

July 29, 2020

VIA ELECTRONIC MAIL

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

**RE: Docket 4770 – Gas Business Enablement Program
Quarterly Report – Third Quarter of Rate Year 2**

Dear Ms. Massaro:

On behalf of National Grid,¹ I attach for filing with the Public Utilities Commission (“Commission”) in the above-referenced docket the Company’s Gas Business Enablement Program quarterly report for the third quarter of Rate Year 2, pursuant to Article II, Section C.12.f. of the Amended Settlement Agreement approved by the Commission at its August 24, 2018 Open Meeting.²

Thank you for your attention to this matter. If you have any questions, please contact me at 508-330-8602.

Very truly yours,



Celia B. O'Brien

Attachment

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

¹ The Narragansett Electric Company d/b/a National Grid (“National Grid” or the “Company”).

² Because of the COVID-19 Pandemic emergency period, the Company is providing a PDF version of the above-referenced transmittal. The Company will provide the Commission with one copy of the hard copy and, if needed, additional hard copies at a later date.

The Narragansett Electric Company
d/b/a National Grid

**Gas Business Enablement
Program Quarterly Report**
Third Quarter of Rate Year 2

July 29, 2020

Docket No. 4770

Submitted to:
Rhode Island Public Utilities Commission

Submitted by:

nationalgrid

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I. Introduction

The Narragansett Electric Company d/b/a National Grid (the Company)¹ submits its quarterly report on the Gas Business Enablement Program for the third quarter of Rate Year (RY) 2² ended May 31, 2020 (Q3 RY2) in compliance with Article II, Section C.12.f. of the Amended Settlement Agreement filed in Docket No. 4770 and approved by the Rhode Island Public Utilities Commission (PUC or the Commission) at its Open Meeting on August 24, 2018 (see Report and Order No. 23823 issued May 5, 2020).

The Gas Business Enablement Program is a comprehensive business transformational program focused on strengthening and improving the performance of National Grid USA's (National Grid) gas business with regard to managing assets, delivering work, and serving customers. Specifically, the Gas Business Enablement Program will replace a number of aged computer systems; support continuous improvement in gas safety performance, including the implementation of American Petroleum Institute (API) Recommended Practice 1173 (API 1173); facilitate more effective and efficient delivery of the overall work plan; and progress the satisfaction of evolving customer expectations.

The Gas Business Enablement Program will implement the following capabilities:

- an industry-standard enterprise asset and work management platform;
- a scheduling platform to support optimized scheduling, work bundling, and routing of work;
- a Geographic Information System (GIS) with accurate foundation maps and conversion of gas service records and sketches, available with offline mobile functionality;
- a field mobility solution with base capabilities that include views of work assignment, electronic work packages, capture of work status and completion data, and capabilities to initiate work, attach pictures, and view legacy maps;
- an enterprise asset investment planning project portfolio management platform for project routing and approval, with the ability to forecast costs, integrated with scheduling and design;

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

² Rate Year 2 is the twelve-month period beginning September 1, 2019, and ending August 31, 2020.

- an Asset Risk Management tool integrated with the GIS to assess asset condition and perform risk ranking/prioritization for asset replacement;
- a new Customer Contact Center “front end” solution to allow order creation and provide visibility of field work; and
- enhancements to existing customer platforms/portal to allow interactions between National Grid and the customer based on customer channel preferences to enable customers to have greater visibility and control of work to be completed at their premises.

The Gas Business Enablement Program also includes a comprehensive approach to change management to support delivery of the anticipated benefits associated with the Program’s newly implemented capabilities.

Gas Business Enablement Program investments are shared investments that are implemented and owned by National Grid USA Service Company, Inc. (Service Company) and allocated to the US operating companies that benefit from these shared investments, including the Company. Gas Business Enablement Program capital expenses are allocated to benefitting US operating companies in the form of an annual Service Company rent expense once the investments are in-service. The Service Company rent expense includes a return on the capital investment (net of deferred taxes) plus booked depreciation expense. Gas Business Enablement Program operating expenses are allocated to benefitting US operating companies as they are incurred.

