Company will include this adjustment to Service Company rent expense in a subsequent update to the gas and electric revenue requirement calculations.

- d. National Grid's strategy with regard to SaaS contracts was previously discussed in the Company's response to PUC 4-20, a copy of which is provided as Attachment DIV 21-11 for ease of reference. National Grid agrees with the sentiments expressed in the New York Public Service Commission (PSC) ruling that, under the appropriate circumstances, and for certain applications, "rather than developing their own software, many businesses find it more efficient to enter contracts to lease software services over extended periods, typically three to five years," the PSC determined." To the extent that these leases are prepaid, the unamortized balance of the prepayment can be included in rate base and earn a return. As utilities evaluate whether to purchase or lease these applications, their ability to earn a return on a portion of the lease investment should help to eliminate any capital bias that could affect that decision. In addition, prepayment arrangements generally carry

with them a financial discount which, in addition to these services providing customers with access to the latest technology in an efficient manner, also provides a financial incentive.

PUC 4-20

Request:

Has National Grid considered the use of cloud computing in lieu of Company operated data centers?

Response:

Yes. National Grid is adopting a hybrid cloud strategy, which will enable National Grid to locate information technology workloads in the most optimal environment. This will result in workloads being distributed across a mixture of public and private cloud environments. Traditional data center hosting services will continue to be used for workloads that do not lend themselves to either public or private cloud architecture.

This strategy and approach will provide National Grid with greater flexibility and speed in how services are provisioned while utilizing cost optimization opportunities that modern cloud architectures provide, such as advanced metering services functionality.

The cloud architectures also provides increased agility by connecting National Grid to modern, highly scalable, and elastic infrastructure, which will enable National Grid to adapt rapidly to changes in demand. The service providers maintain the underlying infrastructure, so the infrastructure will always be secure and current from a supportability perspective.

National Grid has already developed public cloud framework designs for a number of cloud vendors (*e.g.*, Azure, AWS). Some initial workloads have already been established as cloud services, and National Grid is applying a structured, methodical approach for the migration of additional workloads across National Grid's hybrid cloud architecture.

National Grid believes that there is an opportunity to eliminate any bias towards capitalization and encourage greater use of software, platform, and infrastructure as a service arrangement through the granting of rate base treatment to prepaid lease contracts associated with the above. For example, as part of the Reforming the Energy Vision Track 2 proceeding, the New York Public Service Commission ruled that utilities may rate-base the expense for leased software paid for upfront. "As utilities evaluate whether to purchase or lease these applications, their ability to earn a return on a portion of the lease investment should help to eliminate any capital bias that could affect that decision," the New York Public Service Commission ruled in its "Order Adopting a Ratemaking and Utility Revenue Model Policy Framework" ([Matter 14-00581](#)).

Division 21-12

Request:

Please refer to the Company's response to PUC 3-35, and explain and provide supporting documentation for why the Company decided to bring the outsourced work in-house.

Response:

Referring to the Company's response to PUC 3-35, the Company brought the work associated with the marking of the location of underground utilities in-house during the last round of contract negotiations for public safety reasons. In late April of 2017, National Grid's Damage Prevention department received complaints from outside contractors that the locating vendor was behind on the tickets and was not responding to the jobs within the time frame required by Dig Safe laws. When Company personnel approached the vendor regarding these complaints, they indicated that they were not behind and had legal extensions for the tickets in question. On May 3, 2017, a gas service damage occurred at 62 Baker Street, Warwick, Rhode Island, and another damage occurred on May 4, 2017 at 141 Fairgrounds Road, South Kingstown, Rhode Island. Following an internal investigation, the Company determined both of these incidents were the result of the contractor not responding to the tickets to mark out the site. In addition, Company personnel met with the contractor's owner and staff on May 4, 2017, at which time the contractor admitted that they had fallen behind by approximately 500 tickets as a result of staffing issues. The Company worked with the contractor to put in place an action plan to clear the backlog of tickets with assistance from qualified National Grid management and union personnel, and updated staff at the Rhode Island Division of Public Utilities and Carriers as to the progress. Despite these efforts, it became clear that the contractor was unable to resource the workload appropriately and manage the work in a competent and timely manner. The Company was also concerned that they did not have clear visibility to the contractor's work as a result of limitations with their ticket management system. Because the gas mark out process is a critical function, the Company made a proactive decision to move the work in-house to reduce the further risk of a public safety incident.

DIV 21-13

Request:

Please refer to the Company's response to DIV 2-31 and Attachment DIV 2-31, and provide the Narragansett Electric Company Headcounts for Electric Employees by Non-Union and Union for each calendar year since the Company's last base rate case (Docket 4323).

Response:

Please refer to Attachment DIV 21-13 for the Narragansett Electric headcounts for non-union and union employees as of December 31 for each calendar year since the Company's last general rate case in Docket No. 4323.

**The Narragansett Electric Company
Headcounts for Electric Employees**

Calendar Year	2012	2013	2014	2015	2016	2017
Non-Union	43.0	50.0	40.0	39.0	44.0	40.0
Union	374.0	386.0	383.0	379.0	380.0	387.0

Division 21-14

Request:

Please refer to the Company's response to DIV 2-34 and Attachment DIV 2-34, and provide the Narragansett Electric Company Headcounts for Gas Employees by Non-Union and Union for each calendar year since the Company's last base rate case (Docket 4323).

Response:

Please refer to Attachment DIV 21-14 for the Narragansett Gas headcounts for non-union and union employees as of December 31 for each calendar year since the Company's last general rate case in Docket No. 4323.

**The Narragansett Electric Company
Headcounts for Gas Employees**

Calendar Year	2012	2013	2014	2015	2016	2017
Non-Union	9.0	5.0	14.0	13.0	13.0	22.0
Union	296.0	306.0	324.0	336.0	328.0	342.0

Division 21-15

Request:

Please refer to the Company's response to DIV 2-36 and Attachment DIV 2-36, and provide the National Grid USA Service Company, Inc. Headcounts for Employees by Non-Union and Union for each calendar year since Narragansett Electric Company's last base rate case (Docket 4323).

Response:

Please refer to Attachment DIV 21-15 for the National Grid USA Service Company, Inc. headcounts for employees by non-union and union as of December 31 for each calendar year since the Company's last general rate case in Docket No. 4323.

**National Grid USA Service Company
Calendar Year Ending Headcounts**

Calendar Year	2012	2013	2014	2015	2016	2017
Non-Union	3,453.0	3,452.5	3,690.0	3,862.0	4,410.5	4,941.0
Union	1,801.5	1,816.5	1,376.5	1,339.0	1,325.0	1,334.5

Division 21-16

Request:

Please refer to the Company's response to DIV 3-6 and Attachment DIV 3-6, and respond to the following:

- a. Confirm that the Attachment shows the Company's Rhode Island Workstate Employee Population in 2007 that was 55 years or older was about 30% and in July 2017 the percentage that was 55 years or older was about 37%.
- b. Explain what steps, procedures, and analyses the Company started undertaking in 2007, and going forward, to address the aging Rhode Island Workstate Employee Population as evidenced in the data noted in a.) above.

Response:

- a. As detailed in Attachment DIV 3-6, the Company's Rhode Island Workstate Employee Population in 2007 that was 55 years or older was 25 percent and in July 2017 the percentage that was 55 years or older was 29 percent.
- b. The modeling capability used to perform workforce planning forecasting analysis provided in Attachment DIV 3-6 was established in the summer of 2016, and included a backward looking analysis to 2007. Therefore, no analysis was undertaken in 2007.

Division 21-17

Request:

Please refer to the Company's response to DIV 3-7 and Attachment DIV 3-7, and provide this attachment in Excel spreadsheet format.

Response:

Please see Attachment DIV 21-17 for the Excel version of Attachment DIV 3-7.

Division 21-18

Request:

Please refer to the Company's response to DIV 3-16 and Attachments DIV 3-16-1, DIV 3-16-2, and DIV 3-16-3, and provide each attachment in Excel spreadsheet format within the same Excel file.

Response:

Please refer to Attachment DIV 21-18 for the requested information in Excel spreadsheet format within the same Excel file.

ID Number	Title	Job Description	Union/Non-Union	Primary Job Location	Band	F	H	J	G	I
						Total Time Charged	Hours	GAS \$ Amount	ELECTRIC Hours	\$ Amount
1	1/Class Relay Technician	Prot Ops NE South Provide	MGMT	Providence Melrose St	E	2,273.50	-	-	1,464.50	11,845.10
2	Acting Director	Global CNI	MGMT	Northboro - NGSrvCo	D	2,088.00	7.44	462.04	285.10	13,480.91
3	Acting General Counsel	Energy Procurement	MGMT	Reservoir Woods	C	1,870.00	-	-	266.69	19,299.14
4	Analyst	Acct Maint & Oper Northboro	MGMT	Northboro - NGSrvCo	E	2,097.50	219.28	7,058.88	404.48	11,350.77
5	Analyst	Cust Sat & Reg Compliance A	MGMT	Lincoln Service Co	E	2,090.00	494.05	16,132.58	908.21	25,261.58
6	Analyst	Digital Channel Performance	MGMT	Reservoir Woods	E	2,088.00	246.10	8,073.38	320.64	10,149.45
7	Analyst	MA Strategic Communications 1	MGMT	Reservoir Woods	E	2,091.00	269.90	9,999.04	626.42	20,713.56
8	Analyst	IS GMS	MGMT	Northboro \ NGSrvCo	E	2,097.00	340.17	10,981.82	-	3,132.26
9	Analyst	Customer Solutions	MGMT	Reservoir Woods	E	2,097.00	-	-	1,809.00	45,480.00
10	Analyst	Program Strategy A	MGMT	Reservoir Woods	E	2,088.00	446.10	14,903.44	1,331.90	36,559.57
11	Analyst	MA Financial Performance and Reporting B	MGMT	Reservoir Woods	E	2,088.00	383.88	12,150.99	-	3,224.17
12	Analyst	Controller - RI	MGMT	MetroTech Center	E	2,099.00	-	-	1,628.20	44,576.87
13	Analyst	MA Financial Performance and Reporting	MGMT	Reservoir Woods	E	2,088.00	395.57	13,099.50	-	3,016.16
14	Analyst	Controller - RI	MGMT	MetroTech Center	E	2,088.00	23.52	946.58	1,056.48	22,134.89
15	Analyst	RI & NES Plan Budgeting and Perf	MGMT	Reservoir Woods	E	2,088.00	573.27	19,328.38	1,270.73	37,841.11
16	Assoc Analyst	New England Pricing Two	MGMT	Reservoir Woods	F	2,088.00	542.71	16,217.06	14.90	1,874.97
17	Assoc Engineer	Customer Connections	MGMT	Reservoir Woods	F	2,048.00	1,251.00	25,383.60	-	6,692.04
18	Assoc Engineer-Entry	Control & Integration NE	MGMT	Reservoir Woods	F	2,093.00	-	-	248.78	13,731.04
19	Assoc Engineer-Entry	Control & Integration NE	MGMT	Reservoir Woods	F	1,280.00	-	-	237.52	17,925.82
20	Assoc Engineer-Entry	Telecom Engineering	MGMT	Reservoir Woods	F	2,090.00	-	-	145.07	12,650.04
21	Assoc Engineer-Entry	Meter Operations DNY	MGMT	Wilmington	F	2,247.50	401.17	13,977.25	-	3,712.45
22	Assoc Engineer-Entry	Lab & Testing Gas DNY NE	MGMT	Wilmington	F	1,680.00	303.17	10,545.29	-	3,678.40
23	Assoc Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	F	2,524.50	72.00	1,190.16	465.82	10,758.24
24	Assoc Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	F	2,333.50	-	-	393.35	11,172.34
25	Assoc Sales Representative	Sales Processing A	MGMT	Providence Melrose St	F	2,088.00	-	-	966.00	19,404.20
26	Assoc Supv Non Operations	Acct Maint & Oper Northboro Supv 3	MGMT	Northboro - NGSrvCo	F	2,095.00	219.31	6,295.45	402.75	10,396.77
27	Assoc Supv Non Operations	Contact Center Northboro D5	MGMT	Northboro - NGSrvCo	F	2,168.50	230.48	6,661.37	440.63	11,090.63
28	Assoc Supv Operations	Corrosion Control RI - 1	MGMT	NE Gas Dexter	F	2,177.00	1,915.30	32,805.28	-	9,198.65
29	Assoc Supv Operations	Contact Center Northboro D4	MGMT	Northboro - NGSrvCo	F	2,203.00	221.31	6,477.03	428.67	10,739.63
30	Assoc Tech Support Consultant	Technical Sales & Engineering Support NE	MGMT	North Kingstown	F	2,088.00	(0.69)	(22.07)	1,733.72	31,006.14
31	Asst General Counsel	AGC Commercial	MGMT	Hicksville	C	2,088.81	47.17	4,706.68	153.18	11,909.18
32	Call Center Team Lead	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,252.42	220.73	6,900.25	421.32	11,195.60
33	Call Center Team Lead	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,580.50	253.18	8,585.61	498.39	14,923.81
34	Call Center Team Lead	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,458.00	245.70	8,259.98	475.20	14,140.97
35	Call Center Team Lead	Contact Center Northboro D2	Union	Northboro - NGSrvCo	Union	2,412.08	245.60	7,528.28	471.76	12,520.88
36	Chief Financial Officer	US Financial Services A	MGMT	MetroTech Center	A	2,087.50	43.98	7,847.10	106.97	16,730.86
37	Chief Information Officer	Chief Information Officer	MGMT	Reservoir Woods	A	2,088.00	22.60	4,559.62	55.14	10,123.27
38	Claims Representative	Claim Ops and DNY	MGMT	Reservoir Woods	E	2,333.33	201.47	6,810.96	424.01	11,616.45
39	Commercial Account Representative	Contact Center Northboro D2	Union	Northboro - NGSrvCo	Union	2,178.50	208.01	6,044.96	393.61	10,278.54
40	Commercial Account Representative	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,276.00	239.81	7,004.05	462.24	11,741.38
41	Commercial Account Representative	Contact Center Northboro D2	Union	Northboro - NGSrvCo	Union	2,308.00	250.50	7,457.87	480.33	12,527.22
42	Coordinator	Community & Customer Mgmt A	MGMT	Providence Melrose St	E	2,104.50	518.50	16,310.47	1,117.00	31,551.63
43	Coordinator	Work Coord NE Gas	MGMT	Reservoir Woods	E	1,160.00	752.00	13,205.12	-	9,131.20
44	Dir Accounting	Revenue & Cash Accounting	MGMT	MetroTech Center	C	2,088.00	22.44	1,735.95	208.27	13,770.83
45	Dir Adv Data Analytics	Advanced Data & Analytics	MGMT	Hicksville	C	2,088.00	61.87	6,014.21	116.40	10,043.87
46	Dir Asst General Counsel	AGC&D RI NH Reg	MGMT	Reservoir Woods	C	2,281.50	424.06	42,006.97	1,463.82	113,487.54
47	Dir Asst General Counsel	AGC Commercial	MGMT	Reservoir Woods	C	2,183.50	43.32	3,961.71	165.50	12,746.71
48	Dir Billing Operations	Billing Operations Direct	MGMT	Syracuse - NGSrvCo	C	2,334.50	74.68	5,594.27	163.58	10,673.32
49	Dir Bus Process Adv Analytics	Bus Process Advanced Analytics	MGMT	Reservoir Woods	C	2,088.00	70.05	6,196.14	132.46	10,394.02
50	Dir Climate Change & Compl	Climate Change Compliance	MGMT	MetroTech Center	C	2,088.00	168.42	10,853.04	-	3,397.86
51	Dir Contact Center Perf	Performance Planning & Management	MGMT	MetroTech Center	C	2,088.00	67.48	5,145.98	150.60	10,151.64
52	Dir Control Center - Distr	Control Central NE	MGMT	Northboro - NGSrvCo	C	2,100.00	-	-	243.83	12,488.75
53	Dir Cust Trans Systems	Project Management Office	MGMT	Hicksville	C	2,088.00	4.95	369.14	252.06	13,215.05
54	Dir Customer Assurance	Customer Assurance	MGMT	Hicksville	C	2,088.55	80.60	5,412.03	198.74	11,111.27

ID Number	Title	Job Description	Union/Non-Union	Primary Job Location	Band	F	H	J	G	I
						Total		GAS		ELECTRIC
						Time Charged	Hours	\$ Amount	Hours	\$ Amount
55	Dir Customer Contact Center	Contact Center Northboro A	MGMT	Northboro - NGSrvCo	C	2,118.00	162.82	12,765.02	308.44	21,143.50
56	Dir Customer Contact Center	Customer Fulfillment	MGMT	Reservoir Woods	C	2,088.00	22.33	1,737.78	214.89	13,603.98
57	Dir Customer Meter Service	CMS Dispatch	MGMT	Reservoir Woods	C	2,088.00	18.80	1,399.59	620.08	34,587.61
58	Dir Customer Meter Service	CMS MA S & W	MGMT	Reservoir Woods	C	2,088.00	379.00	11,862.49	53.00	4,341.47
59	Dir Customer Meter Service	CMS NE South and West	MGMT	Providence Melrose St	C	2,088.91	450.73	23,369.27	264.30	19,986.58
60	Dir Dist Eng - Gas	Gas Dist Engineering	MGMT	Hub Drive	C	2,315.83	211.80	15,492.00	-	4,475.15
61	Dir Empl Services	Employee Services	MGMT	Syracuse - NGSrvCo	C	2,379.45	60.21	4,649.30	146.24	10,048.14
62	Dir Energy Procurement	Wholesale Gas Supply	MGMT	100 Old Cntry Rd Hicks	C	2,088.00	130.38	10,614.63	-	2,731.81
63	Dir Energy Products Marketing	Energy Products Marketing	MGMT	MetroTech Center	C	2,088.00	81.73	6,855.19	224.69	15,466.20
64	Dir Fin Business Partnering	RI & NES Plan Budgeting and Performance	MGMT	Reservoir Woods	C	2,088.00	500.95	34,842.18	1,130.48	66,639.61
65	Dir Fin Business Partnering	Finance BP - IS	MGMT	Reservoir Woods	C	2,512.75	62.82	4,913.90	156.96	10,402.64
66	Dir Finance Claims	Claims Group Svc Co	MGMT	Reservoir Woods	C	2,104.00	280.00	17,575.04	288.00	18,086.08
67	Dir Finance Projs	Finance Technology Enablement	MGMT	Reservoir Woods	C	2,991.50	72.38	4,937.79	179.20	10,436.09
68	Dir Finance Tax	Indirect Tax A	MGMT	MetroTech Center	C	2,109.50	54.40	4,852.46	135.75	10,315.65
69	Dir Finance Tax & Reporting	US Tax G	MGMT	MetroTech Center	C	2,088.00	49.14	5,485.81	124.14	11,462.86
70	Dir Financial Controls	Performance & Strategy Massachusetts	MGMT	Reservoir Woods	C	2,105.00	513.18	34,348.51	27.93	11,005.62
71	Dir ISO	Reg Strategy & Int Analyst C	MGMT	Reservoir Woods	C	2,088.00	-	-	375.99	19,151.40
72	Dir ISO	Reg Strategy & Int Analyst D	MGMT	Hicksville	C	2,088.00	-	-	528.00	40,361.22
73	Dir IT ENT Service Delivery	Enterprise Service Delivery US	MGMT	Reservoir Woods	C	2,088.00	54.01	5,281.14	134.89	11,161.98
74	Dir Labor & Empl Relations	Labor & Emp Relations - NE	MGMT	Reservoir Woods	C	2,120.00	387.40	28,808.12	-	12,579.31
75	Dir LNG Plant	LNG RI	MGMT	Providence Melrose St	C	2,196.65	774.48	15,370.67	-	4,704.70
76	Dir Ops - Gas	Field Ops South NE Gas Director	MGMT	NE Gas Dexter	C	2,157.46	132.53	10,094.68	295.11	19,228.11
77	Dir Ops - Gas	I&R NE	MGMT	Braintree	C	2,419.52	593.30	18,789.55	-	6,542.94
78	Dir Performance	E2E Projects Gas	MGMT	Syracuse - NGSrvCo	C	2,088.00	166.60	11,946.19	-	3,780.19
79	Dir Performance	PEX Performance Gas	MGMT	MetroTech Center	C	2,088.00	166.25	11,923.40	-	3,635.28
80	Dir Performance & Strategy	Community & Customer Mgmt A	MGMT	Providence Melrose St	C	2,122.00	555.35	44,808.99	1,226.65	85,129.47
81	Dir Performance & Strategy	Performance and Strategy RI	MGMT	Providence Melrose St	C	2,088.00	571.92	42,932.39	1,268.08	81,492.33
82	Dir Pricing	New England Pricing	MGMT	Reservoir Woods	C	2,512.00	111.41	8,759.08	352.33	24,442.73
83	Dir Process & Performance	Process and Perform US CPP	MGMT	Syracuse - NGSrvCo	C	2,622.00	66.13	5,193.58	165.06	11,186.47
84	Dir Process & Performance	Plan Dispatch Sched Report and Mobility	MGMT	Reservoir Woods	C	2,482.00	143.87	11,713.34	3.18	3,272.71
85	Dir Process & Performance	Deliver Maintain Gas	MGMT	Hicksville	C	2,088.00	160.44	12,579.60	-	3,573.16
86	Dir Process & Performance	Workforce Management	MGMT	Reservoir Woods	C	2,088.00	124.18	10,953.22	-	2,811.17
87	Dir Procurement	US Subst & OHL Procurement	MGMT	Reservoir Woods	C	2,471.03	58.94	4,905.67	145.10	10,228.07
88	Dir Procurement	Core Products Procurement	MGMT	Reservoir Woods	C	2,439.83	60.85	4,966.18	150.27	10,410.81
89	Dir Program Strategy	Program Strategy Policy & Evaluation RI	MGMT	Reservoir Woods	C	2,088.00	434.30	28,885.07	1,302.58	70,232.43
90	Dir Program Strategy	Program Strategy Policy & Evaluation MA	MGMT	Reservoir Woods	C	2,088.00	95.50	5,911.21	412.90	25,392.05
91	Dir Proj Design & Eng	Projects Eng & Design NE	MGMT	Reservoir Woods	C	2,206.50	486.47	18,240.27	-	2,178.07
92	Dir PTO	PTO and Substation New England	MGMT	Providence Melrose St	C	2,088.00	168.00	2,522.88	266.50	14,431.72
93	Dir Reg Strategy	Retail Regulatory Strategy	MGMT	Reservoir Woods	C	2,088.00	9.29	667.78	522.82	30,034.75
94	Dir Reg Strategy	Retail Regulatory Strategy	MGMT	Reservoir Woods	C	2,088.00	30.45	2,140.51	484.25	25,250.53
95	Dir Regulatory Affairs	New England Revenue Requirements	MGMT	Reservoir Woods	C	2,088.00	146.84	10,002.92	319.72	18,817.45
96	Dir Revenue Requirements	New England Revenue Requirements ONE	MGMT	Reservoir Woods	C	2,088.00	176.52	14,322.48	322.60	19,459.85
97	Dir Safety Mgt	SHE Safety NE and NY	MGMT	Reservoir Woods	C	2,088.00	215.68	15,069.19	199.36	14,047.17
98	Dir Sales	Commercial Sales	MGMT	Providence Melrose St	C	2,088.00	528.00	33,187.23	17.50	8,512.67
99	Dir Sales Proj Mgt	Technical Sales & Engineering Support	MGMT	North Andover	C	2,099.00	0.26	18.03	212.90	10,661.49
100	Dir Strategic Communication	MA Strategic Communications 1	MGMT	Reservoir Woods	C	2,088.00	91.79	5,810.73	560.81	23,829.01
101	Dir Tech Implementation	Solution Development & Delivery	MGMT	Melville District Office	C	2,528.00	146.76	11,184.42	-	2,943.96
102	Dir Trans Eng - Gas	Gas Trans Engineering	MGMT	Hub Drive	C	2,088.00	172.58	14,419.71	-	4,218.30
103	Director	PMO & Execution	MGMT	Reservoir Woods	C	2,112.00	81.14	4,365.22	217.74	10,317.66
104	Dispatch Assistant	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,107.00	1,929.00	22,006.18	-	5,606.76
105	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,605.00	2,217.00	29,281.87	3.00	7,981.20
106	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,230.00	8.00	201.25	940.00	20,020.70
107	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,516.00	136.00	5,030.75	1,033.00	26,682.51
108	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,304.83	-	-	1,002.00	22,516.35