II. Overall Program Status

The Program made good progress against the roadmap, delivering five releases in Rhode Island during the period of April 2018 to July 2019, including:

- Portfolio Anchor (PA) 1 (formerly referred to as Program Anchor 1) April 2018: The first Gas Business Enablement solution deployment with a minimum viable product (MVP) release of solutions for Corrosion, Instrumentation and Regulation, and Customer Meter Services (CMS) Collections capabilities including deployment of the enterprise asset management application (IBM Maximo), and the scheduling and dispatch and field mobility applications under Salesforce Field Service Lightning.
- PA2.1 October 2018: Enhancements to the capabilities delivered in PA1 and delivery of the MVP solution for resource management with the first release of the Workforce Time and Attendance application and the first implementation of the GIS solution.

- PA2.2 December 2018: Enhancements to the Asset Investment Planning and Management application (Copperleaf C55) that automate and improve workflows for investment decision processes and the first MVP release of the Asset Risk Modelling software (Synergi Pipeline), including a standalone asset risk management solution for distribution integrity management (DIMP).
- PA2.2.5 April 2019: Expanded capabilities to the Asset Risk Modelling software (Synergi Pipeline) including risk ranking and scoring for Pressure Regulation facility assets (district regulator stations and custody transfer stations).
- PA2.3 July 2019: This release included new and expanded CMS solution for the Rhode Island business enabling gas and electric capabilities and Massachusetts electric businesses. This release also included the first deployment of the Salesforce customer relationship management solution in the Customer Contact Center integrated with the legacy customer information/billing system and the Salesforce field mobile application. Additionally, the release included further enhancements to Instrumentation & Regulation and Corrosion end to end solution (i.e., Maximo, Salesforce, and GIS), including expanded work types, and features enhancements and expanded functionality for the resource management solution (i.e., Workforce). The Asset Risk Management software enhancements included integration with the ESRI GIS solution to support asset risk ranking for distribution system assets and GIS enhancements in the ESRI and Lemur solutions. The release also delivered an MVP solution for leak management accelerating the delivery of these capabilities to Rhode Island that originally were planned to be delivered in 2020. The release delivered the above functionality to approximately 1160 users in Rhode Island, Massachusetts and New York.

As discussed in the Company's Q2 RY2 report, given the impact of the COVID-19 pandemic on the Company and its customers and the need to focus on essential work necessary to maintain safe and reliable service and safeguard the health its workforce, customers, and communities, National Grid continues to monitor the development of the pandemic and adjust plans for future releases, as necessary, as the situation evolves. National Grid currently continues its comprehensive review of the pandemic's impact on subsequent releases and alternative approaches that will enable the Gas Business Enablement Program to move forward with contingencies. The Program currently is working towards deployment with a minimum viable product (MVP) release of solutions for Construction & Maintenance to Rhode Island late this summer, contingent upon the necessary activities being able to take place as planned during the COVID-19 pandemic.

A. Q3 RY2 Major Activities and Program Updates

During the quarter ended May 31, 2020, the Gas Business Enablement Program's activities focused on essential work necessary to maintain safe and reliable service and safeguard the health the Company's workforce, customers, and communities given the impact of the COVID-19 pandemic. In addition, the Gas Business Enablement Program continued to undergo a comprehensive review of the roadmap for all remaining releases as described in the Q2 RY2 report to ensure future Portfolio Anchors of the Gas Business Enablement Program are rolled out smoothly and efficiently. In light of the ongoing COVID-19 pandemic, and while the Program continues with the comprehensive review, National Grid has updated the roadmap, a copy of which is provided as Attachment 2. As noted above, the Program is currently working towards deployment to Rhode Island (PA4.1) with an MVP release of solutions for Construction & Maintenance late this summer and the first deployment to Niagara Mohawk (PA 3.1) late fall 2020, contingent upon the necessary activities being able to take place as planned during the COVID-19 pandemic.

- **PA4.1 Late Summer 2020:** Solution deployment with an MVP release of solutions for Construction & Maintenance to Rhode Island. Functionality includes Scheduling and Dispatch, Compatible Unit Library and Estimating, Restoration and Paving, Supply Chain and Finance Integrations. This release will impact approximately 85 users across Rhode Island, Massachusetts, and New York, which is a subset of the Program's overall stakeholders. The functionality provided by this release will be implemented to the remaining stakeholders via the subsequent releases.
- **PA3.1 Late Fall 2020:** Includes additional enhancements and added features previously delivered in Rhode Island for PA1 and PA2 along with the release of an MVP solution to support the leak response, investigation, and grading of leaks. CMS and Field Operations employees will receive iPads; all will have access to view assets on maps through the GIS application. This release is the first deployment of the solution in New York and to Niagara Mohawk and will impact approximately 1,940 users across Rhode Island, Massachusetts, and New York.

In addition to the above, the Gas Business Enablement Program team actively engaged stakeholders within the business through key activities preparing the impacted end users at all levels through hands-on, scenario-based training, and upskilling the core stakeholders. Prior to the focus shift given the impact of the COVID-19 pandemic, these stakeholder engagements and training activities for Rhode Island (PA4.1), Niagara Mohawk (PA 3.1), and KEDLI (PA3.2) included 16 practice labs, 8 demos, 13 ride-alongs, 20 dry runs, 6 Train-the-Trainer sessions, and 9 Supervisor / Manager / EUN upskilling sessions. As of March 16, 2020, with the need to focus on essential work necessary to maintain safe and reliable service and safeguard the health of National Grid's workforce, customers, and communities within the COVID-19 pandemic

restrictions and mandates, the Program team shifted its priorities at the pandemic's onset to build self-paced learning resources, write training facilitation guides, produce videos detailing solution functionality, and create a strategy to deliver training and engagements virtually to impacted end users. The Program team socialized the virtual delivery training strategy with business leadership and obtained approval for the planned execution to resume engagement with the business team once COVID-19 pandemic restrictions and mandates were lifted.

The Program plans to continue delivering small releases that include both solution fixes prioritized with business input and enhancements to eliminate any remaining defects.

B. On-Going Implementation Plans for the Company

National Grid's business contingency planning in response to the evolving COVID-19 pandemic has imposed some limitations on implementation plans for the Gas Business Enablement Program. National Grid continues to evaluate its options to move the future program releases forward utilizing available technology. As discussed in the Company's Q2 RY2 report, National Grid, has suspended business stakeholder engagement activities that require close personal contact, such as instructor-led training, workshops, and post-go-live-support activities, pending the identification and evaluation of virtual techniques that could serve as satisfactory alternatives. While the Gas Business Enablement Program is following National Grid's business contingency protocols and procedures because of the COVID-19 pandemic, stakeholder business readiness activities for major system implementation are impacted by the timing of the Gas Business Unit being able to return to normal and stable business operations.

As discussed above, the Gas Business Enablement Program team has been preparing to conduct deployment activities related to future releases. These activities include strengthening cutover and post go-live support processes and training business users on new functionality, utilizing tools and platforms to deliver online trainings with the approved virtual delivery training strategy from the business leadership.

Given the uncertainty of the length of the COVID-19 pandemic, the Gas Business Enablement Program team continues to evaluate alternative approaches, such as whether to group releases together to compress the schedule, to mitigate the impacts of the COVID-19 restrictions and further delays in deploying the solution to the remaining jurisdictions.

In addition, the Gas Business Enablement Program continues to demonstrate its agile approach to development and deployment, delivering small releases that included both solution fixes prioritized with business input and enhancements to users serving the Rhode Island business. The Gas Business Enablement Program team currently is planning to take the opportunity to release the elements of the planned Niagara Mohawk (PA3.1) code to Rhode Island existing

users to provide them the benefits from removal of a number of workarounds, planned defect fixes, and over 30 enhancements. This builds on the ongoing program of minor releases to existing users, as part of our agile methodology to take user feedback into account and refine the solution accordingly. In support of this, training activities are underway to prepare the end users for readiness and adoption of the new ways of working. Rhode Island users will continue to benefit from the periodic deployment of enhancements to the Gas Business Enablement solution, either as mini-releases or concurrent with deployments in other jurisdictions throughout the Gas Business Enablement Program.