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						Total	GAS		ELECTRIC	
						Time Charged	Hours	\$ Amount	Hours	\$ Amount
109	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,797.50	1,967.50	34,978.38	168.20	8,313.41
110	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,135.00	-	-	947.00	21,490.14
111	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,304.51	1,968.51	40,888.95	4.00	9,437.10
112	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,328.00	231.00	5,040.94	877.00	16,841.53
113	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,463.00	432.50	9,236.90	726.00	13,927.40
114	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	1,397.50	1,759.00	24,335.04	211.00	7,388.32
115	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,690.26	1,195.50	24,075.65	413.13	14,836.31
116	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,293.00	1,737.00	33,099.89	140.00	11,702.93
117	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,511.50	479.50	11,077.41	868.00	22,992.12
118	Dispatcher 1	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,909.00	2,332.00	39,096.52	142.00	10,399.02
119	Dispatcher 1 (10)	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,475.00	2,059.00	68,394.80	-	21,344.00
120	Dispatcher 1 (10)	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,664.00	857.00	43,997.92	1,401.00	12,574.40
121	Dispatcher 1 (10)	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,642.50	2,127.50	70,103.85	-	21,135.20
122	Dispatcher 1 (10)	Dispatch NE - Team B	Union	Northboro - NGSrvCo	Union	2,380.00	1,106.00	37,809.45	465.00	20,717.60
123	Energy Integration Consultant	Technical Sales & Engineering Support NE	MGMT	North Kingstown	E	2,088.00	-	-	1,816.50	34,025.56
124	Engineer	Asset Mgmt Distr and SubTransm NE	MGMT	Reservoir Woods	E	2,099.00	-	-	1,690.98	18,402.79
125	Engineer	Asset Mgmt Dist NE	MGMT	Providence Melrose St	E	2,212.00	1,156.00	22,464.98	800.00	12,038.64
126	Engineer Manager	Site Investig&Remed Admin NE	MGMT	Reservoir Woods	D	2,088.08	184.15	11,641.83	174.53	10,120.77
127	Engineer Manager	Asset Mgmt Distr and SubTransm NE	MGMT	Reservoir Woods	D	2,248.00	-	-	705.62	11,824.53
128	Engineer Manager	Distr Field Eng NE North 1	MGMT	Hopedale - NGSrvCo	D	2,097.00	-	-	507.00	10,735.67
129	Engineer Manager	EE Technical Support NE & NY	MGMT	Providence Melrose St	D	2,088.32	160.42	9,465.83	292.47	15,832.26
130	Engineer Manager	Gas Trans IVP	MGMT	Hub Drive	D	2,088.00	172.06	10,826.82	-	3,250.46
131	Engineer Manager	Manager DIMP	MGMT	Reservoir Woods	D	2,087.00	241.16	14,871.46	1.71	5,721.91
132	Engineer Manager	Gas Mains and Service	MGMT	Hub Drive	D	2,107.00	171.82	10,781.07	-	3,414.68
133	Engineer Manager	Asset Mgmt Dist NE	MGMT	Providence Melrose St	D	2,092.00	-	-	898.20	19,869.55
134	Engineer Manager	New Grid Offerings	MGMT	Reservoir Woods	D	2,088.00	0.56	40.41	173.50	11,050.95
135	Exec Advisor	Exec Advisory	MGMT	Reservoir Woods	C	2,096.50	76.83	6,151.62	174.94	11,469.07
136	Exec Asst to Band A	Pres RI Jurisdiction	MGMT	Providence Melrose St	F	2,088.00	528.77	19,713.39	1,169.23	37,806.00
137	Executive Director and President US	President & CEO	MGMT	Reservoir Woods	EXD	2,088.50	44.99	21,908.47	110.43	48,987.32
138	Gas Sys Operator	Gas Control NE	MGMT	Northboro - NGSrvCo	E	1,503.00	257.04	10,061.04	-	4,014.91
139	Gas Sys Operator	Gas Control NE	MGMT	Northboro - NGSrvCo	E	1,607.00	300.80	13,270.52	-	4,136.02
140	Jurisdictional BP CFO NE & FERC	US Financial Services B	MGMT	Reservoir Woods	B	2,088.00	115.73	13,284.53	265.23	26,401.88
141	Lead Analyst	Program Strategy Policy & Evaluation RI	MGMT	Reservoir Woods	D	2,101.98	370.00	17,644.08	1,432.00	53,192.84
142	Lead Analyst	Technical Sales & Engineering Support NE	MGMT	North Kingstown	D	2,097.50	-	-	1,325.50	44,035.52
143	Lead Analyst	EE Program Execution MA	MGMT	North Andover \ NGSrvCo	D	1,667.50	-	-	352.33	12,766.00
144	Lead Analyst	EE Program Execution MA	MGMT	Worc NGSrvCo SouthbridgeStreet	D	2,092.00	152.70	7,291.43	558.31	21,261.85
145	Lead Analyst	Energy Efficiency Reporting	MGMT	Reservoir Woods	D	2,115.35	84.03	4,325.65	243.29	10,284.05
146	Lead Analyst	Outdoor Lighting & Attachments	MGMT	Reservoir Woods	D	2,332.75	-	-	909.98	21,036.24
147	Lead Analyst	Cust Sat & Reg Compliance A	MGMT	Lincoln Service Co	D	2,088.00	409.68	18,656.45	754.32	30,329.16
148	Lead Analyst	OMS	MGMT	Northboro - NGSrvCo	D	2,125.00	-	-	465.43	16,156.60
149	Lead Analyst	OMS	MGMT	Northboro - NGSrvCo	D	2,324.99	20.24	1,031.58	377.85	11,770.11
150	Lead Analyst	EE Tracking Systems Support	MGMT	Reservoir Woods	D	2,088.00	87.80	4,243.14	253.49	10,283.68
151	Lead Analyst	Outdoor Lighting & Attachments	MGMT	Somerset - Mass Electric Co 99	D	2,092.46	-	-	591.85	21,417.20
152	Lead Analyst	Bill Project Mgmt & Servi	MGMT	Syracuse - NGSrvCo	D	2,118.00	0.34	16.01	425.12	12,705.58
153	Lead Analyst	New England Revenue Requirements ONE	MGMT	Reservoir Woods	D	2,095.50	22.48	1,089.48	618.74	18,402.23
154	Lead Analyst	New England Revenue Requirements ONE	MGMT	Reservoir Woods	D	2,088.00	302.25	14,511.47	117.08	5,400.56
155	Lead Analyst	Field Ops South NE Gas Director	MGMT	NE Gas Dexter	D	2,098.50	1,815.92	27,768.41	5.94	9,145.61
156	Lead Analyst	Customer Assurance	MGMT	MetroTech Center	D	2,090.23	90.22	4,637.64	265.00	11,280.42
157	Lead Analyst	I&R NE	MGMT	Braintree	D	2,092.00	462.76	10,754.93	-	3,365.61
158	Lead Analyst	SOP Coordination and Scheduling	MGMT	Northboro \ NGSrvCo	D	2,088.00	409.40	19,689.31	-	5,221.32
159	Lead Analyst	Customer Assurance	MGMT	Hicksville	D	2,089.11	134.08	6,896.63	474.59	19,690.48
160	Lead Analyst	EE Program Execution MA	MGMT	Providence Melrose St	D	2,096.00	578.88	27,365.13	32.00	8,819.32
161	Lead Analyst	Program Strategy A	MGMT	Reservoir Woods	D	2,088.00	452.00	19,633.68	1,367.00	47,112.03
162	Lead Analyst	Outdoor Lighting & Attachments	MGMT	Reservoir Woods	D	2,088.00	-	-	712.98	13,128.50

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						Total	GAS		ELECTRIC	
						Time Charged	Hours	\$ Amount	Hours	\$ Amount
163	Lead Energy Integration Consultant	Technical Sales & Engineering Support NE	MGMT	Hicksville	D	2,088.00	-	-	501.52	12,067.68
164	Lead Eng Supv-Ntwrk Strat	Corrosion A	MGMT	Operations Center - Lowell Div	D	2,088.00	331.37	16,290.38	-	2,811.70
165	Lead Eng Supv-Operations	EE Technical Support NE & NY	MGMT	280 Melrose Street	D	2,090.00	392.00	16,389.28	1,237.00	41,876.70
166	Lead Engineer	Asset Mgmt Dist NE	MGMT	Providence Melrose St	D	2,090.00	-	-	1,782.00	31,291.15
167	Lead Engineer	Asset Mgmt Dist NE	MGMT	280 Melrose Street	D	2,088.00	-	-	1,784.00	31,190.08
168	Lead Engineer	Market Strategy EE Technical Field Supp	MGMT	Reservoir Woods	D	2,115.00	60.00	3,259.80	326.25	14,827.78
169	Lead Engineer	Site Investig&Remed Admin NE	MGMT	Reservoir Woods	D	2,088.00	824.12	35,834.91	307.80	13,346.59
170	Lead Engineer	SOP Coordination and Scheduling	MGMT	Northboro - NGSrvCo	D	2,088.00	404.24	22,535.50	-	6,017.12
171	Lead Engineer	Market Strategy EE Technical Field Supp	MGMT	Attleboro	D	2,200.62	-	-	268.40	10,651.59
172	Lead Engineer	Environmental Mgmt	MGMT	Hicksville	D	2,088.00	181.97	10,140.58	24.61	3,373.48
173	Lead Engineer	Manager DIMP	MGMT	Reservoir Woods	D	2,088.00	860.00	39,625.52	-	(2,069.60)
174	Lead Engineer	IS GMS	MGMT	Operations Center - Lowell Div	D	2,088.00	250.53	13,449.41	-	4,085.07
175	Lead Engineer	Site Investig&Remed Admin NE	MGMT	Reservoir Woods	D	2,104.54	163.27	8,465.66	700.75	27,978.48
176	Lead Engineer	Asset Mgmt Dist NE	MGMT	280 Melrose Street	D	2,100.00	-	-	1,258.65	19,821.61
177	Lead Engineer	Project Ops and Design NE Pipeline	MGMT	Reservoir Woods	D	1,120.00	346.10	12,218.64	-	411.94
178	Lead Gas Sys Operator	Gas Control NE	MGMT	Northboro - NGSrvCo	D	2,139.00	352.82	18,436.00	-	5,570.85
179	Lead Gas Sys Operator	Gas Control NE	MGMT	Northboro - NGSrvCo	D	2,317.00	449.42	23,700.42	-	6,921.82
180	Lead Gas Sys Operator	Gas Control NE	MGMT	Northboro \ NGSrvCo	D	2,157.00	404.33	21,260.38	-	5,516.20
181	Lead Gas Sys Operator	Gas Control NE	MGMT	Northboro \ NGSrvCo	D	2,220.00	366.00	19,151.08	-	3,205.90
182	Lead Gas Sys Operator	Gas Control NE	MGMT	Northboro \ NGSrvCo	D	2,268.50	429.18	22,561.06	-	5,072.97
183	Lead Gas Sys Operator	Gas Control NE	MGMT	Northboro \ NGSrvCo	D	2,338.00	493.99	26,015.93	-	6,436.08
184	Lead Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	2,088.00	410.95	19,299.25	-	4,326.24
185	Lead IT Analyst	EMS - NE	MGMT	Northboro - NGSrvCo	D	2,109.50	-	-	306.06	11,422.11
186	Lead IT Analyst	IS GMS	MGMT	Northboro - NGSrvCo	D	2,112.00	313.76	15,317.01	-	4,275.04
187	Lead Outage Coordinator	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,243.00	-	-	294.72	12,436.97
188	Lead Planner	Gas Supply Planning NE	MGMT	Reservoir Woods	D	2,088.00	439.76	22,013.58	-	5,982.73
189	Lead Planner	Gas Supply Planning NE	MGMT	Reservoir Woods	D	2,088.00	417.68	20,909.79	-	5,844.67
190	Lead Process Manager	Ops Management NE	MGMT	Providence Melrose St	D	2,103.00	-	-	731.00	16,759.64
191	Lead Process Manager	Project Mgmt and Complex Construct	MGMT	NE Gas Dexter	D	2,134.50	191.75	10,017.86	21.28	3,854.36
192	Lead Program Manager	Residential Program Execution	MGMT	Reservoir Woods	D	2,088.00	260.00	12,662.24	384.00	17,717.92
193	Lead Program Manager	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,105.00	-	-	240.45	10,755.18
194	Lead Program Manager	Community & Customer Mgmt A	MGMT	Providence Melrose St	D	2,116.00	571.08	28,998.90	1,304.92	57,224.48
195	Lead Program Manager	NE Elect Dline	MGMT	Providence Melrose St	D	2,101.50	-	-	929.50	10,040.31
196	Lead Program Manager	Contact Center Northboro D	MGMT	Northboro - NGSrvCo	D	2,098.00	148.37	7,303.39	287.34	11,825.37
197	Lead Program Manager	Community & Customer Mgmt A	MGMT	Providence Melrose St	D	2,103.50	503.84	25,552.35	1,140.16	52,317.84
198	Lead Program Manager	Community & Customer Mgmt A	MGMT	Providence Melrose St	D	2,097.00	551.87	28,024.37	1,262.13	55,525.57
199	Lead Program Manager	Pipeline Safety RI	MGMT	Providence Melrose St	D	2,088.00	52.00	2,445.04	1,264.00	51,447.44
200	Lead Program Manager	Labor & Emp Relations - NE	MGMT	Reservoir Woods	D	2,103.50	293.34	14,089.89	21.60	6,294.19
201	Lead Program Manager	Electric Regulatory Compliance	MGMT	Reservoir Woods	D	2,126.00	14.34	717.77	358.60	12,772.29
202	Lead Project Manager - Ops	EE Program Execution MA	MGMT	Hopedale - NGSrvCo	D	2,104.00	-	-	458.00	18,456.03
203	Lead Relay Technician	Prot Ops NE South Provide	MGMT	Providence Melrose St	E	2,283.50	-	-	1,287.00	15,865.53
204	Lead Relay Technician	Prot Ops NE South Provide	MGMT	Providence Melrose St	E	2,323.00	-	-	1,737.00	15,353.49
205	Lead Representative	Gas Sales Support B	MGMT	Providence Melrose St	D	2,091.00	1,488.00	29,339.70	11.00	3,929.69
206	Lead Representative	Eco Development & Corporate Citizenship	MGMT	Reservoir Woods	D	2,088.00	222.00	11,362.39	28.00	4,303.03
207	Lead Representative	Gas Sales Support B	MGMT	NE Gas Dexter	D	2,088.52	1,136.26	34,016.66	-	6,482.40
208	Lead Safety Representative	Safety NE	MGMT	Northboro - NGSrvCo	E	2,130.98	229.38	12,128.69	212.63	11,307.52
209	Lead Sales Representative	Sales Prog Ops RI	MGMT	Providence Melrose St	D	2,121.00	403.20	18,258.50	1,365.80	51,572.16
210	Lead Sales Representative	Account Development	MGMT	280 Melrose Street	D	2,088.00	728.62	45,173.46	729.38	45,173.46
211	Lead Sales Representative	Commercial Sales NE 1	MGMT	Worc NGSrvCo SouthbridgeStreet	D	2,096.50	30.00	1,438.89	404.50	15,687.58
212	Lead Sales Representative	Sales Prog Ops RI	MGMT	Providence Melrose St	D	2,100.50	453.80	20,713.92	1,366.70	51,476.72
213	Lead Sales Representative	Sales Prog Ops RI	MGMT	Providence Melrose St	D	2,104.00	444.00	20,209.68	1,308.00	48,297.76
214	Lead Sales Representative	Inside Sales Gas	MGMT	Providence Melrose St	D	2,088.00	1,648.00	73,164.57	-	16,131.36
215	Lead Sales Representative	Sales Prog Ops RI	MGMT	Somerset - Mass Electric Co 99	D	2,088.00	150.00	6,773.88	450.00	20,321.64
216	Lead Sales Representative	Sales Prog Ops RI	MGMT	Providence Melrose St	D	2,088.00	460.00	20,942.48	1,380.00	52,711.84

ID Number	Title	Job Description	Union/Non-Union	Primary Job Location	Band	F	H	J	G	I
						Total		GAS		ELECTRIC
						Time Charged	Hours	\$ Amount	Hours	\$ Amount
217	Lead Sales Representative	Sales Prog Ops RI	MGMT	Brockton - E Ashland St Bldg	D	2,106.00	371.05	16,882.95	1,131.45	45,762.10
218	Lead Shift Supv Control Room	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,180.50	-	-	324.06	14,035.47
219	Lead Shift Supv Control Room	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,116.00	-	-	258.16	11,032.60
220	Lead Specialist	Lab&Test Elec and Gas UNY	MGMT	Worc NGSrvCo SouthbridgeStreet	D	2,091.50	2.12	101.94	323.61	11,832.36
221	Lead Specialist	New England Revenue Requirements ONE	MGMT	Reservoir Woods	D	2,105.00	277.69	14,037.48	379.00	16,514.45
222	Lead Specialist	Security NE D	MGMT	Northboro - NGSrvCo	D	2,097.00	194.65	9,262.51	412.20	16,749.14
223	Lead Specialist	Security NE C	MGMT	Northboro - NGSrvCo	D	2,120.00	204.66	9,738.60	433.75	17,722.14
224	Lead Specialist	Natural Gas Retail Operations	MGMT	Hicksville	D	1,670.00	1,120.00	65,263.80	-	17,799.80
225	Lead Specialist	Natural Gas Retail Operations	MGMT	Reservoir Woods	D	1,670.00	353.50	20,589.79	-	5,690.10
226	Lead Specialist	MA Strategic Communications 1	MGMT	Reservoir Woods	D	2,117.00	102.01	4,555.41	237.36	10,013.55
227	Lead Supv Non Operations	Sales Processing A	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,088.00	-	-	746.00	23,771.20
228	Lead Supv Non Operations	Field Ops South NE Gas Dexter Approver	MGMT	NE Gas Dexter	E	2,042.02	1,899.62	33,679.00	-	5,538.16
229	Lead Supv Operations	Transmission Forestry NE S	MGMT	Lincoln Service Co	E	2,184.00	-	-	1,592.01	59,286.26
230	Lead Supv Operations	Dispatch NE - Team B	MGMT	Northboro - NGSrvCo	E	2,201.00	579.48	24,536.22	38.04	9,875.75
231	Lead Supv Operations	I&R NE Approver 2	MGMT	Braintree	E	2,436.52	688.15	10,322.81	-	1,566.76
232	Lead Technician	Tele Ops NE South Provide	Union	Providence Melrose St	Union	2,273.00	-	-	1,084.60	22,632.51
233	Lead Trader	Wholesale Electric Supply New England	MGMT	Hicksville	D	2,088.00	-	-	1,093.75	45,529.48
234	Lead Trader	Energy Transactions	MGMT	Reservoir Woods	D	2,088.00	-	-	1,770.86	75,706.25
235	Legal Asst	AGC&D RI NH Reg	MGMT	Providence Melrose St	F	2,097.00	637.10	19,638.14	1,132.40	30,120.33
236	Manager	Market Strategy EE Technical Field Supp	MGMT	Reservoir Woods	D	2,088.02	46.78	2,765.89	366.85	17,477.80
237	Manager	Business Process & Project Management	MGMT	Reservoir Woods	D	2,088.00	146.14	8,742.73	315.53	12,780.15
238	Manager	Residential EE Marketing	MGMT	Providence Melrose St	D	2,090.00	68.08	3,560.64	320.20	12,281.18
239	Manager	Dist Network Operations	MGMT	Northboro - NGSrvCo	D	2,099.00	-	-	240.34	11,632.53
240	Manager	Vendor Management NE	MGMT	Northboro - NGSrvCo	D	2,094.00	209.55	11,796.82	401.61	19,482.68
241	Manager	T&D Forestry NE	MGMT	Worc NGSrvCo SouthbridgeStreet	D	2,329.00	-	-	511.22	23,482.19
242	Manager	Health and Wellbeing B	MGMT	Northboro - NGSrvCo	D	2,088.00	222.33	10,824.36	205.37	10,045.02
243	Manager	New England Pricing One	MGMT	Reservoir Woods	D	2,134.00	-	-	476.03	18,894.77
244	Manager	ISO Meter Data Services	MGMT	Syracuse - NGSrvCo	D	2,301.00	-	-	281.61	11,911.43
245	Manager	Acct Maint & Oper Northboro	MGMT	Northboro - NGSrvCo	D	2,088.00	228.23	13,341.17	418.95	21,765.74
246	Manager	HR L&D Electric NE	MGMT	Millbury Learning Center	D	2,112.00	-	-	431.32	18,630.38
247	Manager	NE Modeling and Data Analytics	MGMT	Reservoir Woods	D	2,624.83	143.68	9,071.88	322.16	17,096.71
248	Manager	Environmental NE 2	MGMT	Providence Melrose St	D	2,108.00	461.02	16,738.27	751.93	20,975.61
249	Manager	Constr NE Gas Auxillary Operations	MGMT	Lincoln Service Co	D	2,250.00	662.36	30,820.13	-	9,754.50
250	Manager	Cust Sat & Reg Compliance A	MGMT	Lincoln Service Co	D	2,096.00	178.64	9,190.09	330.89	14,952.11
251	Manager	Energy Efficiency Reporting	MGMT	Reservoir Woods	D	2,091.27	95.74	5,733.53	273.82	13,671.82
252	Manager	CMS Elec South	MGMT	Hopedale - NGSrvCo	D	360.00	-	-	1,185.52	15,832.37
253	Manager	RI & NES Plan Budgeting and Perf	MGMT	Reservoir Woods	D	2,091.92	281.51	16,428.22	590.88	24,151.84
254	Manager	Customer Solutions	MGMT	Reservoir Woods	D	2,123.48	-	-	368.54	13,174.71
255	Manager	Electric Portfolio & Work Order Contr A	MGMT	Reservoir Woods	D	2,102.00	1.80	63.62	465.78	16,014.81
256	Manager	Data Management	MGMT	MetroTech Center	D	2,088.00	76.67	5,060.65	187.78	10,771.66
257	Manager	Damage Prevention NE Gas	MGMT	White's Path	D	2,088.00	304.33	17,413.09	-	6,937.29
258	Manager	Energy Transactions	MGMT	100 Old Cntry Rd Hicks	D	2,088.00	-	-	660.18	27,618.18
259	Manager	Commodities NY/NE (Electric)	MGMT	Hicksville	D	2,566.12	-	-	456.57	15,729.47
260	Manager	Gas Control NE 2	MGMT	Northboro \ NGSrvCo	D	2,088.00	311.20	15,943.89	-	2,380.08
261	Manager	Sales Prog Ops RI	MGMT	Worc NGSrvCo SouthbridgeStreet	D	2,088.00	645.00	40,349.06	507.50	33,782.69
262	Manager	EE Program Execution MA	MGMT	Reservoir Woods	D	2,089.50	312.64	19,374.87	365.00	21,206.37
263	Manager	Program Strategy A	MGMT	Reservoir Woods	D	2,088.00	292.00	16,554.04	883.00	36,103.49
264	Manager	Wholesale Electric Supply New England	MGMT	Hicksville	D	2,088.00	-	-	993.25	46,434.84
265	Manager	US Business Development E	MGMT	MetroTech Center	D	2,088.00	-	-	653.00	32,850.43
266	Manager	Commercial EE Marketing	MGMT	Providence Melrose St	D	2,096.00	121.00	5,034.10	292.50	11,354.58
267	Manager	Gas Supply Planning NE	MGMT	Reservoir Woods	D	2,112.00	374.44	22,507.48	-	6,738.37
268	Manager	Gas Control NE	MGMT	Northboro \ NGSrvCo	D	2,088.00	374.72	24,947.40	-	7,420.12
269	Manager	Inside Sales Gas	MGMT	Reservoir Woods	D	2,088.00	888.00	24,703.60	-	6,600.40
270	Manager	Gas Regulatory Support	MGMT	Reservoir Woods	D	2,468.61	168.64	11,232.29	-	3,101.50

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						Total		GAS		ELECTRIC
						Time Charged	Hours	\$ Amount	Hours	\$ Amount
271	Manager	SHE Performance and Reporting A	MGMT	Reservoir Woods	D	2,112.00	1,058.87	26,578.13	32.77	6,923.71
272	Manager	Customer Connections	MGMT	Reservoir Woods	D	2,104.00	439.24	11,407.53	-	3,041.46
273	Manager	New England Pricing Two	MGMT	Reservoir Woods	D	2,333.00	517.69	35,797.58	18.50	11,367.10
274	Manager	Electric Regulatory Support	MGMT	Hicksville	D	2,088.00	13.41	897.30	247.40	11,086.98
275	Manager	EE Tracking Systems Support	MGMT	Reservoir Woods	D	2,108.76	89.37	5,058.83	253.87	11,976.53
276	Manager	Commercial Sales NE 1	MGMT	Reservoir Woods	D	2,105.00	123.00	6,998.70	367.50	17,692.17
277	Manager	Commodities NY/NE (Gas)	MGMT	100 Old Cntry Rd Hicks	D	2,578.50	166.09	10,131.75	1.40	3,048.36
278	Manager	Trade Marketing	MGMT	Reservoir Woods	D	2,096.00	243.75	15,410.22	363.00	21,031.44
279	Manager	Safety NE	MGMT	Reservoir Woods	D	2,104.00	186.90	10,554.57	172.57	9,763.48
280	Manager	HR L&D Gas NE	MGMT	Millbury Learning Center	D	2,088.00	404.34	23,379.18	-	5,856.50
281	Manager EIC	Technical Sales & Engineering Support NE	MGMT	North Kingstown	D	2,119.00	-	-	252.00	13,372.34
282	Manager PM	Non Wires Alternative Offerings	MGMT	Reservoir Woods	D	2,088.00	12.44	432.21	314.85	10,847.23
283	Measurement Technician	Meter Operations MA/NH	Union	Wilmington	Union	2,445.00	276.12	12,697.69	-	3,810.54
284	Measurement Technician	Meter Operations MA/NH	Union	Wilmington	Union	2,534.00	312.16	14,665.41	-	3,063.32
285	Measurement Technician	Meter Operations MA/NH	Union	Wilmington	Union	2,440.50	249.57	10,612.28	-	676.19
286	Measurement Technician	Meter Operations MA/NH	Union	Wilmington	Union	2,846.00	365.48	17,854.63	-	5,001.43
287	Nurse Practitioner	Health and Wellbeing B	MGMT	Brockton - NGSrvCo	E	2,088.00	218.52	11,083.11	199.95	10,337.39
288	Nurse Practitioner	Health and Wellbeing B	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,088.00	229.06	11,657.99	210.18	10,845.11
289	Operations Clerk	Work Support New England	Union	Providence Melrose St	Union	2,822.50	2.59	90.66	933.41	11,775.38
290	Operations Clerk	Work Support New England	Union	Providence Melrose St	Union	2,465.25	-	-	1,393.01	13,257.21
291	Operations Clerk	Work Support New England	Union	Middletown 5110	Union	2,708.25	-	-	2,409.97	23,170.27
292	Operations Clerk	Work Support New England	Union	North Kingstown	Union	2,668.25	-	-	2,231.75	11,482.74
293	Operations Clerk	Work Support New England	Union	Providence Melrose St	Union	2,972.75	-	-	2,590.50	10,654.38
294	Physician Assistant	Health and Wellbeing B	MGMT	North Andover	E	2,088.00	230.26	11,958.33	210.10	11,114.24
295	President Rhode Island NH	Pres RI Jurisdiction	MGMT	Providence Melrose St	A	2,088.00	538.83	84,085.44	1,192.17	161,846.74
296	Prin Analyst	Gas Pipe Regulatory Compliance	MGMT	Providence Melrose St	D	2,088.00	-	-	1,808.00	77,748.48
297	Prin Engineer	Asset Mgmt Dist NE	MGMT	Providence Melrose St	D	2,088.00	-	-	1,516.00	20,835.63
298	Prin Engineer	Distribution C&I	MGMT	Providence Melrose St	D	2,092.00	-	-	255.58	10,697.48
299	Prin Engineer	Distr Field Eng NE North 1	MGMT	Somerset - Mass Electric Co 99	D	2,102.00	-	-	1,195.06	20,012.45
300	Prin Engineer	Mains & Services Replacement NY	MGMT	Hub Drive	D	2,088.00	166.04	10,002.13	-	3,225.71
301	Prin Engineer	Gas Trans IVP	MGMT	Hub Drive	D	2,088.00	166.20	11,255.25	-	3,110.64
302	Prin Partner	Corporate Communications Operations MA	MGMT	Providence Melrose St	D	2,106.50	346.14	21,300.21	865.87	49,370.06
303	Prin Program Manager	Labor & Emp Relations - NE	MGMT	Reservoir Woods	D	1,046.50	356.87	21,208.51	8.00	14,296.59
304	Prin Program Manager	Emergency Planning	MGMT	Reservoir Woods	D	2,140.50	-	-	197.15	10,096.76
305	Prin Program Manager	New England Pricing	MGMT	Reservoir Woods	D	2,097.00	-	-	990.04	59,154.00
306	Prin Program Manager	Community & Customer Mgmt A	MGMT	Providence Melrose St	D	2,097.50	563.21	31,038.25	1,288.29	61,288.42
307	Prin Program Manager	Reg Strategy & Int Analyst C	MGMT	Reservoir Woods	D	2,088.00	-	-	382.84	15,999.84
308	Prin Program Manager	NES Solution Development	MGMT	Reservoir Woods	D	2,099.00	8.14	527.11	527.04	29,583.81
309	Prin Specialist	Customer Assurance	MGMT	Providence Melrose St	D	2,088.00	96.30	6,250.17	277.35	14,888.61
310	Principal Process Manager	Ops Management NE	MGMT	Worc NGSrvCo SouthbridgeStreet	D	2,113.50	-	-	862.00	19,390.40
311	Program Manager	Resource Planning NE	MGMT	Reservoir Woods	E	2,115.00	416.28	11,783.52	-	3,366.76
312	Program Manager	Resource Planning CMS NE	MGMT	Reservoir Woods	E	2,389.75	995.95	19,155.03	392.71	8,673.93
313	Representative	Account Development	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,097.50	-	-	532.00	11,840.43
314	Representative	Sales Processing A	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,088.00	-	-	874.40	28,533.52
315	Representative	Customer Solutions	MGMT	Reservoir Woods	E	2,088.00	-	-	526.02	10,874.77
316	Representative	Sales Processing A	MGMT	Providence Melrose St	E	2,095.50	-	-	1,319.50	31,242.81
317	Representative	Customer Solutions	MGMT	Reservoir Woods	E	1,844.00	-	-	1,584.00	40,570.72
318	Revenue Service Associate I	Acct Maint & Oper Northboro Rep 3	Union	Northboro - NGSrvCo	Union	2,302.50	245.22	6,454.63	454.88	10,587.72
319	Revenue Service Associate I	Acct Maint & Oper Northboro Rep 3	Union	Northboro - NGSrvCo	Union	2,309.50	242.11	6,476.94	448.73	10,842.94
320	Revenue Service Associate I	Acct Maint & Oper Northboro Rep 1	Union	Northboro - NGSrvCo	Union	2,218.50	239.89	6,240.80	442.36	10,220.31
321	Revenue Service Associate I	Acct Maint & Oper Northboro Rep 2	Union	Northboro - NGSrvCo	Union	2,295.50	257.35	6,803.90	474.41	11,130.26
322	Revenue Service Associate I	Acct Maint & Oper Northboro Rep 3	Union	Northboro - NGSrvCo	Union	2,223.50	233.95	6,215.00	431.60	10,197.97
323	Revenue Service Associate I	Acct Maint & Oper Northboro Rep 2	Union	Northboro - NGSrvCo	Union	2,195.50	617.08	15,796.61	320.71	7,166.92
324	Revenue Service Associate I	Acct Maint & Oper Northboro Rep 2	Union	Northboro - NGSrvCo	Union	2,116.00	613.15	15,752.80	1,158.59	26,037.26

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325	Sales Representative	Commercial Sales NE 1	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,088.00	0.56	18.11	597.32	16,439.79
326	Senior Counsel I	AGC&D RI NH Reg	MGMT	Providence Melrose St	C	1,930.75	578.15	43,112.74	945.58	59,404.44
327	Senior Counsel II	AGC&D RI NH Reg	MGMT	Providence Melrose St	C	2,088.00	542.59	46,057.61	1,280.41	85,348.71
328	Senior Counsel II	AGC Real Estate	MGMT	Reservoir Woods	C	2,092.03	64.26	5,464.52	337.85	25,794.56
329	Senior Counsel II	Environmental	MGMT	Reservoir Woods	C	2,088.00	38.63	3,263.31	345.47	22,643.00
330	Senior Counsel II	General Litigation	MGMT	Reservoir Woods	C	2,096.00	11.27	937.38	398.74	22,324.89
331	Senior Relay Technician	Prot Ops NE South Provide	MGMT	Providence Melrose St	E	2,226.50	-	-	1,575.50	22,841.00
332	Senior Relay Technician	Prot Ops NE South Provide	MGMT	Providence Melrose St	E	2,285.00	-	-	1,668.00	14,362.61
333	Senior Relay Technician	Prot Ops NE South Provide	MGMT	Providence Melrose St	E	2,245.50	-	-	1,686.50	19,652.05
334	Shift Supv Control Room	Dist Network Operations	MGMT	Northboro - NGSrvCo	D	2,416.50	-	-	404.03	13,334.83
335	Shift Supv Control Room	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,663.50	-	-	305.55	13,233.31
336	Shift Supv Control Room	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,588.00	-	-	363.67	15,157.37
337	Shift Supv Control Room	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,935.00	-	-	350.79	14,821.18
338	Shift Supv Control Room	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,597.00	-	-	349.79	15,350.92
339	Shift Supv Control Room	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,479.50	-	-	313.73	13,563.87
340	Shift Supv Control Room	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,573.00	-	-	328.79	13,324.45
341	Shift Supv Control Room	Control Central NE	MGMT	Northboro - NGSrvCo	D	2,645.00	-	-	314.66	16,305.95
342	Sr Analyst	Lab&Test Elec and Gas UNY	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,086.50	0.30	12.53	487.79	14,404.63
343	Sr Analyst	EE Program Execution MA	MGMT	Providence Melrose St	E	2,103.00	154.45	6,157.40	531.90	17,507.24
344	Sr Analyst	Workforce Management C	MGMT	Northboro - NGSrvCo	E	2,088.00	122.27	5,141.24	265.59	10,174.31
345	Sr Analyst	FERC Revenue Performance	MGMT	Reservoir Woods	E	2,347.00	1,116.00	45,410.04	-	10,253.88
346	Sr Analyst	Acct Maint & Oper Bus Proc Excellence	MGMT	Northboro - NGSrvCo	E	2,092.00	219.49	8,679.85	403.49	14,070.55
347	Sr Analyst	RI & NES Plan Budgeting and Perf	MGMT	Reservoir Woods	E	2,206.00	433.14	17,626.92	951.86	31,651.50
348	Sr Analyst	Non Interval Meter Data O	MGMT	Syracuse - NGSrvCo	E	2,106.50	1,652.50	64,832.34	5.70	18,659.32
349	Sr Analyst	Non Interval Meter Data O	MGMT	Syracuse - NGSrvCo	E	2,088.00	1,655.00	64,948.94	-	16,868.28
350	Sr Analyst	Cust Sat & Reg Compliance A	MGMT	Lincoln Service Co	E	2,104.00	434.40	16,822.19	800.60	27,188.81
351	Sr Analyst	Cust Sat & Reg Compliance A	MGMT	Lincoln Service Co	E	2,186.00	462.96	17,918.90	853.04	29,191.56
352	Sr Analyst	Cust Sat & Reg Compliance A	MGMT	Lincoln Service Co	E	2,172.00	498.38	19,309.52	918.62	32,035.51
353	Sr Analyst	Non Interval Meter Data O	MGMT	Lincoln Service Co	E	2,177.25	-	-	318.33	10,175.03
354	Sr Analyst	Pipeline Safety RI	MGMT	Providence Melrose St	E	2,100.00	472.36	12,197.53	1,224.36	53,421.53
355	Sr Analyst	Program Strategy Policy & Evaluation RI	MGMT	Providence Melrose St	E	2,089.00	441.50	18,133.54	1,339.00	45,432.74
356	Sr Analyst	Constr NE Gas Auxillary Operations	MGMT	NE Gas Dexter	E	2,395.00	471.06	17,101.66	-	5,399.18
357	Sr Analyst	Customer Contribution Policy and Support	MGMT	Reservoir Woods	E	2,092.00	164.80	6,917.14	986.40	14,001.88
358	Sr Analyst	Program Strategy A	MGMT	Reservoir Woods	E	2,088.00	280.40	11,514.50	1,561.60	49,166.38
359	Sr Analyst	NE Modeling and Data Analytics	MGMT	Reservoir Woods	E	2,092.00	446.78	18,885.88	982.47	33,948.77
360	Sr Analyst	Budget and Forecasting - Operations	MGMT	Reservoir Woods	E	2,444.25	403.53	16,593.48	967.50	35,433.20
361	Sr Analyst	RI & NES Plan Budgeting and Perf	MGMT	Reservoir Woods	E	2,088.00	547.68	23,745.07	1,212.32	46,486.75
362	Sr Analyst	Energy Efficiency Reporting	MGMT	Reservoir Woods	E	2,008.00	324.36	13,717.07	908.18	28,351.89
363	Sr Analyst	Bill Project Mgmt & Servi	MGMT	Syracuse - NGSrvCo	E	2,123.00	407.26	16,430.73	409.31	13,561.23
364	Sr Analyst	SOP Coordination and Scheduling	MGMT	Northboro - NGSrvCo	E	2,088.00	434.91	17,743.98	-	4,813.89
365	Sr Analyst	Commercial EE Marketing	MGMT	MetroTech Center	E	2,088.00	19.00	796.29	516.00	16,526.89
366	Sr Analyst	Program Strategy Policy & Evaluation RI	MGMT	Reservoir Woods	E	2,088.00	461.00	18,930.59	1,382.00	46,885.58
367	Sr Analyst	Constr NE Gas Auxillary Operations	MGMT	Northboro - NGSrvCo	E	2,297.00	469.92	17,143.60	-	4,928.87
368	Sr Analyst	Commodities NY/NE (Electric)	MGMT	100 Old Cntry Rd Hicks	E	2,088.00	-	-	671.00	21,936.81
369	Sr Analyst	Energy Efficiency	MGMT	Reservoir Woods	E	2,090.98	101.38	4,643.19	300.90	11,459.76
370	Sr Analyst	Program Strategy A	MGMT	Reservoir Woods	E	2,096.00	18.00	739.62	1,092.00	28,290.44
371	Sr Analyst	Contract Mgmt & Admin NE	MGMT	Reservoir Woods	E	2,268.50	1,770.34	49,753.04	-	-
372	Sr Analyst	Performance and Strategy RI	MGMT	Providence Melrose St	E	2,099.00	585.66	20,681.06	1,319.34	40,483.09
373	Sr Analyst	Commodities NY/NE (Gas)	MGMT	100 Old Cntry Rd Hicks	E	2,102.00	1,619.06	67,076.19	12.30	19,265.55
374	Sr Analyst	Program Strategy Policy & Evaluation RI	MGMT	Reservoir Woods	E	2,088.00	447.75	18,385.94	1,353.25	44,536.22
375	Sr Analyst	New England Pricing One	MGMT	Reservoir Woods	E	2,088.00	3.23	130.99	1,848.77	55,349.71
376	Sr Analyst	OMS	MGMT	Northboro \ NGSrvCo	E	2,112.50	-	-	481.48	13,578.12
377	Sr Analyst	New England Pricing One	MGMT	Reservoir Woods	E	2,093.50	0.64	26.20	1,453.36	40,963.00
378	Sr Analyst	MA Financial Performance and Reporting B	MGMT	Reservoir Woods	E	2,088.00	-	-	472.17	14,603.98

A	B	C	E	D	F		H		J		G		I	
					Total				GAS				ELECTRIC	
ID Number	Title	Job Description	Union/Non-Union	Primary Job Location	Band	Time Charged	Hours	\$ Amount	Hours	\$ Amount	Hours	\$ Amount	Hours	\$ Amount
379	Sr Analyst	Program Strategy Policy & Evaluation RI	MGMT	Providence Melrose St	E	2,089.00	438.42	18,000.71	1,357.64	45,399.06				
380	Sr Analyst	Residential EE Marketing	MGMT	Reservoir Woods	E	2,143.50	38.30	1,601.52	372.20	11,664.45				
381	Sr Analyst	New England Revenue Requirements ONE	MGMT	Reservoir Woods	E	2,109.00	234.05	10,338.74	255.07	11,043.80				
382	Sr Analyst	Controller - RI	MGMT	MetroTech Center	E	1,845.00	488.40	21,144.21	1,076.60	39,301.67				
383	Sr Analyst	New England Pricing Two	MGMT	Reservoir Woods	E	1,712.00	1,191.40	48,221.43	-	18,275.96				
384	Sr Analyst	Trade Marketing	MGMT	Reservoir Woods	E	1,240.02	205.42	8,384.07	338.35	11,391.42				
385	Sr Analyst	New England Pricing Two	MGMT	Reservoir Woods	E	649.00	545.00	22,061.60	-	21,090.08				
386	Sr Claims Representative	Claims North (NE/UNY)	MGMT	Providence Melrose St	E	2,108.00	-	-	1,428.00	37,461.84				
387	Sr Claims Representative	Claims North (NE/UNY)	MGMT	Lincoln Service Co	E	2,092.00	692.00	25,873.88	12.00	7,590.19				
388	Sr Coordinator	Resource Coord ServCo a	MGMT	Providence Melrose St	E	717.50	32.96	1,127.42	1,601.14	36,635.64				
389	Sr Coordinator	Resource Coordination NE Field Ops	MGMT	NE Gas Dexter	E	2,220.31	2,116.25	18,420.61	-	5,553.88				
390	Sr Coordinator	SOP Coordination and Scheduling	MGMT	Northboro \ NGSrvCo	E	2,377.00	420.62	17,993.40	-	1,193.75				
391	Sr Counsel	AGC&D RI NH Reg	MGMT	Reservoir Woods	D	2,089.00	201.12	13,020.12	1,619.88	86,452.96				
392	Sr Counsel	AGC Commercial	MGMT	Reservoir Woods	D	2,088.00	36.42	2,243.02	205.44	11,410.32				
393	Sr Customer Service Rep	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,377.90	263.42	7,999.06	468.21	12,091.09				
394	Sr Customer Service Rep	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,193.24	216.09	6,148.00	421.19	10,490.00				
395	Sr Customer Service Rep	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,374.07	206.29	6,165.45	393.65	10,084.55				
396	Sr Customer Service Rep	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,246.12	218.28	6,134.83	427.46	10,690.00				
397	Sr Customer Service Rep	Contact Center Northboro D4	Union	Northboro - NGSrvCo	Union	2,213.66	226.24	6,311.10	439.36	10,753.27				
398	Sr Customer Service Rep	Contact Center Northboro D2	Union	Northboro - NGSrvCo	Union	2,285.57	253.46	7,451.89	455.39	11,467.11				
399	Sr Customer Service Rep	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,311.51	219.61	6,398.47	408.50	10,332.83				
400	Sr Customer Service Rep	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,316.74	238.95	6,729.31	468.54	11,691.42				
401	Sr Customer Service Rep	Contact Center Northboro D2	Union	Northboro - NGSrvCo	Union	2,261.60	238.92	6,746.60	455.11	11,571.77				
402	Sr Customer Service Rep	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,379.49	223.69	6,560.94	427.86	11,268.68				
403	Sr Customer Service Rep	Contact Center Northboro D2	Union	Northboro - NGSrvCo	Union	2,275.43	236.59	6,892.78	427.31	10,570.84				
404	Sr Customer Service Rep	Contact Center Northboro D6	Union	Northboro - NGSrvCo	Union	2,128.00	225.86	6,268.05	420.55	10,185.97				
405	Sr Engineer	Engineering Lab NE	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,122.00	-	-	643.50	14,394.93				
406	Sr Engineer	Asset Mgmt Dist NE	MGMT	Providence Melrose St	E	1,960.00	-	-	1,265.47	16,563.58				
407	Sr Engineer	City State Construction	MGMT	NE Gas Dexter	E	2,088.00	1,796.00	17,742.59	-	4,564.63				
408	Sr Engineer	Distribution C&I	MGMT	Northboro - NGSrvCo	E	2,088.00	-	-	1,018.43	28,261.76				
409	Sr Engineer	Asset Mgmt Dist NE	MGMT	Providence Melrose St	E	2,088.00	-	-	1,834.56	13,336.48				
410	Sr Engineer	EMS - NE	MGMT	Northboro - NGSrvCo	E	2,151.00	-	-	330.42	10,878.96				
411	Sr Engineer	Customer Reliability and Analytics	MGMT	Reservoir Woods	E	2,088.00	-	-	950.81	30,522.95				
412	Sr Engineer	Corrosion	MGMT	Reservoir Woods	E	2,115.50	345.06	18,091.06	-	6,670.51				
413	Sr Engineer	EE Technical Support South MA and RI	MGMT	280 Melrose Street	E	2,092.00	-	-	1,308.00	40,396.12				
414	Sr Engineer	EE Technical Support West and North MA	MGMT	Providence Melrose St	E	2,140.07	18.91	778.24	433.50	12,869.46				
415	Sr Gas Sys Operator	Gas Control NE	MGMT	Northboro - NGSrvCo	E	2,209.00	417.45	16,847.32	-	4,709.83				
416	Sr Gas Sys Operator	Gas Control NE	MGMT	Northboro - NGSrvCo	E	2,256.50	417.75	17,511.25	-	4,695.00				
417	Sr Gas Sys Operator	Gas Control NE	MGMT	Northboro - NGSrvCo	E	2,223.75	466.46	19,230.86	-	5,768.36				
418	Sr Gas Sys Operator	Gas Control NE	MGMT	Northboro \ NGSrvCo	E	2,317.00	461.82	21,944.97	-	4,982.83				
419	Sr Gas Sys Operator	Gas Control NE	MGMT	Northboro - NGSrvCo	E	2,183.50	366.65	17,507.54	-	4,709.83				
420	Sr Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	1,626.00	256.30	11,734.00	62.64	4,196.05				
421	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,088.00	-	-	393.92	13,402.28				
422	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,127.00	2.82	187.82	388.23	13,036.55				
423	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,157.00	3.21	222.35	395.38	13,494.22				
424	Sr Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	182.00	22.20	1,018.77	1,374.53	41,330.95				
425	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,189.50	5.84	395.95	410.05	14,155.62				
426	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,133.00	-	-	411.80	13,527.55				
427	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,119.00	-	-	403.52	13,155.82				
428	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,329.50	3.50	240.93	375.05	12,212.91				
429	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,100.00	-	-	420.13	14,117.81				
430	Sr Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	2,098.50	448.44	20,143.52	-	5,259.04				
431	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,146.75	10.59	484.42	339.58	11,580.00				
432	Sr Instructor	HR L&D Electric NE	MGMT	Millbury Learning Center	E	2,138.00	55.60	2,614.04	342.92	11,008.35				

ID Number	Title	Job Description	Union/Non-Union	Primary Job Location	Band	F	H	J	G	I
						Total	Hours	GAS \$ Amount	ELECTRIC Hours	\$ Amount
433	Sr Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	2,173.00	452.82	20,751.96	-	5,295.47
434	Sr Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	2,090.00	348.39	15,662.22	-	2,069.37
435	Sr Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	2,223.00	445.26	20,649.36	12.00	5,737.97
436	Sr Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	2,112.00	384.55	17,658.06	-	5,404.74
437	Sr Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	2,164.00	470.67	21,672.01	-	5,619.12
438	Sr Instructor	HR L&D Gas NE	MGMT	Millbury Learning Center	E	1,207.00	216.71	10,037.65	11.17	5,310.94
439	Sr IT Analyst	EMS - NE	MGMT	Northboro - NGSrvCo	E	2,209.00	-	-	335.55	10,314.87
440	Sr IT Analyst	OMS	MGMT	Northboro - NGSrvCo	E	2,140.53	-	-	475.46	15,214.42
441	Sr IT Analyst	IS GMS	MGMT	Northboro - NGSrvCo	E	2,088.00	278.22	10,938.34	-	2,680.31
442	Sr Lab Technician	Engineering Lab NE	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,120.00	-	-	426.72	12,649.26
443	Sr Planner	Gas Supply Planning NE	MGMT	Reservoir Woods	E	2,088.00	429.64	18,666.10	-	4,871.71
444	Sr Program Manager	EE Program Execution MA	MGMT	Hopedale - NGSrvCo	E	2,096.00	-	-	1,732.00	50,626.72
445	Sr Program Manager	Business Process & Project Management	MGMT	Reservoir Woods	E	2,096.00	37.58	1,580.99	283.19	11,326.72
446	Sr Program Manager	Resource Planning NE	MGMT	Reservoir Woods	E	2,087.94	94.41	386.99	326.53	14,546.94
447	Sr Program Manager	Residential Program Execution	MGMT	Reservoir Woods	E	2,096.00	448.00	17,929.22	448.00	17,929.22
448	Sr Program Manager	Residential Program Execution	MGMT	Reservoir Woods	E	2,095.00	582.50	23,283.42	466.00	19,908.44
449	Sr Program Manager	Residential Program Execution	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,088.00	319.98	12,791.57	6.00	3,537.20
450	Sr Quality Inspector	Gas QA/QC	MGMT	Reservoir Woods	E	2,088.00	248.00	10,632.40	-	2,764.16
451	Sr Representative	Sales Processing A	MGMT	280 Melrose Street	E	2,099.00	-	-	865.50	25,763.02
452	Sr Representative	Customer Connections	MGMT	Reservoir Woods	E	2,088.00	1,001.00	25,080.32	-	4,719.72
453	Sr Sales Representative	Commercial Sales NE 1	MGMT	Providence Melrose St	E	2,089.50	303.45	11,380.66	695.40	22,852.45
454	Sr Sales Representative	Commercial Sales NE 1	MGMT	Operations Center - Corporate	E	2,088.00	1,812.00	67,926.84	-	18,198.40
455	Sr Sales Representative	Inside Sales Gas	MGMT	NE Gas Dexter	E	2,088.00	1,800.00	26,202.99	-	6,655.20
456	Sr Sales Representative	Commercial Sales NE 1	MGMT	Providence Melrose St	E	2,094.00	-	-	907.00	15,208.08
457	Sr Specialist	Vegetation Mgmt Strategy	MGMT	Reservoir Woods	E	2,216.50	-	-	520.36	18,087.17
458	Sr Specialist	Electric Ops & Market Relations	MGMT	Hicksville	E	2,088.00	-	-	399.00	11,196.75
459	Sr Supv Non Operations	Meter Test NE	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,096.00	-	-	456.71	14,843.20
460	Sr Supv Non Operations	Contact Center Northboro D2	MGMT	Northboro - NGSrvCo	E	2,164.00	209.52	8,409.47	401.84	13,813.86
461	Sr Supv Non Operations	Meter Operations MA/NH	MGMT	Wilmington	E	2,540.00	367.44	18,143.75	-	4,408.39
462	Sr Supv Non Operations	Gas Contractors RI Supv S	MGMT	Reservoir Woods	E	2,105.00	1,190.47	35,373.74	-	724.80
463	Sr Supv Operations	Damage Prevention NE Gas RI	MGMT	NE Gas Dexter	E	2,907.96	2,550.96	77,568.17	17.50	30,807.12
464	Sr Supv Operations	Dispatch MGMT	MGMT	Northboro - NGSrvCo	E	2,661.29	728.09	11,487.88	103.94	11,470.14
465	Sr Supv Operations	Constr NE Gas Auxillary Operations	MGMT	NE Gas Dexter	E	2,276.00	457.18	22,099.89	-	6,776.80
466	Sr Supv Operations	Constr NE Gas Auxillary Operations	MGMT	NE Gas Dexter	E	2,403.00	468.49	22,658.60	-	7,548.04
467	Sr Supv Operations	Damage Prevention NE Gas	MGMT	NE Gas Dexter	E	2,480.00	2,275.00	80,813.39	-	27,139.01
468	Sr Supv Operations	Tele Ops NE South Provide	MGMT	Providence Melrose St	E	2,130.50	-	-	979.50	33,637.65
469	Sr Supv Operations	Transmission Forestry NE S	MGMT	Providence Melrose St	E	2,248.50	-	-	1,871.96	60,191.10
470	Sr Supv Operations	NE Facilities Operation2	MGMT	280 Melrose Street	E	2,094.00	308.00	13,559.92	1,040.00	36,231.52
471	Sr Supv Operations	CMS Elec West	MGMT	Worc NGSrvCo SouthbridgeStreet	E	2,185.13	694.70	24,058.53	512.00	25,379.84
472	Sr Supv Operations	I&R NE RI Cumber Approver	MGMT	Providence Melrose St	E	2,689.71	2,141.96	35,944.92	-	10,988.33
473	Sr Supv Operations	Constr NE Gas Aux Ops Dump Reclaim	MGMT	Allens Ave ServCo	E	2,416.50	1,706.37	31,258.95	-	10,863.94
474	Sr Supv Operations	Field Ops South NE Gas Approver 5110	MGMT	NE Gas Dexter	E	2,932.70	2,328.20	21,204.20	16.50	4,358.00
475	Sr Supv Operations	I&R NE Rhode Island Approver	MGMT	Providence Melrose St	E	2,310.00	2,096.00	49,844.66	-	14,097.56
476	Sr Supv Operations	Prot Ops NE South Provide	MGMT	Providence Melrose St	E	2,309.50	-	-	1,712.00	24,870.98
477	Sr Supv Operations	Complex Construction NE 2	MGMT	West Roxbury	E	3,205.50	396.57	19,049.59	-	18,956.74
478	Sr Supv Operations	Constr NE Gas South Inspectors	MGMT	NE Gas Dexter	E	2,160.00	1,877.00	23,351.21	-	2,777.62
479	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,380.00	-	-	275.00	10,139.70
480	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	3,180.00	-	-	496.11	17,257.50
481	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,566.00	-	-	340.11	11,871.78
482	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,568.00	-	-	280.02	10,087.39
483	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,932.00	-	-	313.88	11,846.91
484	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,690.00	-	-	472.44	13,477.46
485	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,434.50	-	-	381.36	12,576.73
486	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,584.00	-	-	354.67	11,453.97