III. Overview of Budgets to Actual Spending

The Gas Business Enablement Program spend (total Service Company capital and operating costs) allocated to the Company for RY2 through Q3 was \$11.0 million compared to a budget of \$10.68 million. The difference in capital costs on Attachment 1, Schedule 1 is caused primarily by increased spend on software and virtual cloud environments because of timing differences from when the initial estimate was developed, unanticipated complexities of the legacy interfaces, as well as more capitalized work as a result of the actual program activities.

Attachment 1, Schedule 1 provides the Gas Business Enablement Program cumulative budget versus actual results for RY2 through Q3. Attachment 1, Schedule 2 provides the RY2 through Q3 Gas Business Enablement Program spend allocated to the Company.

IV. Deferral Balance

As of May 31, 2020, \$5,222,599 has been deferred on the books of Narragansett Gas and \$622,889 has been deferred on the books of Narragansett Electric for recovery of Gas Business Enablement Program costs incurred through Q3 RY2 that exceeded the level of recovery allowed under the Amended Settlement Agreement. Of the \$5,222,599 deferred for Narragansett Gas, \$2,036,601 is related to Gas Business Enablement Program capital investment and \$3,185,998 is related to incremental Gas Business Enablement Program operating expenses. Of the \$622,889 deferred for Narragansett Electric, \$183,935 is related to Gas Business Enablement Program capital investment and \$438,954 is related to incremental Gas Business Enablement Program operating expenses.

V. Conclusion

As noted in this report for Rate Year 2 the third quarter ending May 31, 2020, National Grid has made good progress with the five releases in Rhode Island during the period of April 2018 to

July 2019 impacting 930 employees in Rhode Island. The Gas Business Enablement Program also has continued to focus on preparations including testing, business engagement, and readiness activities for the next major releases to Rhode Island and Niagara Mohawk.

As described above, given the impact of the COVID-19 pandemic on the Company and its customers and the Company's need to focus on maintaining safe and reliable service and safeguarding the health our workforce, customers, and communities, the Program is undergoing a comprehensive review of the timeline of the deferred releases as well as alternative approaches for the subsequent releases. In the meantime, National Grid has updated the roadmap provided as Attachment 2 while the Program continues with its comprehensive review. The Company will share updates when this review is completed.

As noted above, the Program currently is working towards deployment to Rhode Island (PA4.1) with an MVP release of solutions for Construction & Maintenance late this summer and the first deployment to Niagara Mohawk (PA 3.1) late fall 2020, contingent upon the necessary activities being able to take place as planned during the COVID-19 pandemic. The Program will also continue to incorporate lessons learned into planning of future deployments, effectively manage risks and controls, and provide timely updates on program status to ensure transparency and deliver long-term success.

TOTAL SERVICE COMPANY SPEND BY COST CENTER
September 2019 - May 2020
GAS BUSINESS ENABLEMENT

		Q1 - Q3 RY20				
GBE - COST CENTER DESCRIPTION	GBE - COST CENTER #	Sep'19-May'20 BUDGET	Sep'19-May'20 ACTUALS	Sep'19-May'20 VARIANCE \$	Sep'19-May'20 VARIANCE %	Variance Explanation ⁽¹⁾
Processes & Business Requirements	4386	\$35,128,582	\$39,470,343	(\$4,341,761)	-6.23%	Represents CAPEX variance primarily driven by more capitalized work as result of the actual program and transition activities from System Integrator
Information Services	4387	\$23,623,743	\$33,892,074	(\$10,268,332)	-14.74%	Represents CAPEX variance primarily driven by increased spend on software and virtual cloud environments due to timing differences from when the initial estimate was developed, unanticipated complexities of the legacy interfaces, and timing differences from System Integrator activities
Business Design, Readiness & Deployment	4388	\$7,967,425	\$6,053,909	\$1,913,516	2.75%	Represents CAPEX variance primarily driven by less capitalized work as result of the actual program activities and consolidation of certain long-term workstream activities into the business
Portfolio Management	4389	\$2,947,324	\$4,024,198	(\$1,076,874)	-1.55%	Represents CAPEX variance primarily driven by more capitalized work as result of the actual program activities
TOTAL GBE - CAPEX		\$69,667,073	\$83,440,524	(\$13,773,451)	-19.77%	
TOTAL GBE SPEND - TOTEX		\$94,021,627	\$97,819,294	(\$3,797,667)		