ID Number	Title	Job Description	Union/Non-Union	Primary Job Location	Band	F	H	J	G	
						Total		GAS	ELECTRIC	
						Time Charged	Hours	\$ Amount	Hours	\$ Amount
487	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,545.00	-	-	295.94	10,503.92
488	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,704.00	-	-	376.56	13,880.03
489	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,568.50	-	-	321.02	10,957.42
490	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,510.00	-	-	459.36	14,960.95
491	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,637.00	-	-	278.18	10,377.02
492	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,600.00	-	-	323.33	12,229.91
493	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,427.50	-	-	344.75	11,449.43
494	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,641.00	-	-	333.06	13,193.90
495	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,703.26	-	-	454.91	13,912.88
496	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,732.50	-	-	390.49	14,531.59
497	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,784.00	-	-	283.29	10,822.77
498	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,558.00	-	-	374.93	14,922.99
499	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,688.00	-	-	415.29	12,803.73
500	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,558.00	-	-	390.91	10,543.46
501	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,511.55	-	-	449.78	11,782.21
502	Sr Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,536.00	-	-	395.61	12,365.94
503	Sr Tech Supp Consultant	Market Strategy EE Technical Field Supp	MGMT	Reservoir Woods	E	2,138.55	-	-	606.35	19,614.13
504	Sr Technician	Tele Ops NE South Provide	Union	Providence Melrose St	Union	2,258.75	-	-	1,022.50	31,784.59
505	Sr Technician	Tele Ops NE South Provide	Union	Providence Melrose St	Union	2,159.00	-	-	1,334.00	21,659.58
506	Sr Technician	Tele Ops NE South Provide	Union	Providence Melrose St	Union	2,461.00	-	-	1,360.95	20,390.78
507	Sr Trader	Wholesale Electric Supply New England	MGMT	Albany - NGSrvCo	E	2,088.00	-	-	380.00	14,458.68
508	Sr. Process Manager	Field Ops South NE Gas Director	MGMT	Providence Dexter St	E	2,088.00	1,992.00	30,424.57	-	7,500.35
509	Statistcl Clk Gas Contrl	Gas Control NE	Union	Northboro NGSrvCo	Union	2,251.00	443.22	15,348.04	-	3,994.95
510	Supv Non Operations	Contact Center Northboro D6	MGMT	Northboro - NGSrvCo	E	2,152.50	219.60	7,339.90	427.74	12,297.60
511	Supv Non Operations	Acct Maint & Oper Northboro Supv 1	MGMT	Northboro - NGSrvCo	E	2,220.50	264.52	9,742.09	486.10	15,910.73
512	Supv Operations	CMS RI Elec 7	MGMT	Providence Melrose St	E	1,160.50	57.98	2,041.11	1,985.51	58,677.42
513	Supv Operations	I&R NE Approver B	MGMT	Allens Ave ServCo	E	2,361.00	1,874.50	42,342.14	-	10,012.15
514	Supv Operations	CMS RI Gas 6	MGMT	Providence Melrose St	E	520.00	1,753.07	59,279.26	-	11,010.90
515	Supv Operations	CMS RI Gas 1	MGMT	Providence Melrose St	E	2,237.75	1,903.75	26,645.94	32.00	9,058.74
516	Supv Operations	Constr NE Gas South Inspectors	MGMT	Providence Dexter St	E	2,338.75	2,028.82	15,368.18	-	1,190.74
517	Supv Operations	CMS RI Gas 7	MGMT	Providence Melrose St	E	2,153.50	1,906.00	22,485.67	34.50	13,737.55
518	Supv Operations	CMS Gas Braintree 5110	MGMT	Reservoir Woods	E	1,423.00	857.01	23,238.00	-	-
519	Supv Operations	Field Ops South NE Gas 5110	MGMT	Providence Melrose St	E	1,018.75	2,155.25	29,439.50	-	6,486.48
520	Supv Operations	Dispatch MGMT	MGMT	Northboro - NGSrvCo	E	2,480.52	520.44	10,276.93	177.01	13,983.37
521	Supv Operations	Meter Shop RI Approver	MGMT	Lincoln Service Co	E	2,091.00	1,877.50	81,348.40	-	21,172.48
522	Supv Operations	LNG RI Exeter 5110a	MGMT	Exeter LNG ServCo	E	2,160.00	1,936.00	77,474.44	-	21,179.94
523	Supv Operations	Transmission Forestry NE S	MGMT	Providence Melrose St	E	2,182.00	-	-	1,590.03	52,227.92
524	Supv Operations	LNG RI Cumberland	MGMT	Cumberland Scott Rd	E	1,588.00	776.00	10,377.32	-	3,657.58
525	SVP & US General Counsel	US General Counsel	MGMT	Hicksville	A	2,104.00	48.12	7,508.51	116.95	15,783.91
526	SVP Chief Customer Officer	Chief Customer Officer	MGMT	Reservoir Woods	A	2,088.00	74.58	10,580.97	162.97	19,052.42
527	SVP Chief Information Officer	Senior VP CIO	MGMT	Reservoir Woods	A	2,088.00	50.38	7,643.64	122.80	17,052.61
528	SVP Complex Capital Delivery	Complex Capital Delivery CCD	MGMT	Reservoir Woods	A	2,088.00	48.81	6,115.08	118.10	12,441.60
529	SVP Electric Process & Engineering	Electric Process and Engineering	MGMT	Reservoir Woods	A	2,088.00	-	-	116.22	10,034.87
530	SVP Gas Proc & Eng Chief Gas Eng	Gas Process and Engineering	MGMT	Hub Drive	A	2,096.00	167.44	21,883.77	-	6,663.85
531	SVP Operations and Engineering	Operations and Engineering	MGMT	Hicksville	A	2,088.00	68.10	11,778.69	65.76	11,755.73
532	Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,810.00	-	-	632.31	15,899.41
533	Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,574.00	-	-	503.57	10,730.95
534	Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,583.00	-	-	351.33	10,668.24
535	Sys Control Ctr Operator	Dist Network Operations	MGMT	Northboro - NGSrvCo	E	2,620.00	-	-	359.48	11,185.78
536	Technician 3/C (80)	Tele Ops NE South Provide	Union	Providence Melrose St	Union	2,400.00	-	-	1,419.00	32,616.26
537	Tester	Meter Test NE	Union	Worc NGSrvCo SouthbridgeStreet	Union	2,214.00	-	-	451.55	11,766.76
538	Tester	Meter Test NE	Union	Worc NGSrvCo SouthbridgeStreet	Union	2,567.50	-	-	578.02	12,813.06
539	VP Aware to Repair Process	Aware to Repair	MGMT	Reservoir Woods	B	2,032.00	136.69	10,048.38	3.63	2,250.60
540	VP Control Ctr Operations	Control Center Operations	MGMT	Henry Clay Blvd (HCB-3)	B	2,447.00	78.21	9,621.81	155.37	15,711.39

ID Number	Title	Job Description	Union/Non-Union	Primary Job Location	Band	F	H	J	G	I
						Total		GAS		ELECTRIC
						Time Charged	Hours	\$ Amount	Hours	\$ Amount
541	VP Controller NE	Controller - NE	MGMT	MetroTech Center	B	2,088.00	48.40	4,583.15	117.94	10,057.58
542	VP Cust Meter Services NE	USNE CMS	MGMT	NE Gas Dexter	B	2,088.00	156.34	14,103.35	294.54	22,763.99
543	VP Deputy General Counsel	DGC Comm Finance M&A Real Estate	MGMT	Reservoir Woods	B	1,760.00	41.71	5,508.98	101.12	10,988.14
544	VP Energy Procurement	Energy Procurement	MGMT	100 Old Cntry Rd Hicks	B	2,088.00	63.93	7,714.98	116.85	12,373.82
545	VP Federal Affairs	Federal Affairs	MGMT	Washington DC	B	2,088.00	54.01	6,022.94	134.89	12,750.49
546	VP Finance Excellence	Finance Process Engineering	MGMT	Reservoir Woods	B	2,096.00	53.29	4,788.07	129.71	10,265.09
547	VP Gas Asset Management	Gas Asset Mgmt	MGMT	Reservoir Woods	B	2,088.00	129.61	11,895.77	-	3,071.60
548	VP Gas Process & Business Requirements	Gas Process & Business Requirements	MGMT	Reservoir Woods	B	2,167.00	116.65	11,003.23	-	3,078.15
549	VP Gas Sys Engineering	Gas Systems Engineering VP	MGMT	Syracuse - NGSrvCo	B	2,142.50	111.23	10,843.62	0.05	5,804.26
550	VP Investment Strategy & Compliance	Electric Invest Strat and Reg Compliance	MGMT	Reservoir Woods	B	2,096.00	0.72	96.25	114.53	10,818.43
551	VP Labor Relations	Labor & Employee Relations	MGMT	Reservoir Woods	B	2,229.50	144.10	13,665.09	42.74	4,570.48
552	VP Litigation Environ & Empl	DGC Lit Env Emp LIPA & Comp A	MGMT	Hicksville	B	2,088.00	41.03	5,001.14	99.80	10,296.98
553	VP MA & Federal Regulatory	Legal MA & Fed Regulatory	MGMT	Reservoir Woods	B	2,088.00	99.95	12,307.75	248.00	25,553.97
554	VP Maint & Constr NE Elec	Ops Management NE	MGMT	Brockton - E Ashland St Bldg	B	2,088.00	-	-	617.37	21,168.94
555	VP Maintenance & Construction NE Gas	NE Gas Ops & Construction VP	MGMT	Reservoir Woods	B	2,088.00	339.27	22,345.11	-	6,835.71
556	VP Market Development	Market Development	MGMT	Reservoir Woods	B	2,088.00	103.43	9,225.50	239.88	15,471.36
557	VP Marketing & Cust Experience	Customer Engagement	MGMT	Hicksville	B	2,086.34	71.49	8,465.92	155.88	15,822.42
558	VP Operate Electric Network Process	Operate the Network	MGMT	Reservoir Woods	B	2,088.00	48.75	4,955.19	122.04	10,652.92
559	VP Process & Performance	Process & Performance	MGMT	Hicksville	B	2,088.00	54.31	5,524.56	130.03	10,994.50
560	VP Project Management & Complex Construc	Project Mgmt and Complex Construct	MGMT	Reservoir Woods	B	2,096.00	59.45	6,382.00	116.35	12,519.59
561	VP Public Safety Process	Public Safety	MGMT	Hub Drive	B	2,120.00	159.93	13,664.53	3.63	2,351.43
562	VP Reg & Pricing Officer NE	New England Revenue Requirements	MGMT	Reservoir Woods	B	2,091.00	136.01	13,188.16	289.10	24,231.16
563	VP Reg Strategy & Integ Analy	Reg Strategy & Int Analyst	MGMT	MetroTech Center	B	2,096.00	32.11	3,381.68	106.53	10,128.48
564	VP Sales & Sales Operation	Sales & Program Operations	MGMT	Hicksville	B	2,090.00	55.43	6,107.44	125.38	12,058.97
565	VP Service Company Business Partner CFO	Service Company Business Partner CFO	MGMT	Reservoir Woods	B	2,088.00	50.93	5,626.27	123.71	11,533.89
566	VP Solution Dev and Delivery	Solution Dev and Deliver	MGMT	Syracuse - NGSrvCo	B	2,101.00	66.81	7,484.02	100.57	13,228.16
567	VP Strategic Initiatives Fin Ops	VP Strategic Initiatives Fin Ops	MGMT	MetroTech Center	B	2,088.00	55.10	5,774.11	133.97	12,225.28
568	VP US Audit	VP US Audit	MGMT	Reservoir Woods	B	2,088.00	48.29	4,900.14	117.39	10,368.06
569	VP US Financial Controller	Shared Serv Finance Exec AS	MGMT	Reservoir Woods	B	2,088.00	52.14	5,964.09	126.72	12,567.63
570	VP US Procurement	US Procurement	MGMT	Reservoir Woods	B	2,088.00	49.94	6,084.25	121.36	12,787.20
571	VP US Shared Services	VP Services Delivery Center	MGMT	Syracuse - NGSrvCo	B	2,585.25	63.48	7,899.27	158.12	16,523.79
572	VP US Strategic Communication	Strategic Communications	MGMT	Reservoir Woods	B	2,088.00	51.26	6,150.83	124.62	13,038.83
573	VP US Treasurer	Treasury Officer US	MGMT	MetroTech Center	B	2,104.00	49.39	7,846.67	123.01	16,305.11
574	Work Coordinator	Work Coord NE Gas	MGMT	Reservoir Woods	E	1,160.00	1,000.00	19,285.00	-	9,873.92
575	Working Leader - Meter Ops	Meter Operations MA/NH	Union	Wilmington	Union	2,296.00	398.49	16,576.81	-	4,046.50

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
1	Prin Analyst	MGMT	Reservoir Woods	D	-	1,369
2	Structural Specialist/cc	Union	Reservoir Woods	Union	-	2,814
3	Lead Supv Operations	MGMT	Reservoir Woods	E	-	168
4	Sr Supv Operations	MGMT	Northboro - NGSrvCo	E	-	1,059
5	Lead Engineer	MGMT	Providence Melrose St	D	-	750
6	Dir Vegetation Mgt	MGMT	Reservoir Woods	C	-	1,296
7	Prin Engineer	MGMT	Worc NGSrvCo SouthbridgeStreet	D	-	1,760
8	Manager EIC	MGMT	North Kingston 5110	D	-	638
9	Lead Engineer	MGMT	Reservoir Woods	D	-	520
10	Acting Director	MGMT	Reservoir Woods	D	-	400
11	Exec Asst to Band A	MGMT	Reservoir Woods	F	-	212
12	Sr Supv Operations	MGMT	Reservoir Woods	E	-	170
13	Working Leader/cc	Union	Reservoir Woods	Union	-	2,983
14	Operations Clerk	Union	Providence Melrose St	Union	-	2,066
15	Prin Engineer	MGMT	Providence Melrose St	D	-	1,005
16	Lead Relay Technician	MGMT	Providence Melrose St	E	-	1,266
17	Sr Supv Non Operations	MGMT	Northboro - NGSrvCo	E	-	608
18	Material Handler B	Union	NE Distrib Center (SUTTON)	Union	-	111
19	Sr Analyst	MGMT	Northboro - NGSrvCo	E	-	8
20	Lead Process Manager	MGMT	Providence Melrose St	D	-	2,523
21	Lead Energy Integration Consultant	MGMT	North Kingston 5110	D	-	1,665
22	Sr IT Engineer	MGMT	Northboro - NGSrvCo	E	-	210
23	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union	-	231
24	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union	-	58
25	Sr Supv Operations	MGMT	Northboro - NGSrvCo	E	-	2,960
26	Lead Program Manager	MGMT	Worc NGSrvCo SouthbridgeStreet	D	-	684
27	Sys Control Ctr Operator	MGMT	Northboro - NGSrvCo	E	-	568
28	Sr Safety Representative	MGMT	Northboro - NGSrvCo	E	-	58
29	Lead Program Manager	MGMT	Northboro - NGSrvCo	D	-	1,437
30	Lead Eng Supv-Ntwrk Strat	MGMT	Haverhill 183 Water St	D	-	2,382
31	Material Handler A Yard	Union	NE Distrib Center (SUTTON)	Union	-	332
32	Dir Electric Asset Mgt	MGMT	Reservoir Woods	C	-	1,954

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
33	Material Handler (NEDC)	Union	NE Distrib Center (SUTTON)	Union	-	103
34	Material Handler (NEDC)	Union	NE Distrib Center (SUTTON)	Union	-	103
35	Lead Program Manager	MGMT	Providence Melrose St	D	-	2,160
36	Operations Clerk	Union	Providence Melrose St	Union	-	2,609
37	1/Class Relay Technician	MGMT	Providence Melrose St	E	-	509
38	Working Leader/cc	Union	Reservoir Woods	Union	-	2,814
39	Lead IT Analyst	MGMT	Northboro - NGSrvCo	D	-	260
40	Operations Clerk	Union	Providence Melrose St	Union	-	632
41	Lead Analyst	MGMT	Reservoir Woods	D	-	211
42	Lead IT Analyst	MGMT	Northboro - NGSrvCo	D	-	234
43	Lead Analyst	MGMT	Reservoir Woods	D	-	373
44	Lead Program Manager	MGMT	Reservoir Woods	D	-	922
45	Prin Program Manager	MGMT	Reservoir Woods	D	-	637
46	Material Handler B (NEDC)	Union	NE Distrib Center (SUTTON)	Union	-	115
47	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union	-	55
48	Manager	MGMT	Providence Melrose St	D	-	1,241
49	Lead Relay Technician	MGMT	Providence Melrose St	E	-	1,131
50	Sr Analyst	MGMT	Providence Melrose St	E	-	898
51	Material Handler (NEDC)	Union	NE Distrib Center (SUTTON)	Union	-	103
52	Prin Project Manager	MGMT	280 Melrose Street	D	-	2,313
53	Lead Planner	MGMT	Reservoir Woods	D	-	2,956
54	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union	-	2
55	Sr Supv Operations	MGMT	Northboro - NGSrvCo	E	-	1,683
56	Lead IT Analyst	MGMT	Northboro - NGSrvCo	D	-	277
57	Engineer Manager	MGMT	Reservoir Woods	D	-	1,218
58	Material Handler B (NEDC)	Union	NE Distrib Center (SUTTON)	Union	-	115
59	Working Leader	Union	NE Distrib Center (SUTTON)	Union	-	115
60	Material Handler (NEDC)	Union	NE Distrib Center (SUTTON)	Union	-	103
61	Call Center Team Lead	Union	Northboro - NGSrvCo	Union	-	54
62	Material Handler	Union	NE Distrib Center (SUTTON)	Union	-	261
63	Sr Supv Operations	MGMT	Northampton 5110	E	-	463
64	Util Worker 1/C	Union	Reservoir Woods	Union	-	2,537

					K STORMS	
CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	GAS	Electric
65	Lead Coordinator	MGMT	North Andover 5110	D	-	171
66	Prin Engineer	MGMT	Somerset - Mass Electric Co 99	D	-	1,609
67	Claims Representative	MGMT	Reservoir Woods	E		102
68	Sr Supv Operations	MGMT	Northboro - NGSrvCo	E		3,984
69	Accounts Processing Team Lead	Union	Northboro - NGSrvCo	Union		1
70	Sr Supv Operations	MGMT	Reservoir Woods	E		2,196
71	Utility Worker 3/C/cc	Union	Reservoir Woods	Union		2,199
72	Manager	MGMT	Northboro - NGSrvCo	D		108
73	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		57
74	Lead Program Manager	MGMT	Providence Melrose St	D		657
75	Prin Program Manager	MGMT	Northboro - NGSrvCo	D		31
76	Prin Analyst	MGMT	Reservoir Woods	D		909
77	Lead Technician	Union	Providence Melrose St	Union		1,242
78	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		54
79	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		58
80	Sr Analyst	MGMT	Northboro - NGSrvCo	E		29
81	Sr Supv Operations	MGMT	Northboro - NGSrvCo	E		2,578
82	Manager	MGMT	Worc NGSrvCo SouthbridgeStreet	D		182
83	Sr Map & Record Tech	Union	Northboro - NGSrvCo	Union		542
84	Dir IT Support	MGMT	Reservoir Woods	C		698
85	Structural Specialist /cc/ with Tanker E	Union	Reservoir Woods	Union		2,814
86	Dir Compliance	MGMT	Reservoir Woods	C		1,549
87	Switchboard Electrician	Union	Reservoir Woods	Union		3,007
88	Lead Engineer	MGMT	Attleboro	D		466
89	Dir Workforce Planning	MGMT	Reservoir Woods	C		311
90	Sr Lab Technician	MGMT	Worc NGSrvCo SouthbridgeStreet	E		51
91	Lead Sales Representative	MGMT	Worc NGSrvCo SouthbridgeStreet	D		368
92	Lead Analyst	MGMT	Northboro - NGSrvCo	D		33
93	Prin Project Manager - Ops	MGMT	Reservoir Woods	D		1,420
94	Lead Analyst	MGMT	Northboro - NGSrvCo	D		263
95	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		229
96	Material Handler A Yard	Union	NE Distrib Center (SUTTON)	Union		111

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
97	Lead Engineer	MGMT	Reservoir Woods	D		280
98	Asst Analyst	MGMT	Reservoir Woods	F		100
99	Prin Program Manager	MGMT	Reservoir Woods	D		521
100	Sr Supv Operations	MGMT	NE Gas Dexter	E		951
101	Sr Field Coordinator	MGMT	Providence Melrose St	E		661
102	Prin Engineer	MGMT	Reservoir Woods	D		842
103	Manager	MGMT	Reservoir Woods	D		652
104	Sr Representative	MGMT	Reservoir Woods	E		914
105	Call Center Team Lead	Union	Northboro - NGSrvCo	Union		76
106	Prin Engineer	MGMT	Providence Melrose St	D		1,503
107	Prin Engineer	MGMT	Lincoln 5110	D		708
108	Senior Relay Technician	MGMT	Providence Melrose St	E		764
109	Lead Engineer	MGMT	Reservoir Woods	D		1,312
110	Sr Analyst	MGMT	Somerset - Mass Electric Co 99	E		561
111	Lead Sales Representative	MGMT	Providence Melrose St	D		793
112	Prin Program Manager	MGMT	Providence Melrose St	D		940
113	Senior Relay Technician	MGMT	Providence Melrose St	E		1,082
114	Operations Clerk	Union	Middletown 5110	Union		2,946
115	Lead Supv Non Operations	MGMT	NE Distrib Center (SUTTON)	E		282
116	Sr Analyst	MGMT	NE Gas Dexter	E		475
117	Real Estate Representative	MGMT	Providence Melrose St	E		135
118	Lead IT Engineer	MGMT	Northboro - NGSrvCo	D		126
119	Dir Process & Performance	MGMT	Reservoir Woods	C		630
120	Prin Engineer	MGMT	Somerset - Mass Electric Co 99	D		542
121	Lead Shift Supv Control Room	MGMT	Northboro - NGSrvCo	D		1,956
122	Prin Analyst	MGMT	Reservoir Woods	D		704
123	Sr Technician	Union	Providence Melrose St	Union		1,592
124	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		229
125	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		54
126	Lead Coordinator	MGMT	Providence Melrose St	D		3,265
127	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		82
128	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		59

					K STORMS	
CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	GAS	Electric
129	Commercial Account Representative	Union	Northboro - NGSrvCo	Union		58
130	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		231
131	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		54
132	Lead Program Manager	MGMT	Somerset - Mass Electric Co 99	D		1,500
133	Commercial Account Representative	Union	Northboro - NGSrvCo	Union		58
134	Manager	MGMT	Reservoir Woods	D		1,026
135	Lead Engineer	MGMT	Worc NGSrvCo SouthbridgeStreet	D		1,878
136	Sr Program Manager	MGMT	Reservoir Woods	E		445
137	Lead Engineer	MGMT	Providence Melrose St	D		900
138	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		70
139	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		231
140	Sr Supv Non Operations	MGMT	Northboro - NGSrvCo	E		89
141	Lead Project Manager	MGMT	Reservoir Woods	D		160
142	Electrician 1/C	Union	Reservoir Woods	Union		2,233
143	Working Leader - Electrical	Union	Reservoir Woods	Union		2,508
144	Commercial Account Representative	Union	Northboro - NGSrvCo	Union		58
145	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		59
146	Material Handler A Yard	Union	NE Distrib Center (SUTTON)	Union		111
147	Lead Supv Operations	MGMT	Lincoln 5110	E		3,119
148	Material Handler A	Union	NE Distrib Center (SUTTON)	Union		101
149	Engineer Manager	MGMT	Reservoir Woods	D		130
150	Prin Engineer	MGMT	Syracuse - NGSrvCo	D		1,361
151	Lead IT Analyst	MGMT	HCB3 Ops Hdqtrs 5110	D		87
152	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		201
153	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		59
154	Lead Coordinator	MGMT	Monson 5110	D		1,248
155	Lead Analyst	MGMT	HCB3 Ops Hdqtrs 5110	D		96
156	Lead Project Manager - Ops	MGMT	Reservoir Woods	D		2,135
157	Switchboard Electrician	Union	Reservoir Woods	Union		3,077
158	Dir Asset Data and Analytics	MGMT	Syracuse - NGSrvCo	C		227
159	Manager	MGMT	Niagara Falls 5110	D		2,185
160	Sr Supv Operations	MGMT	Batavia Service Center	E		3,392

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
161	Lead Coordinator	MGMT	Albany - NGSrvCo	D		3,564
162	Engineer Manager	MGMT	Syracuse - NGSrvCo	D		814
163	VP Control Ctr Operations	MGMT	HCB3 Ops Hdqtrs 5110	B		813
164	Dir Customer Connections	MGMT	Syracuse - NGSrvCo	C		313
165	Commercial Account Representative	Union	Northboro - NGSrvCo	Union		56
166	Engineer Manager	MGMT	Reservoir Woods	D		517
167	Lead Analyst	MGMT	Worc NGSrvCo SouthbridgeStreet	D		395
168	Sr IT Analyst	MGMT	Northboro - NGSrvCo	E		123
169	Sr Real Estate Representative	MGMT	Providence Melrose St	E		314
170	Supv Non Operations	MGMT	Northboro - NGSrvCo	E		84
171	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		147
172	Manager	MGMT	Millbury Learning Center	D		738
173	Dir Sales	MGMT	Providence Melrose St	C		977
174	Manager	MGMT	Providence Melrose St	D		2,733
175	Senior Relay Technician	MGMT	Providence Melrose St	E		953
176	Lead Outage Coordinator	MGMT	Northboro - NGSrvCo	D		685
177	Sr Engineer	MGMT	Worc NGSrvCo SouthbridgeStreet	E		1,329
178	Lead Program Manager	MGMT	Providence Dexter St	D		1,411
179	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		316
180	Lead Program Manager	MGMT	Reservoir Woods	D		135
181	Sr Technician	Union	Providence Melrose St	Union		1,099
182	Supv Non Operations	MGMT	Northboro - NGSrvCo	E		28
183	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		238
184	Switchboard Electrician	Union	Reservoir Woods	Union		3,007
185	Switchboard Electrician	Union	Reservoir Woods	Union		3,007
186	Prin Program Manager	MGMT	Reservoir Woods	D		1,151
187	Contractor	MGMT	Reservoir Woods	Not Assigned		(7,628)
188	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		305
189	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		57
190	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		178
191	Sr Sys Control Ctr Operator	MGMT	Northboro - NGSrvCo	E		2,344
192	Prin Program Manager	MGMT	Providence Melrose St	D		1,940