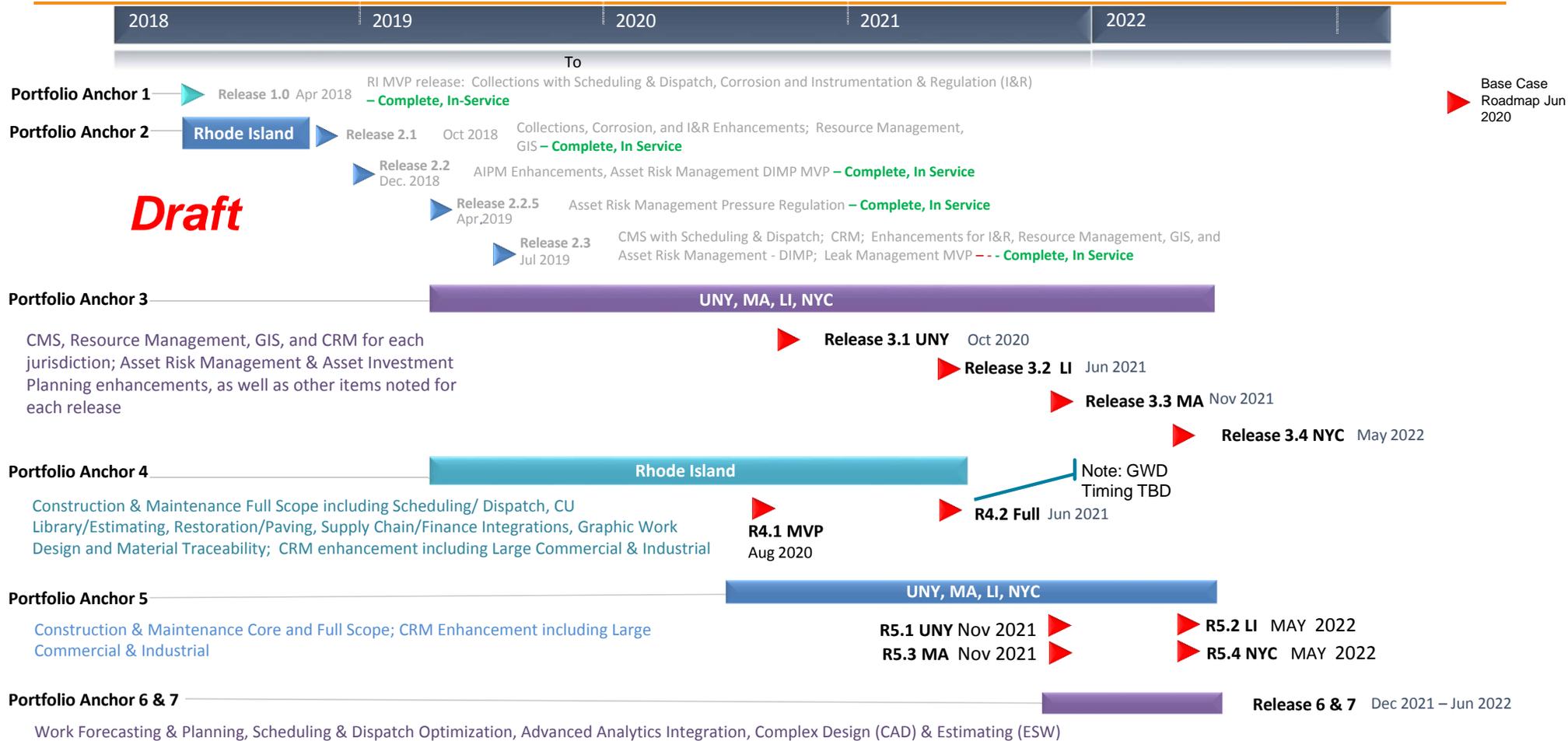
**THE NARRAGANSETT ELECTRIC COMPANY
ALLOCATED SPEND BY CATEGORY
September 2019 - May 2020**

GAS BUSINESS ENABLEMENT

		Q1 - Q3 RY20		
GBE - COST CENTER DESCRIPTION	GBE - COST CENTER #	Sep'19-May'20 BUDGET	Sep'19-May'20 ACTUALS	Sep'19-May'20 VARIANCE \$
Processes & Business Requirements	4386	\$4,799,254	\$4,909,251	(\$109,997)
Information Services	4387	\$2,406,027	\$3,323,771	(\$917,744)
Business Design, Readiness & Deployment	4388	\$730,505	\$607,641	\$122,864
Portfolio Management	4389	\$382,416	\$473,830	(\$91,414)
TOTAL GBE - CAPEX		\$8,318,202	\$9,314,493	(\$996,291)
TOTAL GBE SPEND - TOTEX		\$10,675,630	\$11,004,087	(\$328,457)

Note: Amount reflects Capital Spending for Septemeber 2019 - August 2020 only and does not reflect actual rent expense charged to Narragansett Electric Company through the Service Company. Cumulative Capital Spend, once placed in service, will be charged as rent expense through the Service Company.

GBE Roadmap – Base Case June 2020 – Starting point for optioning and analysis



Certificate of Service

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

Joanne M. Scanlon

July 29, 2020
Date

**National Grid Docket No. 4770 (Rate Application) & Docket No. 4780 (PST)
Combined Service list updated 7/8/2020**

Docket No. 4770 Name/Address	E-mail Distribution List	Phone
National Grid Jennifer Hutchinson, Esq. Celia O'Brien, Esq. National Grid 280 Melrose St. Providence, RI 02907 Electric Transportation: Bonnie Crowley Raffetto, Esq. Nancy Israel, Esq. National Grid 40 Sylvan Road Waltham, MA 02451	Jennifer.hutchinson@nationalgrid.com ;	781-907-2153 401-784-7288
	Andrew.marcaccio@nationalgrid.com ;	
	Celia.obrien@nationalgrid.com ;	
	Najat.coye@nationalgrid.com ;	
	Joanne.scanlon@nationalgrid.com ;	
	Bill.Malee@nationalgrid.com ;	
	Melissa.little@nationalgrid.com ;	
	William.richer@nationalgrid.com ;	
	Theresa.burns@nationalgrid.com ;	
	Ann.leary@nationalgrid.com ;	
	Scott.mccabe@nationalgrid.com ;	
	kayte.o'neill2@nationalgrid.com ;	
	kate.grant2@nationalgrid.com ;	
	Timothy.roughan@nationalgrid.com ;	
Jason.Small@nationalgrid.com ;		
bonnie.raffetto@nationalgrid.com ;		
nancy.israel@nationalgrid.com ;		
Adam Ramos, Esq. Hinckley Allen 100 Westminster Street, Suite 1500 Providence, RI 02903-2319	aramos@hinckleyallen.com ;	401-457-5164
John Habib Keegan Werlin LLP 99 High Street, Suite 2900 Boston, MA 02110	jhabib@keeganwerlin.com ;	617-951-1400
Division of Public Utilities (Division) Leo Wold, Esq. Christy Hetherington, Esq. Division of Public Utilities and Carriers 89 Jefferson Blvd.	Chetherington@riag.ri.gov	401-780-2140
	Leo.Wold@dpuc.ri.gov ;	
	John.bell@dpuc.ri.gov ;	
	Al.mancini@dpuc.ri.gov ;	