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
193	Assoc Representative	MGMT	Worc NGSrvCo SouthbridgeStreet	F		2
194	1/Class Relay Technician	MGMT	Providence Melrose St	E		1,076
195	Lead Program Manager	MGMT	Providence Melrose St	D		1,778
196	Manager	MGMT	Reservoir Woods	D		986
197	Lead Analyst	MGMT	Lincoln 5110	D		1,101
198	Prin Project Manager	MGMT	NE Gas Dexter	D		896
199	Sr Quality Inspector	MGMT	NE Distrib Center (SUTTON)	E		53
200	Lead Representative	MGMT	Providence Melrose St	D		283
201	Lead Process Manager	MGMT	NE Gas Dexter	D		1,137
202	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		291
203	Lead Analyst	MGMT	Providence Melrose St	D		867
204	Sr Analyst	MGMT	Providence Melrose St	E		55
205	Lead Analyst	MGMT	Lincoln 5110	D		586
206	Sr Claims Representative	MGMT	Lincoln Service Co	E		523
207	Sr Analyst	MGMT	Providence Melrose St	E		329
208	Lead IT Analyst	MGMT	Northboro - NGSrvCo	D		167
209	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		81
210	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		256
211	Lead Analyst	MGMT	Reservoir Woods	D		1,121
212	Supv Non Operations	MGMT	NE Distrib Center (SUTTON)	E		242
213	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		58
214	Prin Program Manager	MGMT	Reservoir Woods	D		507
215	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		54
216	Acting Manager	MGMT	Northboro - NGSrvCo	D		93
217	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		54
218	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		54
219	Sr Project Manager	MGMT	Reservoir Woods	E		1,881
220	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		58
221	Supv Operations	MGMT	Reservoir Woods	E		156
222	Lead Process Manager	MGMT	Providence Melrose St	D		524
223	Shift Supv Control Room	MGMT	Northboro - NGSrvCo	D		518
224	Sr Analyst	MGMT	Northboro \ NGSrvCo	E		83

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
225	Sr Analyst	MGMT	Reservoir Woods	E		592
226	Material Handler	Union	NE Distrib Center (SUTTON)	Union		94
227	Sr Supv Operations	MGMT	Reservoir Woods	E		2,196
228	Representative	MGMT	Reservoir Woods	E		396
229	Lead Analyst	MGMT	Reservoir Woods	D		500
230	Sr Supv Operations	MGMT	Providence Melrose St	E		156
231	Sr Analyst	MGMT	Reservoir Woods	E		309
232	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		58
233	Material Handler A Yard	Union	NE Distrib Center (SUTTON)	Union		111
234	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		57
235	Sr Supv Operations	MGMT	Reservoir Woods	E		3,701
236	Lead Engineer	MGMT	Reservoir Woods	D		552
237	Call Center Team Lead	Union	Northboro - NGSrvCo	Union		60
238	Lead Contract Manager	MGMT	Reservoir Woods	D		822
239	Sr Supv Operations	MGMT	Providence Melrose St	E		1,221
240	Real Estate Representative	MGMT	Providence Melrose St	E		60
241	Manager	MGMT	Reservoir Woods	D		711
242	Sr Engineer	MGMT	Providence Melrose St	E		218
243	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		58
244	Operations Clerk	Union	North Kingston 5110	Union		156
245	Sr Engineer	MGMT	Reservoir Woods	E		1,216
246	Sr Supv Operations	MGMT	Reservoir Woods	E		438
247	Material Handler (NEDC)	Union	NE Distrib Center (SUTTON)	Union		103
248	Engineer	MGMT	Northboro - NGSrvCo	E		256
249	Sr Instructor	MGMT	Millbury Learning Center	E		827
250	Lead Analyst	MGMT	Reservoir Woods	D		1,600
251	Map & Record Tech B	Union	Northboro - NGSrvCo	Union		127
252	Sr Instructor	MGMT	Millbury Learning Center	E		907
253	Sr Specialist	MGMT	Reservoir Woods	E		2,223
254	Manager	MGMT	Reservoir Woods	D		1,505
255	Manager	MGMT	Reservoir Woods	D		1,578
256	Establish Service Rep 2A	Union	Reservoir Woods	Union		58

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
257	Lead Project Manager	MGMT	Reservoir Woods	D		800
258	Supv Non Operations	MGMT	Northboro - NGSrvCo	E		14
259	Manager	MGMT	Northboro - NGSrvCo	D		256
260	Material Handler	Union	NE Distrib Center (SUTTON)	Union		87
261	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		38
262	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		57
263	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		54
264	Manager	MGMT	Reservoir Woods	D		172
265	Prin Program Manager	MGMT	2nd Ave Waltham	D		78
266	Sr Analyst	MGMT	Reservoir Woods	E		38
267	Manager	MGMT	Reservoir Woods	D		2,423
268	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		38
269	Lead Estimator	MGMT	Reservoir Woods	D		195
270	Principal Estimator	MGMT	Reservoir Woods	D		239
271	Analyst	MGMT	Reservoir Woods	E		16
272	Sr Technician	Union	Providence Melrose St	Union		1,772
273	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		36
274	Dir Fin Business Partnering	MGMT	Reservoir Woods	C		151
275	Sr Representative	MGMT	Providence Melrose St	E		595
276	Sr Sys Control Ctr Operator	MGMT	Northboro - NGSrvCo	E		907
277	Lead Engineer	MGMT	Reservoir Woods	D		107
278	Lead Training Rep Cntrol Ctr	MGMT	Northboro - NGSrvCo	D		423
279	Coordinator	MGMT	Providence Melrose St	E		1,184
280	Lead Analyst	MGMT	Syracuse - NGSrvCo	D		63
281	Sr Supv Non Operations	MGMT	Malden Commercial St 5110	E		210
282	Manager	MGMT	Providence Melrose St	D		808
283	Dir Business Resilience	MGMT	Reservoir Woods	C		135
284	Lead Energy Integration Consultant	MGMT	Reservoir Woods	D		964
285	Lead Program Manager	MGMT	Reservoir Woods	D		1,113
286	Program Manager	MGMT	Reservoir Woods	E		12
287	Dir IT Support	MGMT	Hicksville	C		331
288	Lead Analyst	MGMT	Reservoir Woods	D		66

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
289	Sr Analyst	MGMT	Reservoir Woods	E		558
290	Prin Program Manager	MGMT	Melville Hub Drive 5110	D		121
291	Sr Engineer	MGMT	Reservoir Woods	E		785
292	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		58
293	Lead Analyst	MGMT	Providence Melrose St	D		1,721
294	Prin Partner	MGMT	Providence Dexter St	D		2,345
295	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		44
296	Sr Analyst	MGMT	Reservoir Woods	E		1,101
297	Operations Clerk	Union	Providence Melrose St	Union		1,525
298	Material Handler	Union	NE Distrib Center (SUTTON)	Union		101
299	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		54
300	Material Handler A Yard	Union	NE Distrib Center (SUTTON)	Union		111
301	Assoc Engineer	MGMT	Reservoir Woods	F		3,743
302	Sr Supv Operations	MGMT	NE Gas Dexter	E		1,198
303	Lead Supv Operations	MGMT	Syracuse - NGSrvCo	E		1,505
304	Sr Analyst	MGMT	West Roxbury	E		298
305	Analyst	MGMT	Reservoir Woods	E		1,303
306	Commercial Account Representative	Union	Northboro - NGSrvCo	Union		58
307	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		160
308	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		50
309	Sr Supv Operations	MGMT	Providence Melrose St	E		841
310	Electrician 2/C	Union	Reservoir Woods	Union		94
311	Material Handler	Union	NE Distrib Center (SUTTON)	Union		101
312	Sr Engineer	MGMT	Reservoir Woods	E		1,039
313	Analyst	MGMT	Reservoir Woods	E		855
314	Principal Process Manager	MGMT	Providence Melrose St	D		1,326
315	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		44
316	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		44
317	Call Center Team Lead	Union	Northboro - NGSrvCo	Union		77
318	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		52
319	Lead Eng Supv-Operations	MGMT	280 Melrose Street	D		411
320	Sr Sys Control Ctr Operator	MGMT	Northboro - NGSrvCo	E		706

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
321	Representative	MGMT	Providence Melrose St	E		449
322	Sr Analyst	MGMT	Providence Melrose St	E		1,047
323	Lead Program Manager	MGMT	Providence Melrose St	D		384
324	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		106
325	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		41
326	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		46
327	Material Handler	Union	NE Distrib Center (SUTTON)	Union		87
328	Assoc Supv Operations	MGMT	Northboro - NGSrvCo	F		59
329	Lead Analyst	MGMT	Reservoir Woods	D		1,917
330	Sys Control Ctr Operator	MGMT	Northboro - NGSrvCo	E		505
331	Sr Analyst	MGMT	Reservoir Woods	E		57
332	Engineer	MGMT	Reservoir Woods	E		657
333	Analyst	MGMT	Reservoir Woods	E		486
334	Sr Contract Manager	MGMT	Reservoir Woods	E		801
335	Material Handler	Union	NE Distrib Center (SUTTON)	Union		94
336	Driver-Utility 2/C	Union	Northboro - NGSrvCo	Union		302
337	Material Handler	Union	NE Distrib Center (SUTTON)	Union		94
338	Material Handler	Union	NE Distrib Center (SUTTON)	Union		94
339	Material Handler A	Union	NE Distrib Center (SUTTON)	Union		94
340	Sys Control Ctr Operator	MGMT	Northboro - NGSrvCo	E		505
341	Manager	MGMT	Reservoir Woods	D		363
342	Sr Safety Representative	MGMT	Providence Melrose St	E		597
343	Category Manager	MGMT	Reservoir Woods	D		652
344	Lead Project Manager - Ops	MGMT	Reservoir Woods	D		247
345	Operations Clerk	Union	Providence Melrose St	Union		139
346	Consultant	MGMT	Reservoir Woods	E		439
347	Utility Worker 1C/cc	Union	Reservoir Woods	Union		2,346
348	Lead Analyst	MGMT	Reservoir Woods	D		1,157
349	Surveyor	MGMT	Providence Melrose St	E		616
350	Sr Engineer	MGMT	280 Melrose Street	E		576
351	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		137
352	Assoc Analyst	MGMT	Northboro \ NGSrvCo	F		33

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
353	Prin Engineer	MGMT	Reservoir Woods	D		977
354	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		38
355	Analyst	MGMT	Reservoir Woods	E		188
356	Representative	MGMT	Reservoir Woods	E		229
357	Assoc Representative	MGMT	Providence Melrose St	F		321
358	Engineer	MGMT	Providence Melrose St	E		247
359	Technician 2/C (80)	Union	Providence Melrose St	Union		1,339
360	Sr Contract Manager	MGMT	Reservoir Woods	E		771
361	Designer A	Union	Reservoir Woods	Union		1,440
362	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		36
363	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		36
364	Lead Analyst	MGMT	Providence Melrose St	D		390
365	Electrician 1/C	Union	Northboro - NGSrvCo	Union		2,212
366	Designer A	Union	Reservoir Woods	Union		606
367	Prin Analyst	MGMT	Reservoir Woods	D		1,086
368	Sr Analyst	MGMT	Reservoir Woods	E		16
369	Material Handler	Union	NE Distrib Center (SUTTON)	Union		36
370	Establish Service Rep 2A	Union	Reservoir Woods	Union		36
371	Material Handler	Union	NE Distrib Center (SUTTON)	Union		36
372	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		115
373	Establish Service Rep 2A	Union	Reservoir Woods	Union		126
374	Establish Service Rep 2A	Union	Reservoir Woods	Union		115
375	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		126
376	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		115
377	Assoc Supv Non Operations	MGMT	Northboro - NGSrvCo	F		47
378	Material Handler	Union	NE Distrib Center (SUTTON)	Union		119
379	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		192
380	Supv Operations	MGMT	Providence Melrose St	E		1,145
381	Revenue Service Team Lead	Union	Northboro - NGSrvCo	Union		36
382	Assoc Supv Non Operations	MGMT	Northboro - NGSrvCo	F		36
383	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		36
384	Assoc Analyst	MGMT	Reservoir Woods	F		35

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	K STORMS	
					GAS	Electric
385	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		36
386	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		89
387	Dispatcher 1	Union	Northboro - NGSrvCo	Union		43
388	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		33
389	Assoc Supv Non Operations	MGMT	Northboro - NGSrvCo	F		82
390	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		82
391	Sr Customer Service Rep	Union	Northboro - NGSrvCo	Union		89
392	Clerk	Union	Malden Commercial St 5110	Union		89
393	Assoc Supv Non Operations	MGMT	Northboro - NGSrvCo	F		612
394	Assoc Coordinator	MGMT	Northboro - NGSrvCo	F		53
395	Assoc Operator	MGMT	Northboro - NGSrvCo	F		512
396	Assoc Operator	MGMT	Northboro - NGSrvCo	F		512
397	Operations Clerk	Union	Brockton - NGSrvCo	Union		35
398	Coordinator	MGMT	Reservoir Woods	E		448
399	Dir Process Improvement	MGMT	Reservoir Woods	C		383
400	Dispatcher 1	Union	Northboro - NGSrvCo	Union		35
401	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
402	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
403	Sr Analyst	MGMT	Northboro - NGSrvCo	E		250
404	Sr Safety Representative	MGMT	Providence Melrose St	E		586
405	Customer Service Rep	Union	Northboro - NGSrvCo	Union		35
406	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		35
407	Analyst	MGMT	Reservoir Woods	E		51
408	Sr Analyst	MGMT	Reservoir Woods	E		763
409	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
410	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
411	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		35
412	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
413	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		35
414	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
415	Revenue Service Associate II	Union	Northboro - NGSrvCo	Union		35
416	Sr Representative	MGMT	Reservoir Woods	E		198

					K STORMS	
CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	GAS	Electric
417	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		33
418	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		36
419	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		36
420	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		35
421	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		36
422	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		35
423	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		79
424	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		93
425	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		47
426	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		37
427	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		89
428	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		33
429	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		35
430	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		43
431	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		83
432	Sr Analyst	MGMT	Reservoir Woods	E		168
433	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		33
434	Sr. Customer Service Rep	Union	Northboro - NGSrvCo	Union		79
435	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
436	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
437	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
438	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		34
439	Revenue Service Associate I	Union	Northboro - NGSrvCo	Union		35
440	Sr Analyst	MGMT	HCB3 Ops Hdqtrs 5110	E		77
441	Sr Analyst	MGMT	Reservoir Woods	E		752
442	Engineer	MGMT	Providence Melrose St	E		42

L

					Energy Efficiency	
CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	GAS	ELECTRIC
1	Lead Analyst	MGMT	Reservoir Woods	D	17,644.08	68,297.64
2	Manager	MGMT	Worc NGSrvCo SouthbridgeStreet	D	-	6,636.91
3	Engineer Manager	MGMT	Reservoir Woods	D	-	533.37
4	Manager	MGMT	Reservoir Woods	D	2,765.89	21,660.03
5	VP Shaping Our Future	MGMT	Reservoir Woods	B	28.74	70.98
6	Manager	MGMT	Providence Melrose St	D	3,560.64	16,734.66
7	Lead Program Manager	MGMT	Reservoir Woods	D	12,662.24	18,693.12
8	Prin Specialist	MGMT	Providence Melrose St	D	6,250.17	18,000.78
9	Dir Program Strategy	MGMT	Reservoir Woods	C	28,869.86	86,607.23
10	Lead Sales Representative	MGMT	Providence Melrose St	D	18,258.50	61,549.82
11	Lead Analyst	MGMT	North Kingstown	D	-	17,358.72
12	Lead Analyst	MGMT	North Andover \ NGSrvCo	D	-	17,142.16
13	Dir Customer Solutions	MGMT	Reservoir Woods	C	-	2,202.82
14	Lead Engineer	MGMT	Reservoir Woods	D	3,259.80	17,652.92
15	Lead Supv Non Operations	MGMT	Worc NGSrvCo SouthbridgeStreet	E	-	30,561.18
16	Lead Analyst	MGMT	Worc NGSrvCo SouthbridgeStreet	D	7,291.43	26,658.73
17	Lead Sales Representative	MGMT	280 Melrose Street	D	22,492.31	22,420.18
18	Lead Analyst	MGMT	Reservoir Woods	D	4,325.65	12,525.67
19	Sr Analyst	MGMT	Reservoir Woods	E	3,291.61	12,587.57
20	Sr Analyst	MGMT	Providence Melrose St	E	6,157.40	20,367.34
21	Dir Program Strategy	MGMT	Reservoir Woods	C	5,911.21	25,574.11
22	Dir Human Resources Projs	MGMT	Reservoir Woods	C	178.04	439.72
23	Lead Sales Representative	MGMT	Worc NGSrvCo SouthbridgeStreet	D	1,438.89	19,384.33
24	Lead Engineer	MGMT	North Andover \ NGSrvCo	D	3,364.71	3,722.54
25	Sr Program Manager	MGMT	Hopedale - NGSrvCo	E	-	68,898.64
26	Lead Consultant	MGMT	Reservoir Woods	D	1,914.77	5,489.79
27	Sr Analyst	MGMT	Reservoir Woods	E	56.13	171.19
28	Lead Analyst	MGMT	Reservoir Woods	D	4,243.14	12,256.33
29	Dir Account Mgt	MGMT	Reservoir Woods	C	4,051.33	8,934.70
30	Lead Sales Representative	MGMT	Providence Melrose St	D	20,713.92	61,810.72
31	Lead Sales Representative	MGMT	Providence Melrose St	D	20,209.68	59,516.88
32	Principal Economist	MGMT	Reservoir Woods	D	857.69	1,569.82
33	Sr Representative	MGMT	Reservoir Woods	E	917.28	2,296.96
34	Sr Representative	MGMT	280 Melrose Street	E	-	35,226.30

L

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	Energy Efficiency	
					GAS	ELECTRIC
35	Sr Analyst	MGMT	Reservoir Woods	E	3,596.58	10,219.99
36	Dir Strategic Communication	MGMT	Reservoir Woods	C	5,810.73	36,213.55
37	Prin IT Engineer	MGMT	Reservoir Woods	D	189.18	726.08
38	Dir IT Business Relations	MGMT	Syracuse - NGSrvCo	C	225.15	637.09
39	Sr Program Manager	MGMT	Syracuse - NGSrvCo	E	2,399.28	2,559.56
40	Sr Data Scientist	MGMT	Reservoir Woods	E	157.22	384.98
41	Manager	MGMT	Syracuse - NGSrvCo	D	124.25	372.80
42	Lead IT Architect	MGMT	Syracuse - NGSrvCo	D	434.88	1,058.04
43	Dir Sales	MGMT	Providence Melrose St	C	33,187.23	97.17
44	Manager	MGMT	Reservoir Woods	D	(386.33)	(607.10)
45	Exec Advisor	MGMT	Reservoir Woods	C	3,381.06	8,825.03
46	Sr Program Manager	MGMT	North Andover \ NGSrvCo	E	-	15,250.24
47	Contractor	MGMT	Reservoir Woods	Not assigned	(16,476.36)	(66,516.54)
48	Engineer Manager	MGMT	Providence Melrose St	D	9,465.83	17,233.43
49	Sr Analyst	MGMT	Providence Melrose St	E	18,133.54	54,523.88
50	Sales Representative	MGMT	Providence Melrose St	E	385.68	1,157.04
51	Lead Process Manager	MGMT	Providence Melrose St	D	-	10,923.40
52	Representative	MGMT	Worc NGSrvCo SouthbridgeStreet	E	-	28,533.52
53	Manager	MGMT	Reservoir Woods	D	5,661.11	16,263.72
54	SVP Chief Customer Officer	MGMT	Reservoir Woods	A	5,043.50	11,879.23
55	Sr Specialist	MGMT	Reservoir Woods	E	22.22	529.72
56	Lead Analyst	MGMT	Reservoir Woods	D	2,025.96	11,700.72
57	Sr Specialist	MGMT	Reservoir Woods	E	8,672.26	9,674.88
58	Sr Analyst	MGMT	Reservoir Woods	E	11,514.50	64,122.88
59	Sr Engineer	MGMT	Reservoir Woods	E	3,259.73	-
60	Analyst	MGMT	Reservoir Woods	E	320.80	2,117.28
61	Sr Tech Supp Consultant	MGMT	Reservoir Woods	E	-	28,305.62
62	Sr Program Manager	MGMT	Reservoir Woods	E	17,929.22	17,929.22
63	VP New Energy Solutions	MGMT	Reservoir Woods	B	2.75	6.21
64	Sr Sales Representative	MGMT	Providence Melrose St	E	11,380.66	26,076.65
65	Lead Analyst	MGMT	Reservoir Woods	D	3,951.92	11,404.97
66	Sr Analyst	MGMT	Reservoir Woods	E	13,709.10	38,469.94
67	Manager PM	MGMT	Reservoir Woods	D	-	7,738.94
68	Sr Representative	MGMT	Worc NGSrvCo SouthbridgeStreet	E	-	4,772.43

L

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	Energy Efficiency	
					GAS	ELECTRIC
69	Analyst	MGMT	Reservoir Woods	E	679.68	815.88
70	Lead Project Manager - Ops	MGMT	Hopedale - NGSrvCo	D	-	22,654.07
71	Sr Analyst	MGMT	Syracuse - NGSrvCo	E	1,398.91	1,398.91
72	Sr Engineer	MGMT	Beacon North Svc Ctr - NGSrvCo	E	177.09	-
73	Analyst	MGMT	Syracuse - NGSrvCo	E	-	265.36
74	Lead Engineer	MGMT	Syracuse - NGSrvCo	D	-	6,348.75
75	Dir Contact Center Perf	MGMT	MetroTech Center	C	540.40	1,148.40
76	Lead Analyst	MGMT	MetroTech Center	D	4,637.64	13,624.49
77	Sr Analyst	MGMT	MetroTech Center	E	522.02	1,320.66
78	Manager	MGMT	MetroTech Center	D	908.03	2,441.33
79	VP Sales & Sales Operation	MGMT	Hicksville	B	1,937.97	4,784.49
80	Lead Project Manager	MGMT	MetroTech Center	D	-	219.96
81	Manager	MGMT	MetroTech Center	D	1,908.35	5,133.58
82	Lead Analyst	MGMT	MetroTech Center	D	47.56	-
83	Dir Adv Data Analytics	MGMT	Hicksville	C	247.31	562.71
84	Lead Analyst	MGMT	Reservoir Woods	D	18.40	53.20
85	Program Manager	MGMT	Reservoir Woods	E	3,340.32	11,318.37
86	Dir Customer Assurance	MGMT	Hicksville	C	3,026.01	8,895.59
87	Lead Program Manager	MGMT	Reservoir Woods	D	1,724.64	3,782.83
88	Coordinator	MGMT	Hicksville	E	-	1,113.66
89	Director	MGMT	Reservoir Woods	C	2,295.36	7,754.73
90	Sr Data Scientist	MGMT	MetroTech Center	E	1,333.28	3,822.49
91	Sr Analyst	MGMT	Reservoir Woods	E	4,844.45	6,500.29
92	Sr Analyst	MGMT	MetroTech Center	E	796.29	21,556.09
93	Manager	MGMT	Worc NGSrvCo SouthbridgeStreet	D	33,968.87	31,849.85
94	Manager	MGMT	Reservoir Woods	D	19,374.87	22,635.36
95	Manager	MGMT	Reservoir Woods	D	800.17	2,040.33
96	Manager	MGMT	Reservoir Woods	D	16,554.04	50,000.45
97	Sr Analyst	MGMT	Reservoir Woods	E	18,930.59	56,747.18
98	Lead Analyst	MGMT	MetroTech Center	D	679.37	1,714.64
99	Lead Engineer	MGMT	Attleboro	D	-	14,510.27
100	Principal Quantitative Analyst	MGMT	Hicksville	D	1,061.86	2,702.39
101	Sr Analyst	MGMT	Reservoir Woods	E	3,714.79	10,767.70
102	Dir Special Events	MGMT	MetroTech Center	C	3,020.37	3,361.70

L

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	Energy Efficiency	
					GAS	ELECTRIC
103	Dir Energy Products Marketing	MGMT	MetroTech Center	C	4,759.67	18,844.75
104	Sr Analyst	MGMT	MetroTech Center	E	1,173.48	1,047.75
105	Dir Bus Process Adv Analytics	MGMT	Reservoir Woods	C	417.14	1,030.28
106	Manager	MGMT	Hicksville	D	-	1,517.28
107	Lead Analyst	MGMT	MetroTech Center	D	265.32	758.16
108	Manager	MGMT	Providence Melrose St	D	5,034.10	12,192.78
109	Lead Quantitative Analyst	MGMT	Hicksville	D	837.36	2,642.82
110	Sr Data Scientist	MGMT	MetroTech Center	E	1,533.72	4,394.18
111	Sr Sales Representative	MGMT	Operations Center - Corporate	E	67,926.84	-
112	Sr Sales Representative	MGMT	Braintree	E	1,627.96	3,070.20
113	Mechanic General	Union	Waltham Newton St	Not assigned	-	29.02
114	Manager	MGMT	Reservoir Woods	D	768.82	-
115	Prin Planner	MGMT	Reservoir Woods	D	173.69	428.99
116	Lead Representative	MGMT	Reservoir Woods	D	4,965.52	-
117	Dir Market Development	MGMT	Reservoir Woods	C	205.09	1,166.48
118	Lead Sales Representative	MGMT	Somerset - Mass Electric Co 99	D	6,773.88	20,321.64
119	Exec Asst to Band A	MGMT	Reservoir Woods	F	1,517.89	3,599.33
120	VP Market Development	MGMT	Reservoir Woods	B	3,701.32	9,913.75
121	Sr Analyst	MGMT	Reservoir Woods	E	3,938.35	11,189.78
122	Analyst	MGMT	MetroTech Center	E	3,838.20	1,711.40
123	Lead Analyst	MGMT	MetroTech Center	D	1,337.02	3,741.83
124	Manager	MGMT	Hicksville	D	61.40	3,658.92
125	Prin Analyst	MGMT	Hicksville	D	179.39	406.83
126	Lead Analyst	MGMT	MetroTech Center	D	1,883.50	4,676.80
127	Manager	MGMT	Reservoir Woods	D	5,058.83	14,368.97
128	Manager	MGMT	280 Melrose Street	D	602.97	3,807.20
129	Manager	MGMT	Reservoir Woods	D	6,998.70	18,175.82
130	Lead Analyst	MGMT	Hicksville	D	371.79	843.17
131	Lead Analyst	MGMT	Hicksville	D	6,896.63	24,417.60
132	Exec Asst to Band B	MGMT	Hicksville	F	411.11	1,015.38
133	Lead Analyst	MGMT	Hicksville	D	843.43	2,041.39
134	Lead Analyst	MGMT	Providence Melrose St	D	27,365.13	-
135	Sr Analyst	MGMT	Reservoir Woods	E	4,704.24	13,937.09
136	Lead Analyst	MGMT	Reservoir Woods	D	19,633.68	59,348.83