Warwick, RI 02888	Thomas.kogut@dpuc.ri.gov ;	
Tim Woolf	twoolf@synapse-energy.com ;	617-661-3248
Jennifer Kallay		
Synapse Energy Economics	jkallay@synapse-energy.com ;	
22 Pearl Street	mwhited@synapse-energy.com ;	
Cambridge, MA 02139		
David Effron	Djeffron@aol.com ;	603-964-6526
Berkshire Consulting		
12 Pond Path		
North Hampton, NH 03862-2243		
Gregory L. Booth, PLLC	gboothpe@gmail.com ;	919-441-6440
14460 Falls of Neuse Rd.		
Suite 149-110		
Raleigh, N. C. 27614		919-810-1616
Linda Kushner		
L. Kushner Consulting, LLC		
514 Daniels St. #254		
Raleigh, NC 27605		
Office of Energy Resources (OER)	daniel.majcher@doa.ri.gov ;	401-222-8880
Daniel Majcher, Esq.	nancy.russolino@doa.ri.gov ;	
Dept. of Administration	Christopher.Kearns@energy.ri.gov ;	
Division of Legal Services	Nicholas.Ucci@energy.ri.gov ;	
One Capitol Hill, 4 th Floor	Becca.Trietch@energy.ri.gov ;	
Providence, RI 02908	Carrie.Gill@energy.ri.gov ;	
	Yasmin.Yacoby.CTR@energy.ri.gov ;	
Conservation Law Foundation (CLF)	jelmer@clf.org ;	401-228-1904
Jerry Elmer, Esq.		
Max Greene, Esq.	mgreene@clf.org ;	
Conservation Law Foundation		
235 Promenade Street		
Suite 560, Mailbox 28		
Providence, RI 02908		
Dept. of Navy (DON)	kelsey.a.harrer@navy.mil ;	757-322-4119
Kelsey A. Harrer, Esq.		
Office of Counsel		
NAVFAC Atlantic, Department of the Navy		
6506 Hampton Blvd.		
Norfolk, VA 23508-1278		
Kay Davoodi, Director	khojasteh.davoodi@navy.mil ;	
Larry R. Allen, Public Utilities Specialist		

Utilities Rates and Studies Office NAVFAC HQ, Department of the Navy 1322 Patterson Avenue SE Suite 1000 Washington Navy Yard, D.C. 20374	larry.r.allen@navy.mil ;	
Ali Al-Jabir Maurice Brubaker Brubaker and Associates	aaljabir@consultbai.com ;	
New Energy Rhode Island (NERI) Seth H. Handy, Esq. Handy Law, LLC 42 Weybosset St. Providence, RI 02903 The RI League of Cities and Towns c/o Brian Daniels, Executive Director PRISM & WCRPC c/o Jeff Broadhead, Executive Director Newport Solar c/o Doug Sabetti Green Development, LLC c/o Hannah Morini Clean Economy Development, LLC c/o Julian Dash ISM Solar Development, LLC c/o Michael Lucini Heartwood Group, Inc. c/o Fred Unger	seth@handylawllc.com ;	401-626-4839
	helen@handylawllc.com ;	
	randelle@handylawllc.com ;	
	bdaniels@rileague.org ;	401 272-3434
	jb@wcrpc.org ;	401-792-9900
	doug@newportsolarri.com ;	401.787.5682
	hm@green-ri.com ;	
	jdash@cleaneconomydevelopment.com ; ;	
	mlucini@ismgroup.com ;	401.435.7900
unger@hrtwd.com ;	401.861.1650	
Energy Consumers Alliance of NE James Rhodes Rhodes Consulting 860 West Shore Rd. Warwick, RI 02889 Larry Chretien, PPL	jamie.rhodes@gmail.com ;	401-225-3441
	larry@massenergy.org ;	
Acadia Center Robert D. Fine, Esq. Chace, Rutenberg & Freedman, LLP	rfine@crfillp.com ;	401-453-6400 Ext. 115