L

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	Energy Efficiency	
					GAS	ELECTRIC
137	Sr Data Scientist	MGMT	Reservoir Woods	E	229.39	566.58
138	VP Marketing & Cust Experience	MGMT	Hicksville	B	2,366.03	7,347.74
139	Manager	MGMT	Hicksville	D	633.23	1,537.77
140	Category Manager	MGMT	Reservoir Woods	D	(185.33)	(162.74)
141	Sales Representative	MGMT	Worc NGSrvCo SouthbridgeStreet	E	18.11	19,285.71
142	Sr Analyst	MGMT	Reservoir Woods	E	739.62	32,070.72
143	Sr Program Manager	MGMT	Reservoir Woods	E	23,283.42	18,625.88
144	Lead Eng Supv-Operations	MGMT	280 Melrose Street	D	16,389.28	51,430.65
145	Representative	MGMT	Providence Melrose St	E	-	44,412.96
146	Manager	MGMT	Reservoir Woods	D	15,410.22	22,944.41
147	Sr Analyst	MGMT	Reservoir Woods	E	17,903.37	54,550.27
148	Lead Economist	MGMT	Reservoir Woods	D	1,476.63	4,265.14
149	Assoc Representative	MGMT	Worc NGSrvCo SouthbridgeStreet	F	-	1,450.80
150	Exec Asst to Band B	MGMT	Hicksville	F	334.09	850.49
151	Sr Sales Representative	MGMT	Providence Melrose St	E	-	33,744.88
152	Lead Sales Representative	MGMT	Providence Melrose St	D	20,942.48	62,827.44
153	Analyst	MGMT	MetroTech Center	E	77.90	420.25
154	Analyst	MGMT	Reservoir Woods	E	276.20	807.84
155	Sr Program Manager	MGMT	Worc NGSrvCo SouthbridgeStreet	E	12,791.57	240.42
156	Lead Project Manager	MGMT	Reservoir Woods	D	1,099.80	1,072.31
157	Sr Engineer	MGMT	280 Melrose Street	E	-	52,575.84
158	Sr Project Manager - Ops	MGMT	Hicksville	E	742.51	1,797.12
159	Category Manager	MGMT	Reservoir Woods	D	5,197.27	5,197.27
160	Data Scientist	MGMT	Reservoir Woods	E	213.49	519.52
161	Sr Analyst	MGMT	Reservoir Woods	E	69.99	204.94
162	Analyst	MGMT	Reservoir Woods	E	10.51	25.97
163	Lead Sales Representative	MGMT	Brockton - E Ashland St Bldg	D	16,882.95	51,477.41
164	Assoc Representative	MGMT	Providence Melrose St	F	-	5,245.20
165	Manager	MGMT	Reservoir Woods	D	212.87	521.45
166	Sr Analyst	MGMT	Providence Melrose St	E	17,093.23	53,367.87
167	Analyst	MGMT	Reservoir Woods	E	14,903.44	44,496.87
168	Assoc Sales Representative	MGMT	Providence Melrose St	F	-	26,016.60
169	Sr Engineer	MGMT	Providence Melrose St	E	778.24	17,969.52
170	Sr Analyst	MGMT	Hicksville	E	-	4,006.05

L

CA Personnel Number	CA Job Description - LT	Labor type	CA Personnel Area Description	CA-Band	Energy Efficiency	
					GAS	ELECTRIC
171	Sr Analyst	MGMT	Reservoir Woods	E	1,601.52	15,541.51
172	Project Manager - Ops	MGMT	Reservoir Woods	E	9.77	24.13
173	Sr Engineer	MGMT	Reservoir Woods	E	-	4,397.99
174	Seasonal Intern	MGMT	Hopedale - NGSrvCo	F	214.56	570.48
175	Prin Project Manager	MGMT	Reservoir Woods	D	392.04	1,568.16
176	IT Analyst	MGMT	Reservoir Woods	E	1,014.60	2,759.00
177	Specialist	MGMT	Reservoir Woods	E	-	1,627.15
178	Analyst	MGMT	Reservoir Woods	E	333.55	1,000.55
179	Buyer	MGMT	Reservoir Woods	E	3,162.56	3,556.52
180	Sr Analyst	MGMT	Reservoir Woods	E	8,384.07	13,810.31
181	Sr Engineer	MGMT	Reservoir Woods	E	-	1,331.40
182	Analyst	MGMT	Hicksville	E	238.68	614.04
183	Analyst	MGMT	Reservoir Woods	E	200.10	4,669.00
184	Seasonal Intern	MGMT	Reservoir Woods	F	341.25	378.25
185	Seasonal Intern	MGMT	Worc NGSrvCo SouthbridgeStreet	F	-	142.96
186	Lead Analyst	MGMT	MetroTech Center	D	225.88	649.95

Division 21-19

Request:

Please refer to the Company's response to DIV 9-17 and explain and provide documentation showing why the Company has decided to spend targeted dollars on direct outreach or customer education for income-eligible customers in the Rate Year, since it has not done so historically.

Response:

The Company has proposed spending targeted dollars on income-eligible customer outreach and education in the upcoming Rate Year because the Company believes that this spending represents a strong opportunity to improve the customer experience and outcomes for income-eligible customers in Rhode Island.

As outlined in the Pre-Filed Direct Testimony of Company Witness John F. Isberg, which describes the Company's Customer Affordability Program, there are opportunities to better serve income-eligible customers through targeted investment in outreach and education around the availability of, eligibility and enrollment requirements for, and customer benefits related to, existing programs and offerings target to targeted income-eligible customers.

The likely value of these investments is supported by data provided in Mr. Isberg's pre-filed written testimony. Despite the fact that many existing programs and offers are directly focused on those issues – i.e., helping customers to manage energy affordability and bill volatility, where income-eligible customers are most in need of support – customers are participating in these offerings at levels well below the likely number of eligible customers in the market. Demographic and census data suggests that as many as 100,000 households in Rhode Island have income levels that would make them eligible for the Company's low income rates. Despite this, the Company averaged only 34,060 electric accounts and 18,634 gas accounts enrolled in these rates during the twelve-month period from July 2016 to June 2017. Additionally, despite being the customer segment most vulnerable to volatility in their energy bills, only approximately 20 percent of income-eligible customers participate in Company-offered budget billing programs. This disconnect is driven, at least in part, by lack of customer awareness of beneficial programs and enrollment requirements and procedures associated with these offers, and that this awareness gap can be closed through targeted investments in outreach and education that have not occurred in recent years.

Through the increased availability of customer demographic targeting tools and data, including third-party estimates of customer household income and increased use of targeted social media and on-line customer engagement tools, the likely efficacy of such targeted efforts has improved in recent years versus what might have been possible in the past. In other words, as a result of increased capabilities to focus messaging on specific segments of customers, it is now possible to

reach a larger number of eligible/targeted customers with actionable, relevant content than would have been possible via relying solely on more traditional mass-media channels or mechanisms in the past.

Division 21-20

Request:

Please provide a copy of The NorthStar Report, commissioned by the New York Public Service Commission (NYPSC) (analyzing the rollout of US Foundation Program aka SAP), was referenced in NYPSC Cases 17-E-0238 and 17-E-0239 Testimony of Staff Gas Business Enablement Panel, on page 19.

- a. For each conclusion and recommendation listed in the Report, please provide an explanation of how the recommendation has been applied to each project listed in workpaper 6A-6C; Service Company Rents; and if a recommendation hasn't been applied, why not.
- b. For each conclusion and recommendation listed in the Report, please provide an explanation of how the recommendation has been applied to the Gas Business Enablement Program; and if a recommendation hasn't been applied, why not.

Response:

- a. The NorthStar Report reflects the observations, findings, conclusions, and related recommendations for improvements arising out of NorthStar Consulting Group's management and operations audit of National Grid's three New York State gas utilities as of the time of the audit. The audit and report covered many areas of analysis beyond the U.S. Foundation Program (USFP). A copy of that report is included in the response to PUC 5-23 as Attachment PUC 5-23-1 (the report's findings and conclusions regarding the USFP implementation begin on Page IV-12).

The New York Department of Public Service Staff Gas Business Enablement Panel found seven conclusions relevant to Gas Business Enablement implementation, as noted in NYPSC Cases 17-E-0238 and 17-E-0239 Testimony of Staff Gas Business Enablement Panel, on Pages 19-20, a copy of which was provided as Attachment PUC 5-23-2 with the Company's response to PUC 5-23. These conclusions are set forth below, with a description of how National Grid's U.S. information systems (IS) department has addressed or is addressing each conclusion. Each conclusion has been or will be fully addressed.

(1) National Grid USA was unprepared for the complexity and magnitude of the USFP and should have had discussions with other utilities to gain industry experience before implementation.

The projects listed in Workpaper 6A-6C, Service Company Rents, are numerous and vary widely in scope, complexity and magnitude. As a result, this recommendation would not apply broadly to the project listing.

For major program initiatives such as the Technology Modernization, National Grid's IS department gathered and relied on industry benchmarked information regarding system investment trends and retained the services of expert consultants with major industry experience to obtain and provide information about where National Grid's technology footprint is relative to other companies of a similar size. These experts assessed technology gaps and evaluated the investments required to modernize to make sure that National Grid was leveraging prior industry experience and learnings to select its path forward.

A further example is National Grid's consideration of information provided from the report entitled "Gartner's IT Key Metrics Data 2016: Key Industry Measures: Utilities Analysis," which the Company submitted with its response to Division 12-16 (this response exceeds 10 pages and, therefore, is not attached hereto). The Gartner Report identified metrics showing IS spending as a percentage of revenue for various industries. These metrics indicated that National Grid was under-invested as compared to industry peers and this was empirical evidence that National Grid relied on is developing the analysis supporting the Technology Modernization initiative.

Similarly, the Digital Risk and Security function at National Grid uses information from industry and governmental agencies to stay informed of emerging threats. National Grid participates in existing government information sharing programs that support threat identification and risk reduction. National Grid collaborates with government agencies such as the Federal Bureau of Investigation (FBI), Electricity Information Sharing and Analysis Center (E-ISAC), and the US Department of Homeland Security (DHS), through the National Cybersecurity and Communications Integration Center (NCCIC).

On a twenty-four hour/seven-day per week basis, these agencies provide private-level situational awareness on security threats, including alerts, near-real time cyber threat indicator sharing, remediation, incident response, and other security specific resources. Additionally, National Grid also engages government agencies within the U.K., such as the Centre for Protection of National Infrastructure (CPNI), to have full situational awareness across all regions in which National Grid operates.

National Grid also works closely with its industry peers and industry thought leadership groups such as the Edison Electric Institute (EEI), North American Electric Reliability Corporation (NERC), American Gas Association (AGA), SCADA Security Information Exchange, I-4 and the Information Security forum. National Grid participates in sensitive ICS related research with U.S. Federally Funded Research and Development

Corporations (MITRE) and independent industry organizations such as the Electrical Power Research Institute (EPRI). National Grid augments the intelligence gained from its information sharing relationships with commercially available, and internal, sources of threat intelligence.

For the smaller, individual projects included in the annual investment plan, the IS team identifies and works with industry best practices through a variety of memberships in industry associations such as AGA/EEI and IS-specific collaborations, as well as our talent management and capability programs to ensure that our staff are well trained and have the skills necessary to perform their duties.

(2) National Grid USA's financial processes lacked sufficient internal controls, and while the USFP was expected to solve this issue, the end result was that the SAP program implemented through the USFP did not solve the internal control issue.

The IS Controls Excellence Team (CET) employs a Global Sarbanes-Oxley (SOX) Information Technology General Controls (ITGC) Framework for both SAP and Non-SAP applications, which it tests and audits on a regular basis. From an IS systems perspective, this framework encompasses dozens of internal controls and covers risk areas such as Logical Access, Change Management, Program Development and Computer Operations. The results of testing are shared with Internal and External Audit staff and any issues that arise are brought to the attention of the leadership team for remedial action.

(3) National Grid USA was unable to quantify the incremental benefits from the USFP, such as improved operational efficiencies, consolidation and cost reductions, and therefore it was difficult to measure program success.

National Grid's U.S. IS project sanction template includes a required section that must be completed prior to project approval, which documents the Benefits Summary associated with every investment whether they are qualitative or quantitative benefits being derived. In addition, as a precursor to the sanctioning of the Technology Modernization Program, a high-level design, strategic roadmap, and formal business case, including both costs and benefits, were developed. The Technology Modernization program represents a multi-year initiative, and the projects shown in Schedule ISP-2 represent projects that were deemed the most critical and sufficiently scoped for inclusion in this rate-case filing. This is described in the Company's response to Division 3-23 (this response exceeds 10 pages and, therefore, is not attached hereto).

(4) National Grid USA did not focus sufficiently on the individual utilities.

The NorthStar audit raised concerns that the “enterprise” level approach adopted by USFP did not sufficiently recognize jurisdictional priorities and requirements, nor did it isolate the negative impacts of a problematic system deployment. In response to this finding, National Grid has developed revised project management procedures to ensure that these issues do not arise in the future. The relevant application to projects listed in Workpaper 6A-6C; Service Company Rents are the IS Project Management “Golden Rules for Project Success,” which have evolved into the “8 Critical Success Factors” for project management. These critical success factors have key performance indicators (KPIs) that National Grid’s Program Assurance team uses to evaluate programs and projects. The underlying and strengthened project management concepts have been embedded in the operation of the IS function and are provided as Attachment DIV 21-20-1 and Attachment DIV 21-20-2, respectively.

(5) The staffs at National Grid’s New York utilities were not able to generate the reports needed for managers to make informed decisions due to lack of training or ability.

Since the time of the NorthStar Report, National Grid has and will be making investments to improve reporting tools and data analytics, as shown in Workpaper 6A-6C; Service Company Rents. As reflected in the IS project Critical Success factors Attachment DIV 21-20-2, Business Readiness has been embedded as a core deliverable of IS projects.

(6) Zero-based budgeting was not used to forecast operations and maintenance (O&M) budgets.

Please see the Company’s response to Division 3-24, a copy of which is provided as Attachment DIV 21-20-3 for ease of reference. This response provides the details of the Capital and Operating & Maintenance budgeting process for all IS capital project budget, project operating expense and Run the Business O&M. The annual budget is assembled from a bottom up perspective taking into consideration a number of factors, such as prior year carryover of work, regulatory mandates, and new initiatives and demands placed on the IS organization as a result of the annual investment planning process, including jurisdictional and business function stakeholder inputs.

(7) The capital review and planning process for National Grid USA focuses too heavily on spending variances and not enough on the underlying drivers of these variances.

The relevant application to projects listed in Workpaper 6A-6C; Service Company Rents, are the institutionalized process and standard procedures that the IS function follows for project sanctioning, which was encompassed in the Company’s response to Division 3-26 (this response exceeds 10 pages and, therefore, is not attached hereto), and the Investment Planning process, which is discussed in Attachment DIV 21-20-3.

All IS projects follow a standardized risk scoring and project prioritization process consistent with the electric and gas project procedures. Cost/benefit or Net Present Value (NPV) analyses are required for sanctioning capital projects that are not mandated or policy-driven and are pursued at the discretion of National Grid management. All IS projects are required to have a closure report that documents the drivers of spending variance and includes a lessons learned section, which are required to be documented and shared throughout the organization. Monthly forecast updates are prepared for all IS capital projects and any significant variances are analyzed and explained with remedial action plans put in place, if required.

Reliability planning for the IS function was undertaken in the Technology Modernization program as a multi-year initiative, and the projects shown in Schedule ISP-2 represent projects that were deemed the most critical and sufficiently scoped for inclusion in this rate-case filing, as described in the Company's response to Division 3-23 (this response exceeds 10 pages and, therefore, is not attached hereto).

Cyber and Physical Security planning was undertaken in the Cyber and Physical Security programs as a multi-year initiative, and the projects shown in Schedule ISP-3 for Cyber Security and described in the Company's response to Division 3-40, a copy of which is provided as Attachment DIV 21-20-4 for ease of reference. This response describes the projects for Physical Security that were deemed the most critical and sufficiently scoped for inclusion in this rate-case filing.

- (b) Please see the Company's response to PUC 5-23 (this response exceeds 10 pages and, therefore, is not attached hereto). The response to PUC 5-23 includes a copy of the NorthStar Report.



**Golden rules for
project success**



Golden rules for project success

nationalgrid

Area	Golden rules	Evidence	Unhealthy signs
Active sponsorship	<ul style="list-style-type: none"> ■ Sponsor takes accountability for the ultimate success of the project ■ Sponsor provides vision and leadership throughout the project ■ Sponsor makes the time commitment, and is actively engaged at all stages ■ Sponsor makes the difficult decisions in a timely manner ■ Sponsor addresses senior level conflicts 	<ul style="list-style-type: none"> ■ Sponsor attends key meetings ■ Sponsor signs off key project documents ■ Sponsor regularly communicates the project's goals and vision ■ The project is one of the sponsor's performance objectives 	<ul style="list-style-type: none"> ■ Project lacks focus and direction ■ Difficult issues are not addressed ■ Cost and time overruns ■ Benefits not realised
Scope management	<ul style="list-style-type: none"> ■ Ensure the scope is realistic ■ Avoid scope creep ■ Understand the impact and risk of requested changes ■ Implement a robust change control process ■ Ensure there are accurate and detailed requirements ■ Ensure the solution is designed to operate ■ Avoid to "gold plating" or over engineer the solution 	<ul style="list-style-type: none"> ■ A documented change control process ■ Change requests and impact assessments ■ Change control log ■ Rejected change requests ■ Non-functional requirements ■ Requirements traceability matrix ■ A project design authority 	<ul style="list-style-type: none"> ■ Business unable to cope with the amount of change ■ Repeated re-sanctions ■ Late or no delivery ■ Production issues ■ Project does not meet stakeholder expectations
Supplier management	<ul style="list-style-type: none"> ■ Pick the right partner and ensure you have the right levers over them throughout the project ■ Ensure the suppliers provide their best resources ■ Ensure there is the capability on the project to manage the commercial issues, understand the contract, and hold suppliers accountable for their deliverables ■ Provide suppliers with incentives to succeed 	<ul style="list-style-type: none"> ■ Evidence showing why the supplier was selected ■ Resourcing strategy ■ Supplier accountabilities are clearly documented ■ Regular supplier meetings where their performance is reviewed ■ Presence of commercial expertise on the project 	<ul style="list-style-type: none"> ■ Commercial disputes not resolved quickly ■ Supplier poor performance ■ Break down in trust ■ Poor quality deliverables



Golden rules for project success

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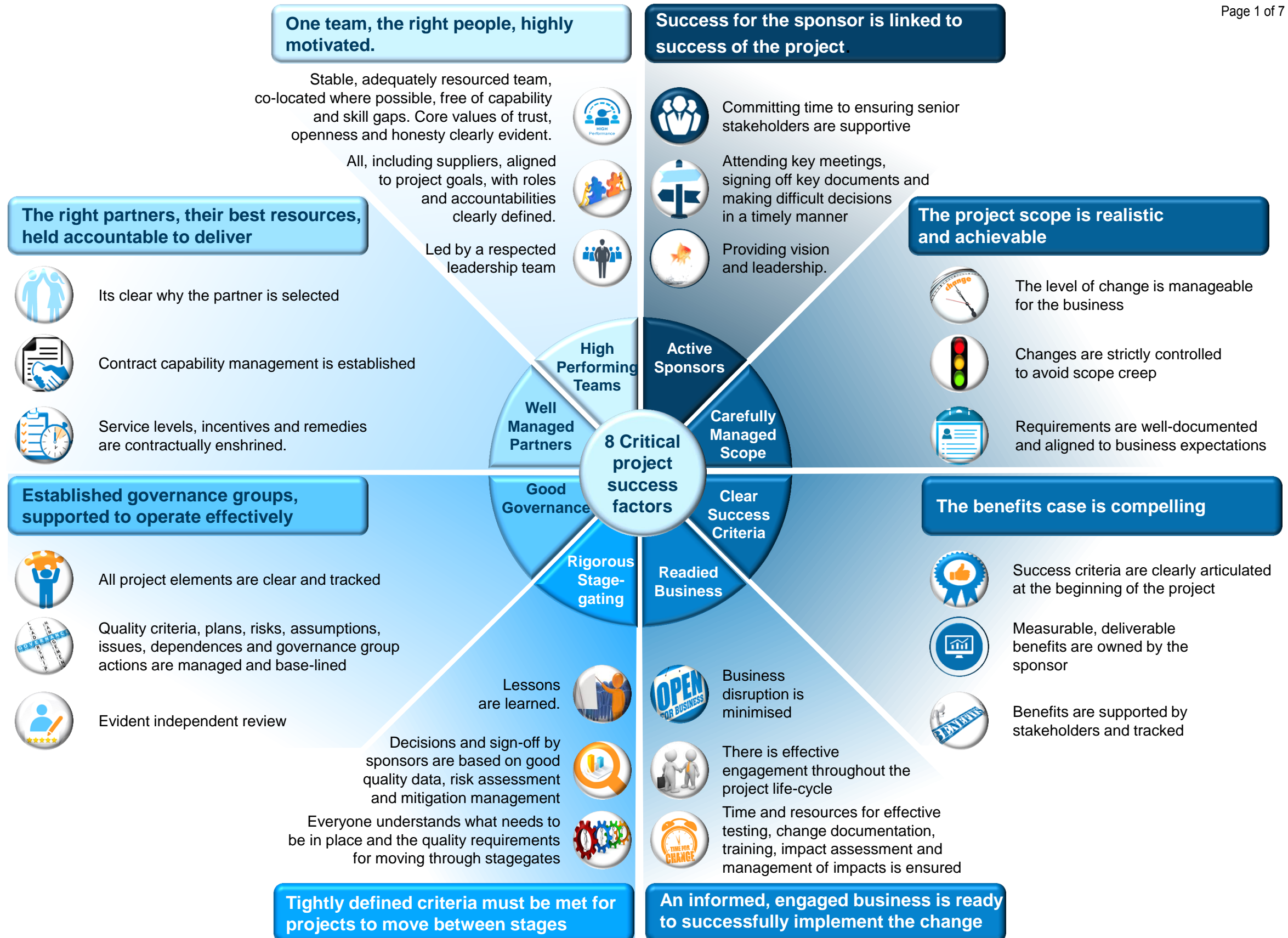
Area	Golden rules	Evidence	Unhealthy signs
High performing team	<ul style="list-style-type: none"> ■ The team contains the right people, not just available people. Subject matter experts (business and technical) are made available to work on the project. ■ The team acts as “one team”, including suppliers, all aligned to the common project goals ■ Team members are open and honest with each other ■ Churn of key people is low ■ End users are involved throughout the project ■ Accountabilities of the team members are clear with roles defined and agreed ■ Team is co-location when possible 	<ul style="list-style-type: none"> ■ Forward looking resource plan which includes business resources ■ Project team includes respected people from the business unit, who have accountabilities and reporting lines back into the business unit ■ RACI matrix ■ Stable team ■ Project deliverables are in the team members’ performance objectives 	<ul style="list-style-type: none"> ■ Demotivated team ■ In-fighting and tension in the team ■ Lack of trust ■ Poor quality outputs ■ Missed deadlines ■ Turnover is high
Business change / readiness	<ul style="list-style-type: none"> ■ Ensure full consideration and resources allocated to address the business change aspects of the project, including: effective communications, training, impact of change on processes, procedures and the organisational structure ■ Allow sufficient time for business readiness testing ■ Avoid taking on too much business change in one go 	<ul style="list-style-type: none"> ■ Training plan ■ Communications plan ■ Business change impact assessments ■ Business change activities planned into the project from the beginning 	<ul style="list-style-type: none"> ■ Uninformed or untrained users ■ Business impacts not clear ■ Business disruption



Golden rules for project success

nationalgrid

Area	Golden rules	Evidence	Unhealthy signs
Good governance, controls and planning	<ul style="list-style-type: none"> ■ The governance groups are aligned with independent oversight of the project ■ Independent assurance checks are carried out with the project acting on the recommendations ■ There are open and honest exchanges at governance meetings with appropriate peer challenge ■ The governance groups are able to make the difficult decisions ■ The governance groups have the courage to stop or put the project on hold, if required ■ The project is well planned, with realistic timescales, contingency, and sufficient time for testing ■ Risks are actively managed 	<ul style="list-style-type: none"> ■ Terms of reference and minutes for the governance groups ■ Independence assurance reports with actions tracked to completion ■ Good attendance at PMB, including independent representation ■ Plan is accepted, baselined, and maintained ■ Plan contains critical path analysis, is resource constrained, and dependencies are linked ■ Signed off PID which covers the project approach and quality plan ■ Maintained risk register ■ Earned Value Analysis 	<ul style="list-style-type: none"> ■ Slippage or issues come as a surprise ■ Re-sanctions ■ Problems with finances, e.g. lack of tracking, run out of funds, poor forecasting ■ Business disruption
Clear success criteria	<ul style="list-style-type: none"> ■ The success criteria are clearly articulated at the beginning of the project ■ The benefits are owned and supported by senior management ■ Benefits tracking is ongoing and meaningful ■ The project re-visits the success criteria at key stages of the project to ensure continued alignment 	<ul style="list-style-type: none"> ■ All members of the steering group and team members are aligned on project's objectives ■ The success criteria are documented and reviewed regularly at project meetings ■ The approach and solution will appropriately support the desired outcomes ■ Agreement on how benefits will be measured 	<ul style="list-style-type: none"> ■ "why are we doing this?" type questions ■ Benefits not compelling and not delivered ■ Mixed expectations ■ Business objectives not aligned



Purpose:

This template contains the eight Critical Success Factors (CSFs) and guiding indicators detailed within column E/F- "KPI". The maturity model is based on a 4- level maturity stage, with 0 included if the indicator is non-existent. The key indicators details and demonstrates an optimized model.