<p>One Park Row, Suite 300 Providence, RI 02903</p> <p>Amy Boyd, Esq. Acadia Center 31 Milk St., Suite 501 Boston MA 02109-5128</p>	<p>aboyn@acadiacenter.org;</p>	<p>617-472-0054 Ext. 102</p>
<p>Northeast Clean Energy Council Joseph A. Keough, Jr., Esq. Keough & Sweeney 41 Mendon Ave. Pawtucket, RI 02861</p> <p>Jeremy McDiarmid, NECEC Dan Bosley, NECEC</p>	<p>jkeoughjr@keoughsweeney.com;</p> <p>jmcdiarmid@necec.org;</p> <p>dbosley@necec.org;</p>	<p>401-724-3600</p>
<p>The George Wiley Center Jennifer Wood Rhode Island Center for Justice 1 Empire Plaza, Suite 410 Providence, RI 02903</p> <p>Camilo Viveiros, Wiley Center</p>	<p>jwood@centerforjustice.org;</p> <p>georgewileycenterri@gmail.com;</p> <p>Camiloviveiros@gmail.com;</p> <p>chloechassaing@hotmail.com;</p>	<p>401-491-1101</p>
<p>Wal-Mart Stores East & Sam's East, Inc. Melissa M. Horne, Esq. Higgins, Cavanagh & Cooney, LLC 10 Dorrance St., Suite 400 Providence, RI 20903</p> <p>Gregory W. Tillman, Sr. Mgr./ERA Walmart</p>	<p>mhorne@hcc-law.com;</p> <p>Greg.tillman@walmart.com;</p>	<p>401-272-3500</p> <p>479-204-1594</p>
<p>AMTRAK Clint D. Watts, Esq. Paul E. Dwyer, Esq. McElroy, Deutsch, Mulvaney & Carpenter 10 Dorrance St., Suite 700 Providence, RI 02903</p> <p>Robert A. Weishaar, Jr., Esq. Kenneth R. Stark, Esq.</p>	<p>CWatts@mdmc-law.com;</p> <p>PDwyer@mdmc-law.com;</p> <p>BWeishaar@mcneeslaw.com;</p> <p>KStark@mcneeslaw.com;</p>	<p>401-519-3848</p>
<p>Original & 9 copies file w/: Luly E. Massaro, Commission Clerk Public Utilities Commission</p>	<p>Luly.massaro@puc.ri.gov;</p> <p>Cynthia.WilsonFrias@puc.ri.gov;</p> <p>Alan.nault@puc.ri.gov;</p>	<p>401-780-2107</p>

89 Jefferson Blvd. Warwick, RI 02888	Todd.bianco@puc.ri.gov ; Margaret.hogan@puc.ri.gov ; John.harrington@puc.ri.gov ;	
DOCKET NO. 4780		
ChargePoint, Inc. Edward D. Pare, Jr., Esq. Brown Rudnick LLP One Financial Center Boston, MA 02111 Anne Smart, Charge Point, Inc.	EPare@brownrudnick.com ; jreyes@brownrudnick.com ; Anne.Smart@chargepoint.com ; Kevin.Miller@chargepoint.com ;	617-856-8338
Direct Energy Craig R. Waksler, Esq. Eckert Seamans Cherin & Mellott, LLC Two International Place, 16 th Floor Boston, MA 02110 Marc Hanks, Sr. Mgr./GRA Direct Energy Services,	cwaksler@eckertseamans.com ; rmmurphy@eckertseamans.com ; dclearfield@eckertseamans.com ; Marc.hanks@directenergy.com ;	617-342-6800 413-642-3575
INTERESTED PERSONS		
EERMC Marisa Desautel, Esq	marisa@desautelesq.com ; guerard@optenergy.com ;	401-477-0023
John DiTomasso, AARP	jditomasso@aarp.org ;	401-248-2655
Frank Epps, EDP	Frank@edp-energy.com ;	
Matt Davey	mdavey@ssni.com ;	
Jesse Reyes	JReyes@brownrudnick.com ;	
Nathan Phelps	nathan@votesolar.org ;	
Douglas W. Gablinske, TEC-RI	doug@tecri.org ;	
Radina Valova, Pace Energy & Climate Ctr.	rvalova@law.pace.edu ;	
Marc Hanks, Sr. Mgr./GRA Direct Energy Services	Marc.hanks@directenergy.com ; cwaksler@eckertseamans.com ;	413-642-3575
Lisa Fontanella	Lisa.Fontanella@spglobal.com ;	
Janet Gail Besser, SEPA (Smart Electric Power Alliance)	jbesser@sepapower.org ;	
Frank Lacey, EAC Power	frank@eacpower.com ;	
Hank Webster Policy Advocate & Staff Attorney Acadia Center 144 Westminster Street, Suite 203 Providence, RI 02903-2216	hwebster@acadiacenter.org ;	401-276-0600