#	CSF	CSF Objective	KPI	Non-existent	Lagging	Emerging	Established	Optimized
				0	1	2	3	4
1	Active Sponsors	Success for the sponsor is linked to success of the project.	1 Sponsor identification and level of involvement	N/A	Sponsor has not been identified or demonstrates little to no involvement or incentive to see program succeed.	Sponsor identified but no demonstrated commitment or attendance in key meetings or decisions	Sponsor identified with involvement in program key decisions and stakeholder meetings, and has performance metrics directly aligned to the program's success	Sponsor identified with involvement and direction provided for program key decisions, making difficult decisions in a timely manner, and committed time to ensuring senior stakeholders are supportive. The Sponsor has performance metrics directly aligned to the programs' success.
			2 Mechanisms for regular communication between sponsors, teams, and stakeholders	N/A	Minimal communication between sponsors, teams, and stakeholders	Meetings and other means of communication occur, but are not effective in making decisions or building awareness of program's progress	Sponsor attends key meeting with teams and stakeholders, authorizes key documents and makes decisions timely.	Effective and collaborative communication methods, whereby sponsor is well-informed and involved in key communications between teams and stakeholders, providing vision and leadership, driving understanding and accountability across the program.
			3 Awareness of program visions and alignment of roles to the program objectives	N/A	Awareness of program's vision, though uncertain of how roles and activities support the program's objectives.	Awareness of program visions and roles required to support the program's objectives, though not aware of alignment of downstream lower level activities to support the vision.	Awareness of program visions and program's alignment of roles to the program objectives through to downstream lower level activities.	Awareness of program visions and levels of work activities to ensure alignment and understanding of roles and tasks with the program objective. Sponsor garners feedback, mirroring how the sponsor feels about the program objectives, and works to close communication gaps if there are discrepancies.
2	Clear Success Criteria	The benefits case is compelling.	1 Business case that is understood and approved by the sponsors	N/A	Business case does not exist or objectives are vague and not clearly defined.	Business case articulates a mission statement and communicates some of the program's objectives, but does not encompass the program's overall purpose.	Business case articulates a mission statement with defined purpose and objectives, clearly identifying improvement opportunities and benefits.	Comprehensive business case that clearly articulates the program's unique purpose and objectives. Assumptions, risks and opportunities stand up to the challenge when faced with the appropriate level of scrutiny, providing confidence that the program will deliver the change and benefits described. Additional analysis such as alternatives and opportunity costs are included to support the proposed business case.
			2 Success criteria are defined and articulated at the beginning of the project.	N/A	Program is unaware of success criteria and key milestones	Program has loosely identified success criteria	Success criteria and stage-gates for key milestones are defined	Success criteria and stage-gates for key milestones are defined, understood across the program and tracked. Success criteria are re-evaluated periodically to ensure their applicability.
			3 Mechanism for tracking variance against key metrics, benefits and financial performance	N/A	Program does not have a long or short term strategic plan or understanding of deliverable benefits	Program has a short term strategic plan with actionable objectives with little understanding of deliverable benefits	Short and long-term strategic plan with measurable deliverable benefits are owned by the sponsor	Short and long-term strategic plan with measurable, deliverable benefits that are owned by the sponsor, supported by stakeholders and tracked throughout the program and post-completion.
			4 Mechanism for analyzing data, assessing program integrity and measuring success.	N/A	Program is unaware of the data needed to measure program integrity and success.	Program is aware of the need to assess integrity and success, and has identified a small number of key outcome variables, though does not have an established approach to assess program integrity and success.	Program has identified key outcome variables, major data sources, implemented instruments to collect data, and identified analytical approaches to assess program integrity and measure success.	Program has high quality data sources with key outcome variables, uses proper analytical measures to assess integrity, measure success, and uses findings to improve performance. Decisions and sign-off by sponsors are based on quality data and proactive risk management.

#	CSF	CSF Objective	KPI	Non-existent	Lagging	Emerging	Established	Optimized
				0	1	2	3	4
3	Carefully Managed Scope	The project scope is realistic and achievable.	1	Alignment of the program scope with the requirements of the business case	N/A	It is not clear how program scope aligns with the requirements of the business case.	There is alignment between program scope and the requirements of the business case. However, changes in scope of program are not reassessed for alignment.	There is clear alignment between the program scope and requirements of the business case. The scope is realistic and sustainable, and has buy-in from business and other stakeholders. The scope determined reflects a streamlined solution to meet the program objectives. Changes in scope prompts reevaluation of the alignment of scope to the business case.
			2	Strong correlation between planned scope to actual tasks	N/A	There is no direct correlation between program scope and actual tasks.	There is some understanding of how actual tasks line up to planned scope. Leadership has drawn shown inconsistent efforts and has integrated some effort into adjusting operational activities and strategy	There is clear alignment from the program scope to downstream work-activities. Program requirements are well-documented and aligned to business expectations.
			3	Scope changes are strictly controlled and managed	N/A	There is no standardized process for approving, tracking monitoring changes in program scope.	Program scope is managed by program leadership via change logging and communicating to stakeholders and sponsors.	Changes are strictly controlled through approvals by steering committee and scope of program is reassessed to ensure alignment with program's business case and objectives. The approval process before implementing changes includes strong justification for the change, understanding of impact on existing program plan and model and reassessment of assumptions and dependencies as well as alternate options that overall support the decision. Business is conferred with to ensure impacts to the business are understood and manageable. Sponsors and stakeholders support the changes.
4	Rigorous Stage-gating	Tightly defined criteria must be met for projects to move between stages.	1	Standardized approval process	N/A	Approval process at critical milestones or stage-gates is not standardized and delegation of authority is not established.	Standardized approval process at critical milestones or stage-gates is loosely adhered to, with exceptions not clearly documented. Delegation of authority is established at a high-level.	Standardized approval process at critical milestones or stage-gates that is adhered to according to the defined delegation of authority.
			2	Process for creating a baseline used to measure progress and documenting lessons learned	N/A	Lack of a baseline established to measure progress. There is minimal awareness of lessons learned.	Baseline was established and progress is measured but there is no outlet for communicating and retaining lessons learned. Lessons learned are identified and communicated in silos and are top-down.	Progress is measured and baselined and lessons are communicated across the program to help other areas that may be facing similar problems. Lessons learned are identified, documented, and regularly communicated to appropriate personnel.
			3	Well-defined exit criteria throughout the lifecycle of the project	N/A	Exit criteria has not been identified for each stage-gate	Exit criteria has been established for the nearest stage-gate but not for the entire lifecycle	Exit criteria are defined at different stage-gates for the entire lifecycle of the program.

#	CSF	CSF Objective	KPI	Non-existent	Lagging	Emerging	Established	Optimized
				0	1	2	3	4
5	Readied Business	An informed, engaged business is ready to successfully implement the change.	1 Two-way engagement and partnering with Business	N/A	There is no demonstrated partnership between programs and business. Business is not convinced of the purpose of the program and expresses concern and strain on resources to accomplish program objectives.	Business demonstrates support and approval at the onset of the program allowing for the program to proceed. There is little feedback or partnering aside from the initial set-up.	There is engagement with Business in critical decisions for the program. Business was involved with the design planning phase for the program, enabling more accurate projections into level of effort.	Programs are actively partnered with Business, demonstrating equal two-way engagement. Business agrees to support the program and wants to see the program succeed. Business is involved in key aspects of the program, from the beginning design phase and throughout the program lifecycle. Feedback and approvals are solicited and solutions are jointly determined.
			2 Mechanism for targeted engagement with the business end users	N/A	There is no demonstrated engagement with business end users.	Business end users are made aware of changes that may affect their role, though communication is unilateral.	Business is consistently made aware of and prepared for impacts to their role, and their input is sought out for consideration into program plan.	Business is consistently made aware of and prepared for impacts to their role. There is understanding by the business end users of their role in meeting the program's objectives. Feedback loops exist and are monitored for quality improvement. Collaborative engagement with the business is demonstrated to prepare for program's success.
			3 Clear and actionable plan to provide change management for affected areas of the business	N/A	Program has not clearly defined affected businesses or are missing key considerations of impact, and lack a clear and actionable plan as a result.	Program has a broad definition of affected businesses, but impact assessments lacks verification and input from business leadership and end users. The actionable plan to provide change management has gaps resulting from the lack of verification from the business.	Program has defined affected business, and have considered input from business leadership and end users to create actionable plan to provide for change management that is validated and verified with affected users.	Program has specifically defined affected businesses, and have considered input from business leadership and end users to create an actionable plan to provide change management. Time and resources for effective testing, change documentation, training, impact assessment and management of impacts is ensured.
			4 Training for end users	N/A	The program provides individuals minimal or no training for end users to understand impact and execute their responsibilities.	The program provides individuals with an introduction to the impact to their role, with occasional training to understand and execute their responsibilities, though more early on rather than with continued support.	The program provides individuals regular and appropriate training to understand and execute their responsibilities.	The program has sustainable training to help individuals understand risks, impact to their role, and develop their skills to perform their responsibilities. The program offers ongoing support to help with the transition.

#	CSF	CSF Objective	KPI	Non-existent	Lagging	Emerging	Established	Optimized
				0	1	2	3	4
6	Good Governance	Established governance groups supported to operate effectively.	1 Documented project governance methodology	N/A	Roles, responsibility and delegation of authority have not been clearly defined. There is inadequate or irregular program reporting to governing bodies.	Roles, responsibility, and delegation of authority have been defined for a limited set of activities. There is periodic program reporting mainly based on request by governing bodies.	Well defined and delineated roles, responsibility and delegation of authority exist throughout the program. There is standardized program reporting for governing bodies to receive regular updates.	Well defined and delineated roles, responsibility and delegation of authority promote collaboration and coordination for executing the program's strategy. There is standardized program reporting allow periodic and frequent reporting governing bodies to enhance program activities and communicate variances at appropriate frequency.
			2 Mechanism to accurately maintain a sufficient level of project plan details	N/A	Program plans are not detailed enough to be of utility to program managers or substantiate reporting up to leadership, sponsors or stakeholders.	Program plans are at a high-level detail that supports reporting up to leadership, sponsors, or stakeholders. Projects manage plans individually which are then required to be rolled up into program planning, requiring extended effort to synchronize.	Program details are maintained at an appropriate level of detail to support reporting up to project leadership, sponsors and stakeholders, and are synched with program workstreams planning and activity.	Streamlined program planning is maintained within a centralized documentation system, that is in sync with program workstream planning and activity. The plan is detailed enough to be functional for program managers as well as support reports up to sponsors and stakeholders. Scope changes are documented within the plan throughout the program, and for which program leadership has visibility into.
			3 Communication flows freely allowing for transparency and visibility by governing bodies	N/A	Minimal or no communication occurs in the program. Governing bodies and stakeholders lack transparency and visibility	The program communicates on a limited and reactive basis and flows downwards Governing bodies and stakeholders have limited transparency and visibility	Consistent communication occurs, flowing up, down and across the program. Governing bodies and stakeholders request and receive periodic updates into the program.	Effective and collaborative communication occurs within the program as well as with external parties. Governing bodies and stakeholders receive regular updates on program integrity practices and have an appropriate amount of transparency and visibility.
			4 Consistent program management standards and controls used within the program	N/A	Program does not have controls to monitor for performance deviations or response plans to correct deviations	Basic controls such as RAG status reporting on major milestones and activities exist to indicate if targets are not being met. If there are deviations to plan, response plans are developed and reviewed by team.	Formal measurable controls exist that include metrics to monitor variances to the program's plan (e.g. schedule, budget, quality, etc.) are utilized by the program team to indicate if targets are not being met. Program metrics help support RAG status reporting on program performance. If there are deviations to plan, response plans with owners and due dates are developed and tracked to completion by team.	The program coordinates with other programs and agencies to minimize duplication and understand each party's role for managing points of exposure and controls. There is an integrated performance system used that monitors for deviations and tracks response plans when deviations occur.
			5 Risk Management / RAID monitoring and intervention.	N/A	Risks to the program's success are not assessed,	Risks to the program are identified but not monitored or tracked.	Risk to the program are adequately assessed. Criteria for risks, assumptions, issues, and dependencies are established and reviewed periodically.	Risk to the program are well defined. Quality criteria, plans, risks, assumptions, issues, dependencies and governance group actions are managed and base-lined to monitor improvement. There is technology enabled reporting of any perceived new risks or failure of existing controls to management.
			6 Mechanism for ongoing program assurance / Independent evaluations	N/A	Program does not have independent evaluations or self-assess.	Program has infrequent independent evaluation, but performs a level of self-assessment with no accountability for implementing recommendations or process improvements.	Program has regular independent evaluations with feedback mechanisms to implement recommendations with accountability by program leadership.	Program assurance is a managed activity, whereby the program regularly reappraises the need for assurance and appropriately plans to address the need for the assurance. Programs demonstrate a close working relationship with independent assurance and internal audit to make sure risks are sustainably managed and emerging risks are known. Tracking is enabled to ensure other Governance factors are adequately addressed and optimized.

#	CSF	CSF Objective	KPI	Non-existent	Lagging	Emerging	Established	Optimized
				0	1	2	3	4
7	Well Managed Partners	The right partners, their best resources, help accountable to deliver.	1 Clear selection process and documented justifications of partner selection	N/A	Partner selection process is vague and undefined. Undetermined business value expected by leveraging an outsourced business relationship.	Partners are selected with an understanding and articulation of benefits added by leveraging an outsourced partner. The risks associated with the partnership were not considered or measured against benefits added.	Partners are selected with justification and there is an expectation of benefits by leveraging an outsourced partner. Acceptable range of business risks are understood and accepted in pursuit of these benefits.	Partners are selected with justification and there is an expectation of benefits by leveraging an outsourced partner. Acceptable range of business risks are understood and accepted in pursuit of these benefits. Partner selection is approved by the steering committee and procedures followed are in line with the organization's procurement policy and third-party risk management policy.
			2 Dedicated role and/or responsibility to oversee, track, and manage partners	N/A	There is no demonstrated accountability for managing partners.	There is accountability over partners, however, the responsibility does not demonstrate transparency or awareness into partner activities or quality of deliverables. Handoff of certain activities may be unclear.	There are dedicated and accountable resources for overseeing, tracking, managing partners. Partner activity is transparent and regularly tracked and actively managed.	There are dedicated and accountable resources for overseeing, tracking, and actively managing partners. There is a clear handoff of activities that is tracked.
			3 Visibility into partner activities, financials, and outcomes	N/A	Program team does not have visibility into partner activities, financials, or outcomes until near the end of the project.	Program team has high-level view of partner activities, financials, and outcomes, at set phases of the workstream which are provided from partner to program.	Regular communication with partners for tracking of partner key activities, financials, and quality of deliverables, though with little feedback from the program considered in the deliverables provided.	Regular communication with partners for tracking of partner key activities, financials, and quality of deliverables, demonstrating a collaborative and working relationship between the program and the partner, with documented feedback loops in place to manage partner activities, financials, and deliverables for demonstrated quality improvements.
			4 Partner risk management	N/A	Partner risks are not considered or managed as part of the overall program risk assessment.	Partner risks are assessed at the beginning, though risk monitoring and escalation process are not well established.	Partner risks are assessed and embedded in the program's risk mitigation strategy. Risk monitoring and escalation procedures are defined. Risks are aligned with the organization's vendor risk policy.	Partner risk are assessed and embedded into the program's risk mitigation strategy. Risk monitoring practices and escalation process for exception conditions are established. Service levels, incentives and remedies are contractually enshrined to mitigate risk.. Risks are aligned with the organization's vendor risk policy.

#	CSF	CSF Objective	KPI	Non-existent	Lagging	Emerging	Established	Optimized
				0	1	2	3	4
8	High Performing Teams	One team, the right people, highly motivated.	1 Resource plan to capture required skill sets, staffing requirements and contingency plans	N/A	Resource plans are not well defined to meet program needs.	Resource plans are broadly defined, but do not capture adequate detail around required skill sets, staffing requirements, and contingency plans.	Resource plans are defined, and capture specific skill sets required for varying projects. Staffing requirements are established and aligned to the program's overall strategy.	Resource plans are defined, and capture specific skill sets required for varying projects. Staffing requirements and contingency plans are established and aligned to the program's overall strategy. All involved parties, including partners, are aligned to project goals, with roles and accountabilities clearly defined. Plans are validated with the business and contingency plans are developed. As the program progresses, the resource plan is reevaluated for efficiency and effectiveness.
			2 Dedicated staff with appropriate amount of time to execute tasks	N/A	Resources to execute tasks related to the program have conflicting duties that may be prioritized over their responsibilities within the program.	Resources are identified, but operate in silos and lack understanding of their role and importance of the program's objectives. There is flux in dedicated resources with inadequate knowledge transfer.	Well managed dedicated resources that can prioritize tasks and responsibilities that serve the program's objectives.	Stable, adequately resourced team, free of capability and skill gaps. Core values of trust, openness and honesty, and collaboration are clearly evident. Resources understand their role and responsibility in helping the program succeed, the program's overall objective.
			3 Mechanisms to monitor resources efficiency and effectiveness	N/A	There are no demonstrated mechanisms for monitoring resource efficiency and effectiveness.	Metrics to understand resource efficiency and effectiveness are defined, though are not adequately monitored or used solely for reporting, and not representative of program activities.	Metrics to understand resource efficiency and effectiveness are defined and monitored, used for reporting, and are representative of program activities.	Well defined metrics and analytical tools to monitor resources efficiency and effectiveness, used for reporting, and are representative of program activities, Metrics are assessed for appropriateness and modified when needed.
			4 Evidence of team engagement	N/A	There is little to no investment in team building or personal or professional development in individual resources.	The tone at the top is supportive of an ethical, engaged, high performing team, though there are few activities in place to evidence of this, and communication is typically top-down.	There is two-way engagement with program leadership, to facilitate openness and honesty across the program. There is a common understanding of the program's goals, and individuals understand their role and responsibility in helping achieve the program's goals. There are some organized team activities to facilitate networking and build a sense of community.	Program invests in effective team building activities. There is two-way engagement with program leadership, to facilitate openness and honesty across the program and there is a perceived high level of trust across the leadership team. There is a common understanding of the program's goals, and individuals understand their role and responsibility in helping achieve the program's goals. There are methods to provide personal performance feedback as a way to facilitate personal and professional development and demonstrate investment in its people, including helping resources plan for post project implementation. Routine processes exist for communication, problem solving, and conflict resolution among team members.

The Narragansett Electric Company
d/b/a National Grid

RIPUC Docket No. 4770

Responses to Division's Third Set of Data Requests
Issued December 21, 2017

Division 3-24

Request:

Referring to the testimony of Bhargava, DeMauro, and Rapiwaty (p. 8, line 18 through p. 9, line 2) please identify the "expenditure targets" against which the investments were prioritized.

Response:

Expenditure targets are determined as part of National Grid's corporate budget process. IS uses trend data, new initiatives, and mandated programs to develop its budget. IS conducts two separate budget processes – the Investment Planning Process and the operations and maintenance (O&M) Planning Process – that eventually flow together to create the IS budget for inclusion in the corporate budget. The Fiscal Year 2018 budget for operating expenses is \$223.9 million and for capital expenditures is \$132.8 million.

Below are the detailed steps, timeline, and key stakeholders in the IS Budget Process.

Capital Investment Planning Process (May – November): IS works with key business contacts to define the technology requirements and associated cost implications/profiles. IS collates and reviews the investment demand, collaborates with the business to categorize and prioritize investments, and produces an IS Project Demand Plan. Consolidated financial information from the investment plan is incorporated with the O&M budget into the IS budget process.

O&M Planning Process (September – November): IS finance works with the IS functional leads to identify historical operating spend and the impact new investments and performance enhancements will have on spending. Total IS O&M spending is consolidated and compared to the targets set up by US Corporate Finance and adjusted to meet the targets.

IS Capital Investment Planning Process and Timetable

The IS capital budget is the approved amount of capital spend for a twelve-month fiscal year period (beginning April 1 and ending March 31). Below is the timetable for the planning and approval of the IS capital budget.

1. **May/June:** Begin annual investment planning cycle. Review the demand already collected and evaluate for inclusion in plan. Refine estimates and spend profile for inflight multi-year projects.
2. **June – July:** Solicit preliminary capital requirements from business sponsors and IS. Business Relationship Managers (BRMs) liaise with business areas – functional and jurisdictional – to identify requirements, and assess the need and the costs associated with all IT projects.

Prepared by or under the supervision of: John Gilbert, Daniel DeMauro, and Mukund Rapiwaty

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3. **July – September:** Develop draft of the investment plan. Give priority to mandated work and regulatory obligations. Develop business case and cost estimates for prioritization. Score projects for complexity, risk, and benefit in accordance with process. Review and question the scope, justification, schedule, cash flows, and risk scoring for each project/program. Distribute draft of the investment plan to the business sponsors and IS stakeholder group. Schedule informational/challenge sessions.

4. **October:** Incorporate feedback from the informational/challenge sessions, revise the draft investment plan, and redistribute to business sponsors and IS stakeholder group.

5. **September – November:** Conduct investment plan review. Present the investment plan to the Jurisdictional Presidents, jurisdictional delegates, and functional executives. Focus on financial requirements, remuneration, regulatory obligations, major projects, and other key themes.

6. **Mid-November:** Investment plan consolidated financial information is incorporated with the O&M budget into the IS budget process for final review and approval by US Chief Information Officer (CIO) and Global CIO.

7. **January:** Final budget submitted to Corporate Financial Planning & Analysis. National Grid plc Board approves the consolidated budget.

8. **February – March:** Detail cost center budget loaded into the business planning application (SAP-BPC). The Budget Planning and Consolidation application feeds completed budget into the SAP application.

IS O&M Budget Process and Timetable

1.1 **September:** IS begins the annual O&M planning process. IS Finance works with the functional leads to quantify costs based on demand for labor, contractors, and vendor spend.

1.2 **Early October:** Corporate Finance begins the annual O&M planning cycle.

2. **Late-October:** BRMs solicit information from jurisdictions and functional areas on proposed initiatives in the upcoming fiscal year.

3. **Early November:** BRMs aggregate and share the proposed initiatives with Jurisdictional Presidents, stakeholders, and other responsible parties and schedule informational/challenge sessions.

Prepared by or under the supervision of: John Gilbert, Daniel DeMauro, and Mukund Ravipaty

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4. **Mid-November:** "Preliminary" O&M is input into the internal Excel based budget model maintained by IS Finance for the corporate budget process. IS Finance conducts O&M review sessions to discuss proposed O&M initiatives and review preliminary draft of budget with US CIO and Global CIO.

5. **Late November:** Calculate the final rankings from investment plan process (see above) and share list of prioritized initiatives to be incorporated into the final version of the budget.

6. **December:** IS Finance team finalizes IS budget data for review. Corporate Finance conducts budget summit meetings with all Jurisdictional Presidents, functional leaders and senior management.

7. **January:** Final Budget submitted to Corporate Finance. Corporate Finance presents and reviews the final consolidated profit and loss budget, with operating company and functional level detail, to functional leadership and jurisdictional presidents. This is the last opportunity for review, feedback, and challenges to the budget targets that have been set. After jurisdictional and functional approval, the budget must be approved by the jurisdictional Board of Directors and then is presented to the National Grid US Chief Executive Officer and Board of Directors for approval.

8. **February – March:** Detail cost center budget loaded into the business planning application (SAP-BPC). The completed budget from the budget planning and consolidation application is fed into the SAP application.

Roles in the Budget Process

The following are key roles in the IS budget process:

US Sanctioning Committee (USSC) – This committee includes several National Grid executives from the business, jurisdictions and finance with the purpose to review all requested capital investment papers for approval, including the scope and estimated costs for an investment (typically a project in the case of IS). The USSC sanctions individual projects as being prudent investments that has been properly defined with confirmed funding. Formal funding approval occurs during the budget process.

Business Relationship Manager - The BRM is responsible for liaising with the various functional and jurisdictional business areas to assess what capital investments are required from the business perspective.

IS Leadership – The IS organization has a global CIO, US CIO and UK CIO. The US and UK CIOs have direct oversight over their respective budgets and investments and are aligned with the Global CIO's IS vision.

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IS Finance – Serves as Business Partner to the IS organization on all financial matters including the review and approval of sanctioning papers and manages the inputs of the budget process.

Finance Leadership – Comprised of the Chief Financial Officer, Vice President US Corporate Finance, functional Vice Presidents and jurisdictional Directors, Vice Presidents, and other executives.

US Corporate Finance – US Corporate Finance coordinates and facilitates the budget process. Its primary responsibilities are to analyze current year performance, rate plan allowance (cost of service), and business plan assumptions for the purpose of providing budget guidance (at the operating company, functional, and National Grid USA levels).

Jurisdictional Presidents – The Jurisdictional Presidents are the primary audience during the budget summit meetings and final approver(s) for projects and other spending that impact their respective jurisdictions.

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The Narragansett Electric Company

d/b/a National Grid

RIPUC Docket No. 4770

Responses to Division's Third Set of Data Requests

Issued December 21, 2017

Division 3-40

Request:

Referring to Schedule ISP-1, and the project identified as Physical Security Replacements, the description states: "This is 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."

- a. Please identify each of the assets being replaced, where they are located, and the purposes each serves.
- b. Please explain why the expiration of a vendor warranty should be a main reason for commencing the project at this time.
- c. Please also explain what is meant by the statement that the assets "are at or near end of life."
- d. Of the assets identified in (a) above, please indicate which assets are "at end of life," which assets are "near end of life," and which assets have had vendor warranties expire (and the date the applicable warranty expired).

Response:

- a. The types of assets being replaced include camera systems, intrusion detection systems, security panels, and gates/fences at National Grid's LNG plants, substations, and operating yards. These systems are utilized for the protection of company personnel, assets, and the general public. Without these systems, National Grid cannot detect an intrusion or review videos to see what is occurring on National Grid's premises.
- b. If National Grid's security equipment is no longer supported by the manufacturer and fails, National Grid would be at risk because it could lose intrusion detection and video capability, which would eliminate National Grid's ability to detect and ensure response to security events at critical gas and electric facilities. A failure of such security equipment not only leaves the site vulnerable but requires emergency changes and replacement, which bring risks associated with availability of the equipment, technical support to perform installation, and an optimal controlled testing environment and timeframe.

Prepared by or under the supervision of: John Gilbert, Daniel DeMauro and Mukund Ravipaty

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- c. "End-of-life" is a term used to describe when a product is at the end of its useful life (from the vendor's point of view), and a vendor stops maintenance support, the manufacturing of replacement parts, marketing, or selling the product.
- d. The fence detection (intrusion) systems at some facilities are end-of-life. Also, the analog video infrastructure that supplies the control rooms with Closed Circuit Television (CCTV) video are end-of-life. There are also 139 video recorders enterprise-wide that are running on Server 2008/2008 R2, which is approaching end-of-life. Gate operators have begun to malfunction and need to be replaced as a main access point to the facilities. The intrusion detection systems and video platforms were installed in the 2002 to 2005 timeframe and are at or nearing end-of-life. These intrusion detection systems are no longer covered by vendor warranties. Since the intrusion detection systems were installed in the 2000 to 2005 timeframe, there have been video recorder upgrades due to the normal life cycle of the server. Those servers were installed between 2010 and 2012, and those warranties have also expired. Parts are no longer available to repair some of the existing systems, which decreases National Grid's ability to maintain the integrity of the systems. This has a direct impact on National Grid's role in protecting company personnel, assets, and the general public. The Verint Video Management platform, which manages National Grid's field deployed video systems, must be upgraded. This upgrade will take place in two phases. Phase 1, which will be completed in 2019, will address all of National Grid's critical facilities video systems. Phase 2, which will be completed in 2020, will address all of National Grid's non-critical facilities video systems. Project scope includes replacement of aging master and sub master servers, software upgrades, and network infrastructure upgrades. The system is end of life from a software standpoint. Microsoft no longer releases patches for vulnerabilities, and the security software manufacturers (like Verint) no longer release new versions of software that are compatible with end-of-life operating systems. If National Grid does not upgrade its software on a regular basis, it will have to use older Operating Systems for new installations because of compatibility.

Division 21-21

Request:

Refer to Direct Testimony of Howard Gorman at p 22, line 5. In applying the concept of gradualism, please explain the basis for setting the limit for any class increase specifically at twice the system average increase.

Response:

Limiting the relative increase in revenue for any particular class is a method used to mitigate the effects of rate increases, by moving classes more gradually towards the proposed average return than would otherwise be the case. Increases of 2.0 times the average increase were deemed to be the maximum acceptable increase. In fact, no class received an increase greater than 1.60 times the average increase, which is presented in Schedule HSG-3, Sheet 2, Line 43 (Bates Page 158 of Book 12).

In Narragansett Electric's 2012 general rate case in RIPUC Docket No. 4323, the PUC approved a limit on a rate class' increase of 2.0 times the average. Please see Attachment DIV 21-21, which is the approved final revenue allocation presented in Compliance Attachment 3B from RIPUC Docket No. 4323, and indicates the constraint on any rate class increase from that general rate case on Line 39 at 2 times the system average.

The Narragansett Electric Company
d/b/a National Grid
R.I.P.U.C. Docket No. 4323
Compliance Attachment 3B
(Schedule JAL-1)
Page 1 of 1

The Narragansett Electric Company
RESULTS OF ALLOCATED COST OF SERVICE STUDY AND REVENUE ALLOCATION

Line	Total	Residential Rate A-16/ A-60	Small C&I Rate C-06	General C&I Rate G-02	200 kW Demand Rate G-32	3000 kW Demand Rate G-62	Lighting Rates S-10/S-14	Propulsion Rate X-01
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
SECTION 1. SUMMARY OF RESULTS OF ALLOCATED COST OF SERVICE STUDY								
1 Rate Base	\$561,738	\$296,490	\$54,542	\$82,460	\$77,651	\$19,545	\$29,286	\$1,764
2								
3 Compliance Rate of Return	7.17%	7.17%	7.17%	7.17%	7.17%	7.17%	7.17%	7.17%
4								
5 Return on Rate Base	\$40,277	\$21,258	\$3,911	\$5,912	\$5,568	\$1,401	\$2,100	\$126
6								
7 Operating Expenses (including taxes)	\$219,670	\$115,917	\$21,697	\$31,234	\$29,954	\$7,436	\$12,842	\$590
8								
9 Total Distribution Revenue Requirement	\$259,947	\$137,175	\$25,607	\$37,146	\$35,522	\$8,837	\$14,942	\$717
10								
11 less: Other revenue	\$8,163	\$3,555	\$1,318	\$1,593	\$935	\$477	\$269	\$15
12								
13 Distribution Rate Revenue Requirement	\$251,784	\$133,620	\$24,289	\$35,554	\$34,587	\$8,360	\$14,673	\$702
14								
15 Present Total Distribution Revenue	\$239,023	\$123,070	\$25,514	\$38,676	\$35,317	\$5,527	\$10,426	\$494
16								
17 Present Other Revenue	\$8,147	\$3,547	\$1,317	\$1,591	\$933	\$477	\$268	\$15
18								
19 Present Distribution Rate Revenue	\$230,876	\$119,523	\$24,198	\$37,085	\$34,384	\$5,050	\$10,158	\$479
20								
21 Increase/(Decrease) - Total Dist Revenue	\$20,924	\$14,106	\$93	-\$1,529	\$205	\$3,310	\$4,516	\$223
22								
23 Percentage Increase/(Decrease)	8.8%	11.5%	0.4%	-4.0%	0.6%	59.9%	43.3%	45.1%
24								
25								
26								
27 Revenue Requirement @ Equal ROR	\$251,784	\$133,620	\$24,289	\$35,554	\$34,587	\$8,360	\$14,673	\$702
28								
29 A-60 Rate Design Subsidy	-\$6,446	-\$6,446						
30 A-60 subsidy Re-allocated on Dist Rev Req Basis	\$6,446	\$3,421	\$622	\$910	\$886	\$214	\$376	\$18
31 Reallocation of Total A-60 Subsidy	\$0	-\$3,025	\$622	\$910	\$886	\$214	\$376	\$18
32								
33 Revenue Requirement w/ Low Income Subsidy	\$251,784	\$130,595	\$24,911	\$36,464	\$35,472	\$8,574	\$15,048	\$720
34 Increase/(Decrease) incl. Low Income Subsidy	\$20,908	\$11,072	\$713	-\$621	\$1,089	\$3,524	\$4,891	\$241
35								
36 Rev Req (Unconstrained Classes)	\$227,442	\$130,595	\$24,911	\$36,464	\$35,472			
37 % of Unconstrained Rev Req		57.42%	10.95%	16.03%	15.60%			
38								
39 Increase Constraint- 2 x system average						13.1%	17.5%	17.5%
40 Apply Constraint						\$724	\$1,825	\$86
41								
42 Shortfall from Constrained Classes	-\$6,020					-\$2,800	-\$3,066	-\$154
43 Re-allocation of Shortfall on Rev Req	\$6,020	\$3,457	\$659	\$965	\$939			
44 Energy Efficiency Uncollectibles	-\$611	-\$243	-\$47	-\$101	-\$180	-\$34	-\$5	-\$2
45 Revenue Requirement	\$251,173	\$133,809	\$25,524	\$37,328	\$36,232	\$5,740	\$11,977	\$564
46								
47 Increase/(Decrease) - Dist Rate Revenue	\$20,297	\$14,286	\$1,326	\$243	\$1,848	\$690	\$1,819	\$85
48								
49 Increase in Other Revenue	\$16	\$8	\$2	\$2	\$2	\$1	\$1	\$0
50 Recovery of Egy Eff Uncollectibles thru EE rates	\$611	\$243	\$47	\$101	\$180	\$34	\$5	\$2
51								
52 Increase/(Decrease) - Total Dist Revenue	\$20,924	\$14,537	\$1,374	\$346	\$2,030	\$725	\$1,825	\$86
53								
54 Percentage Increase/(Decrease)	8.8%	11.8%	5.4%	0.9%	5.7%	13.1%	17.5%	17.5%
55								
56 Return on Rate Base at Compliance Rates	7.17%	7.32%	9.52%	9.44%	9.52%	(6.06%)	(2.02%)	(0.55%)
57								
58								
59 Notes:								
60 Line (1): Compliance Attachment 3A, Page 1, Line (10)								Line (33): Line (27) + Line (31)
61 Line (3): Compliance Attachment 3A, Page 1, Line (32)								Line (34): Line (33) - Line (19)
62 Line (5): Line (1) x Line (3)								Line (36): Line (33) for unconstrained classes
63 Line (7): Compliance Attachment 3A, Page 1, Line (27) + Line (29)								Line (37): Line (36) ÷ Line (36) Total
64 Line (9): Line (5) + Line (7)								Line (39): Constraint: Column (f) Line (23) Total x 1.5, Columns (g) and (h) Line (23) Total x 2
65 Line (11): Compliance Attachment 3A, Page 1, Line (17) + Line (18) + Line (19)								Line(40): Line (15) x Line (39) for constrained classes
66 Line (13): Line (9) - Line (11)								Line (42): Line (40) - Line (34)
67 Line (15): Compliance Attachment 3A, Page 1, Line (1)								Line (43): Line (37) x Line (42) Total for unconstrained classes
68 Line (17): Compliance Attachment 3A, Page 1, Line (2)								Line (44): Energy Efficiency Uncollectibles per Compliance Attachment 1, page 3
69 Line (19): Line (15) - Line (17)								Line (45): Line (33) + Line (42) + Line (43) + Line (44)
70 Line (21): Line (9) - Line (15)								Line (47): Line (45) - Line (19)
71 Line (23): Line (15) ÷ Line (21)								Line (49): Line (11) - Line (17)
72 Line (27): Line (13)								Line (50): Line (44)
73 Line (29): (Compliance Attachment 3D: Page 2, Line (39))								Line (52): Line (47) + Line (49) + Line (50)
74 Line (30): - Line (29) allocated by Distribution Revenue Requirement on Line (13)								Line (54): Line (52) ÷ Line (15)
75 Line (31): Line (29) + Line (30)								Line (56): [Line (45) + Line (11) - Operating Expense - Inc Taxes] ÷ Line (1)

Division 21-22

Request:

Refer to NECO-17 Bill Impacts (Bill Impact workpapers), tabs A_16, A_60, A_60_2, A_60_3 and C-06. Please describe the basis for the "Percentage of Customers" column in each of these tabs, and provide a copy of any analysis, study or workpaper used to calculate the values in the column.

Response:

The Company started with all data from the customer billing system for the test year of July 2016 through June 2017. The data was then "cleansed", removing cancel and rebills, removing bills with negative usage, and bills that were not in the normal billing cycle of 26 to 36 days. The Company then used SAS, to run frequency analysis, which isolated the number of bills in each typical usage level shown on the typical bill analysis. Attachment DIV 21-22 shows the number of bills and calculation of percent of bills used in the Bill Impact workpaper. The kWh indicated on the Schedules in leftmost column, "Monthly kWh", are the bottoms of the bands shown on Attachment DIV 21-22 (e.g., 300 kWh on Schedule HSG-5-A is the bottom of the band 300-401 kWh on Attachment DIV 21-22), except for the first item, which represents the mid-point of the first two bands on Attachment DIV 21-22 (e.g., 150 kWh on Schedule HSG-5-A is the bottom of the bands 0-150 and 151-300 kWh on Attachment DIV 21-22).

The Narragansett Electric Company
Test Year Jul 2016 - Jun 2017
Clean Data set, with Cancel, Rebills, negative usage and bills outside of normal
billing cycle (26-36 days) removed
Bill Frequencies for Bill Impacts

	A-16		A-60	
	# of Bills	% of Bills	# of Bills	% of Bills
(1) 0 - 150	535,339	11.4%	31,899	7.9%
(2) 151 - 300	881,672	18.8%	98,189	24.2%
(3) 301 - 400	604,808	12.9%	62,607	15.4%
(4) 401 - 500	543,562	11.6%	50,571	12.5%
(5) 501 - 600	452,806	9.6%	38,758	9.6%
(6) 601 - 700	361,003	7.7%	29,210	7.2%
(7) 701 - 1200	892,103	19.0%	66,436	16.4%
(8) 1201 - 2000	319,326	6.8%	21,251	5.2%
(9) 2001+	109,765	2.3%	6,558	1.6%
(10) TOTAL	4,700,384		405,479	
C-06/C-08				
(11) 0 - 250	236,511	39.9%		
(12) 251 - 500	96,875	16.4%		
(13) 501 - 1000	100,313	16.9%		
(14) 1001 - 1500	47,985	8.1%		
(15) 1501 - 2000	29,768	5.0%		
(16) 2001 +	80,589	13.6%		
(17) TOTAL	592,041			

Source: Company Billing System

Division 21-23

Request:

If it is not readily obtainable from the data provided in response to the previous question, provide:

- a. The distribution (number or %) of customers for each of the above classes (A-16, A-60 and C-06) for monthly kWh usage beginning with 0 kWh and increasing in increments of 10 kWh up to 300 kWh.
- b. The distribution of Net Metering customers in the same format

Response:

Please see Attachment DIV 21-23 for the requested information. Pages 1 through 3 of Attachment DIV 21-23 include the response to part a. of this request and include the distribution of bills to customers in rate classes A-16, A-60, and C-06 in usage increments of 10 kWh through 300 kWh. Pages 4 through 6 of Attachment DIV 21-23 includes the response to part b. of this request and includes the distribution of bills to net metering customers in rate classes A-16, A-60, and C-06 in usage increments of 10 kWh through 300 kWh. The Company only obtains usage information for net metering customers, not generation information. Therefore, Pages 4 through 6 of Attachment DIV 21-23 includes the net usage delivered to net metering customers from the Company's distribution system. Any bill that had generation in excess of usage is categorized as a 0 usage account and is included in the first line on each page of Pages 4 through 6.

One-Way Frequencies**Results****The FREQ Procedure**

**Residential A-16 Customers eliminated cancel re-bills, negative usage
and bills outside of the normal billing days**

TOT KWH QY MIN	TOT KWH QY MAX	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	10	80,741	1.7%	80,741	1.7%
11	20	18,505	0.4%	99,246	2.1%
21	30	19,295	0.4%	118,541	2.5%
31	40	20,139	0.4%	138,680	3.0%
41	50	22,129	0.5%	160,809	3.4%
51	60	24,305	0.5%	185,114	3.9%
61	70	26,767	0.6%	211,881	4.5%
71	80	29,851	0.6%	241,732	5.1%
81	90	32,706	0.7%	274,438	5.8%
91	100	36,254	0.8%	310,692	6.6%
101	110	39,438	0.8%	350,130	7.4%
111	120	42,544	0.9%	392,674	8.4%
121	130	45,081	1.0%	437,755	9.3%
131	140	47,326	1.0%	485,081	10.3%
141	150	50,258	1.1%	535,339	11.4%
151	160	52,332	1.1%	587,671	12.5%
161	170	53,741	1.1%	641,412	13.6%
171	180	54,927	1.2%	696,339	14.8%
181	190	56,508	1.2%	752,847	16.0%
191	200	57,961	1.2%	810,808	17.2%
201	210	58,310	1.2%	869,118	18.5%
211	220	58,860	1.3%	927,978	19.7%
221	230	59,823	1.3%	987,801	21.0%
231	240	60,894	1.3%	1,048,695	22.3%
241	250	60,779	1.3%	1,109,474	23.6%
251	260	60,954	1.3%	1,170,428	24.9%
261	270	61,689	1.3%	1,232,117	26.2%
271	280	61,672	1.3%	1,293,789	27.5%
281	290	61,274	1.3%	1,355,063	28.8%
291	300	61,948	1.3%	1,417,011	30.1%
301	126700	3,283,373	69.9%	4,700,384	100.0%

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8:32:40 AM

One-Way Frequencies Results

The FREQ Procedure

Residential A-60 Customers eliminated cancel re-bills, negative
usage and bills outside of the normal billing days

TOT KWH QY MIN	TOT KWH QY MAX	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	10	997	0.2%	997	0.2%
11	20	337	0.1%	1,334	0.3%
21	30	462	0.1%	1,796	0.4%
31	40	631	0.2%	2,427	0.6%
41	50	774	0.2%	3,201	0.8%
51	60	923	0.2%	4,124	1.0%
61	70	1,297	0.3%	5,421	1.3%
71	80	1,676	0.4%	7,097	1.8%
81	90	2,084	0.5%	9,181	2.3%
91	100	2,498	0.6%	11,679	2.9%
101	110	3,037	0.7%	14,716	3.6%
111	120	3,630	0.9%	18,346	4.5%
121	130	4,099	1.0%	22,445	5.5%
131	140	4,394	1.1%	26,839	6.6%
141	150	5,060	1.2%	31,899	7.9%
151	160	5,433	1.3%	37,332	9.2%
161	170	5,621	1.4%	42,953	10.6%
171	180	5,851	1.4%	48,804	12.0%
181	190	6,206	1.5%	55,010	13.6%
191	200	6,462	1.6%	61,472	15.2%
201	210	6,786	1.7%	68,258	16.8%
211	220	6,580	1.6%	74,838	18.5%
221	230	6,912	1.7%	81,750	20.2%
231	240	7,002	1.7%	88,752	21.9%
241	250	6,948	1.7%	95,700	23.6%
251	260	7,087	1.7%	102,787	25.3%
261	270	6,788	1.7%	109,575	27.0%
271	280	6,923	1.7%	116,498	28.7%
281	290	6,868	1.7%	123,366	30.4%
291	300	6,722	1.7%	130,088	32.1%
301	14930	275,391	67.9%	405,479	100.0%

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18 at 4:25:56 PM

One-Way Frequencies**Results****The FREQ Procedure**

Commercial C-06 Customers eliminated cancel re-bills, negative usage and bills outside of the normal billing days

KWH QY MIN	KWH QY MAX	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	10	51,659	8.7%	51,659	8.7%
11	20	14,756	2.5%	66,415	11.2%
21	30	14,067	2.4%	80,482	13.6%
31	40	12,501	2.1%	92,983	15.7%
41	50	10,777	1.8%	103,760	17.5%
51	60	9,791	1.7%	113,551	19.2%
61	70	9,052	1.5%	122,603	20.7%
71	80	9,093	1.5%	131,696	22.2%
81	90	8,767	1.5%	140,463	23.7%
91	100	8,516	1.4%	148,979	25.2%
101	110	8,113	1.4%	157,092	26.5%
111	120	7,595	1.3%	164,687	27.8%
121	130	7,259	1.2%	171,946	29.0%
131	140	7,135	1.2%	179,081	30.2%
141	150	6,616	1.1%	185,697	31.4%
151	160	6,183	1.0%	191,880	32.4%
161	170	5,742	1.0%	197,622	33.4%
171	180	5,651	1.0%	203,273	34.3%
181	190	5,170	0.9%	208,443	35.2%
191	200	5,203	0.9%	213,646	36.1%
201	210	4,812	0.8%	218,458	36.9%
211	220	4,853	0.8%	223,311	37.7%
221	230	4,500	0.8%	227,811	38.5%
231	240	4,478	0.8%	232,289	39.2%
241	250	4,222	0.7%	236,511	39.9%
251	260	4,218	0.7%	240,729	40.7%
261	270	4,146	0.7%	244,875	41.4%
271	280	4,146	0.7%	249,021	42.1%
281	290	4,180	0.7%	253,201	42.8%
291	300	4,006	0.7%	257,207	43.4%
301	1021670	334,834	56.6%	592,041	100.0%

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at 7:55:41 AM

One-Way Frequencies
Results
The FREQ Procedure

**Residential A-16 Net Metering Customers eliminated cancel re-bills,
negative usage and bills outside of the normal billing days**

KWH QY MIN	KWH QY MAX	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	10	5,280	27.9%	5,280	27.9%
11	20	146	0.8%	5,426	28.7%
21	30	201	1.1%	5,627	29.7%
31	40	159	0.8%	5,786	30.6%
41	50	164	0.9%	5,950	31.5%
51	60	156	0.8%	6,106	32.3%
61	70	139	0.7%	6,245	33.0%
71	80	164	0.9%	6,409	33.9%
81	90	146	0.8%	6,555	34.6%
91	100	154	0.8%	6,709	35.5%
101	110	171	0.9%	6,880	36.4%
111	120	171	0.9%	7,051	37.3%
121	130	140	0.7%	7,191	38.0%
131	140	177	0.9%	7,368	38.9%
141	150	161	0.9%	7,529	39.8%
151	160	164	0.9%	7,693	40.7%
161	170	149	0.8%	7,842	41.5%
171	180	157	0.8%	7,999	42.3%
181	190	180	1.0%	8,179	43.2%
191	200	165	0.9%	8,344	44.1%
201	210	150	0.8%	8,494	44.9%
211	220	178	0.9%	8,672	45.8%
221	230	167	0.9%	8,839	46.7%
231	240	138	0.7%	8,977	47.5%
241	250	153	0.8%	9,130	48.3%
251	260	174	0.9%	9,304	49.2%
261	270	158	0.8%	9,462	50.0%
271	280	158	0.8%	9,620	50.9%
281	290	129	0.7%	9,749	51.5%
291	300	158	0.8%	9,907	52.4%
301	126700	9,011	47.6%	18,918	100.0%

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One-Way Frequencies**Results****The FREQ Procedure**

**Residential A-60 Net Metering Customers eliminated cancel re-bills,
negative usage and bills outside of the normal billing days**

KWH QY MIN	KWH QY MAX	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	10	71	16.1%	71	16.1%
21	30	2	0.5%	73	16.6%
31	40	2	0.5%	75	17.0%
41	50	3	0.7%	78	17.7%
51	60	3	0.7%	81	18.4%
61	70	3	0.7%	84	19.0%
71	80	10	2.3%	94	21.3%
81	90	2	0.5%	96	21.8%
91	100	5	1.1%	101	22.9%
101	110	6	1.4%	107	24.3%
111	120	3	0.7%	110	24.9%
121	130	2	0.5%	112	25.4%
131	140	2	0.5%	114	25.9%
141	150	4	0.9%	118	26.8%
151	160	3	0.7%	121	27.4%
161	170	6	1.4%	127	28.8%
171	180	4	0.9%	131	29.7%
181	190	2	0.5%	133	30.2%
191	200	4	0.9%	137	31.1%
201	210	3	0.7%	140	31.7%
211	220	4	0.9%	144	32.7%
221	230	6	1.4%	150	34.0%
231	240	6	1.4%	156	35.4%
241	250	5	1.1%	161	36.5%
251	260	1	0.2%	162	36.7%
261	270	1	0.2%	163	37.0%
271	280	3	0.7%	166	37.6%
281	290	6	1.4%	172	39.0%
291	300	3	0.7%	175	39.7%
301	2730	266	60.3%	441	100.0%

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11:16:45 AM

One-Way Frequencies Results

The FREQ Procedure

Commercial C-06 Net Metering Customers eliminated cancel re-bills, negative usage and bills outside of the normal billing days

TOT KWH QY MIN	TOT KWH QY MAX	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0	10	399	31.0%	399	31.0%
11	20	14	1.1%	413	32.1%
21	30	8	0.6%	421	32.7%
31	40	8	0.6%	429	33.3%
41	50	6	0.5%	435	33.8%
51	60	15	1.2%	450	35.0%
61	70	15	1.2%	465	36.1%
71	80	18	1.4%	483	37.5%
81	90	20	1.6%	503	39.1%
91	100	11	0.9%	514	39.9%
101	110	14	1.1%	528	41.0%
111	120	7	0.5%	535	41.6%
121	130	11	0.9%	546	42.4%
131	140	15	1.2%	561	43.6%
141	150	12	0.9%	573	44.5%
151	160	8	0.6%	581	45.1%
161	170	8	0.6%	589	45.8%
171	180	1	0.1%	590	45.8%
181	190	5	0.4%	595	46.2%
191	200	7	0.5%	602	46.8%
201	210	6	0.5%	608	47.2%
211	220	10	0.8%	618	48.0%
221	230	4	0.3%	622	48.3%
231	240	6	0.5%	628	48.8%
241	250	7	0.5%	635	49.3%
251	260	4	0.3%	639	49.7%
261	270	3	0.2%	642	49.9%
271	280	5	0.4%	647	50.3%
281	290	8	0.6%	655	50.9%
291	300	4	0.3%	659	51.2%
301	113650	628	48.8%	1,287	100.0%

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Division 21-24

Request:

Refer to Direct Testimony of Howard Gorman at p 37, lines 16-17. Provide the analysis used to determine that the proposed G-02 rates “minimize intra-class cost shifts.” Explain how intra-class cost shifts are measured.

Response:

It was determined that the proposed base distribution rates for General C&I Rate (G-02) minimize intra-class cost shifts because the resulting increases in the bill impacts for customers throughout the rate class are very similar, as shown on Schedules HSG-5D through HSG-5D-4 (Bates Pages 182-186 of Book 12). The metric examined is Increase (Decrease), % of Total Bill, shown in the farthestright column of each schedule, and indicate monthly bill impacts at various ranges and load factors from 2.5 percent (Bates Page 186 of Book 12) to 3.9 percent (Bates Page 182 of Book 12).

Division 21-25

Request:

Refer to Direct Testimony of Howard Gorman at p 41, lines 1-2. Provide the analysis used to determine that the proposed G-32 rates “minimize intra-class cost shifts.” Explain how intra-class cost shifts are measured.

Response:

It was determined that the proposed base distribution rates for Large Demand Rate (G-32) minimize intra-class cost shifts because the resulting increases in bill impacts for customers throughout the rate class are similar, as shown on Schedule HSG-5E through Schedule HSG-5E-4 (Bates Pages 187-191 of Book 12). The metric examined is Increase (Decrease), % of Total Bill, shown in the farthestright column of each schedule, and indicate monthly bill impacts at various ranges and load factors from 2.7 percent (Bates Page 191 of Book 12) to 5.8 percent (Bates Page 187 of Book 12).

Division 21-26

Request:

Was minimizing intra-class cost shifts considered in the proposed design of A-16 and A-60 rates? If yes, provide the analysis used to determine that cost shifts are minimized. If not, explain why not.

Response:

Intra-class cost shifts were considered by examining the "Increase (Decrease), % of Total Bill" for different customer usage levels, as shown in the second from rightmost column of each Schedule HSG-5-A (Bates Page 177 of Book 12) for Rate A-16 monthly bill impacts and Schedule HSG-5-B through Schedule HSG-5-B2 (Bates Pages 178-180 of Book 12) for Rate A-60. The bill increases for Rate A-16 customers are higher for bills having a lower monthly usage as a result of the proposed increase in the customer charge, which is necessary to move the charge closer to the customer-related cost of service.

Narragansett Electric's proposal to change how Rate A-60 customers receive the low income discount, which includes that Rate A-60 customers be billed the same rates as Rate A-16 customers, except for the proposed Low Income Discount Recovery Factor, also includes a proposal to transition Rate A-60 customers to the full residential customer charge in three years, as presented in the joint pre-filed direct testimony of Company Witnesses Ann E. Leary and Scott M. McCabe. (See Page 26 of their testimony (Bates Page 30 of Book 15), Lines 13-19). The bill impact of the Rate A-60 customer charge proposal is presented in Schedule HSG-5-B through Schedule HSG-5-B2 (Bates Pages 178-180 of Book 12).