

**Liberty Utilities (Granite State Electric) Corp.  
and  
Liberty Utilities (EnergyNorth Natural Gas) Corp.  
d/b/a Liberty Utilities**

**MONTHLY REPORT OF TRANSITION PROGRESS**

**For the Month of July 2014**

**ATTACHMENT A**

**MONTHLY TRANSITION COSTS AND SUPPORTING DETAIL**

Please see the following attachments:

- A.1 Transition Services Cost Report - *Please see native format Excel worksheets*
- A.2 Transition Services Cost Report Supporting Detail – *Please see native format Excel worksheets (the most recent invoice provided by National Grid is July 2014)*
- A.3 GSE and ENNG Monthly Transition Progress

Attachment A.1 – Transition Services Cost Report

Granite State Electric Company

File Date: August 31, 2014

Settlement Agreement, p. 16 C.1.b. & Attachment F

	Transition Service	(A)	(B)	(C)	(D)	(E)	(F)	
		(G) through (P)		(A) + (B)		(C) - (D)		(E) / (D)
		Total Cost				Variance over/(under) Original		
		Actual Billed To Date	Estimated Remaining	Actual & Estimated	Original Estimate	Amount	Percent	
<b>Human Resources</b>								
HR-1	Payroll Services	51,910.97						
HR-2	Employee Benefits	263,142.61						
HR-3	Pension Administration	31,991.66						
HR-4	Labor Relations Support	14,925.31						
HR-5	Staffing Support	2.55						
	Estimate	-						
		361,973.10	-	361,973.10	59,000.00	302,973.10	514%	
<b>Financial Services</b>								
Fin-1	Financial Reporting	397.87						
Fin-2	Accounting Consulting	96,767.25						
Fin-3	Financial Training Service	-						
Fin-4	Accounts Payable Processes	-						
Fin-5	Accounts Payable Consulting	-						
Fin-6	Cash Management	-						
Fin-7	Tax Consulting Services	5,883.68						
Fin-8	Property Tax Services	13,591.19						
Fin-9	Claims Handling/Investigation	731.39						
	Estimate	-						
		117,371.38	-	117,371.38	163,000.00	(45,628.62)	-28%	
<b>Operations</b>								
Elec Ops-1	Planned Major Maintenance & Capital Construction	115,818.75						
Elec Ops-2	Emergency Maintenance Engineering and Technical Services	3,703.30						
Elec Ops-3	Field Crew Dispatching and Scheduling	5,105.04						
Elec Ops-4	Electric Engineering and Design	86,939.34						
Elec Ops-5	Resource and Workload Planning	46,537.74						
Elec Ops-6	Electric Feeder, Sub-Transmission and Substation Asset Planning	120,304.43						
Elec Ops-7	Substation Maintenance Programs/Substation Engineering	1,789,062.84						
Elec Ops-8	Vegetation Management	468.05						
Elec Ops-9	Customer Meter Support	25,197.46						
Elec Ops-10	Electric Meter Shop	10,678.08						
Elec Ops-11	Electric Lab (testing & calibration of tools, equipment and PPE)	3,283.89						
Elec Ops-12	Infrared (IR) Testing	-						
Elec Ops-13	Mapping & Records	19,580.56						
Elec Ops-14	Relay and Protection	79,247.30						
Elec Ops-15	Codes and Standards	1,715.22						
Elec Ops-16	Mutual Assistance	158,266.14						
Elec Ops-17	Business Continuity Support and Emergency Logistics	175,054.11						
Elec Ops-18	Electric Operations Miscellaneous	1,029,600.23						
	Estimate	-						
		3,670,562.48	-	3,670,562.48	3,952,000.00	(281,437.52)	-7%	
<b>Energy Solutions Delivery &amp; Efficiency</b>								
ESD&E-1	Energy Efficiency Programs	49,750.12						
ESD&E-2	Sales/Support for Commercial, Industrial and Municipal Customers	1,015.62						
	Estimate	-						
		50,765.74	-	50,765.74	-	50,765.74	0%	
<b>Energy Control &amp; Supply</b>								
Energy Supply-1	Electric Network Control	301,349.16						
Energy Supply-2	Electric Load Forecasting	5,097.47						
Energy Supply-3	Energy Procurement Services	11,451.86						
Energy Supply-4	Energy Procurement Consulting	6,477.63						
Energy Supply-5	Distributed Generation Services	742.09						
	Estimate	-						
		325,118.21	-	325,118.21	130,000.00	195,118.21	150%	
<b>Project Management</b>								
Project Mgt-1	Project Management Services	9,339.14						
Project Mgt-2	Cost Management Access	-						
	Estimate	-						
		9,339.14	-	9,339.14	-	9,339.14	0%	
<b>Health, Safety &amp; Environment (HS&amp;E)</b>								
HS&E-1	HS&E Regulatory Monitoring, Reporting, Compliance, and Training	2,402.56						
HS&E-2	Health and Safety Field Support	5.22						
HS&E-3	Technical Training	0.00						
HS&E-4	Environmental Compliance	-						
HS&E-5	Environmental Field Support	841.87						
HS&E-6	Spill Control/Response	-						
HS&E-7	Environmental Regulatory Support & Consultation	-						
HS&E-8	Licenses, Permits and Orders	-						
	Estimate	-						
		3,249.65	-	3,249.65	50,000.00	(46,750.35)	-94%	

Attachment A.1 – Transition Services Cost Report

Granite State Electric Company

File Date: August 31, 2014

Settlement Agreement, p. 16 C.1.b. & Attachment F

	Transition Service	(A)	(B)	(C)	(D)	(E)	(F)
		(G) through (P)		(A) + (B)		(C) - (D)	(E) / (D)
		Total Cost				Variance over/(under) Original	
		Actual Billed To Date	Estimated Remaining	Actual & Estimated	Original Estimate	Amount	Percent
<b>Security</b>							
Security-1	Site Security Services	5.53					
Security-2	Security Consulting	-					
Security-3	NERC/NPCC- Reliability Compliance	-					
	Estimate	-					
		5.53	-	5.53	-	5.53	0%
<b>Supply Chain and Inventory Management</b>							
Supply-1	Supply Chain Management	62.93					
Supply-2	Materials Management System Support	-					
Supply-3	Supplier Contracts	9,927.84					
Supply-4	Access to Seller Warehouses	-					
Supply-5	Fleet Services	71,040.97					
	Estimate	-					
		81,031.74	-	81,031.74	15,000.00	66,031.74	440%
<b>Customer Services Support</b>							
Customer Svc-1	Call Center Operations	626,327.16					
Customer Svc-2	Meter Reading, Billing and Payment Processing	1,367,232.83					
Customer Svc-3	Collections Process Support	41,042.92					
Customer Svc-4	New Business Administration	220,045.12					
Customer Svc-5	Revenue Protection/Diversion & Investigation	-					
Customer Svc-6	Customer Data Migration	604.74					
Customer Svc-7	Meter Data Services Support	126,470.45					
	Estimate	-					
		2,381,723.21	-	2,381,723.21	3,939,000.00	(1,557,276.79)	-40%
<b>Regulatory Support</b>							
Reg-1	Regulatory Support - General	54,708.97					
Reg-2	Regulatory Reporting	22,031.73					
	Estimate	-					
		76,740.70	-	76,740.70	45,000.00	31,740.70	71%
<b>Records Management</b>							
Records-1	Identification of Books and Records	-					
Records-2	Separation and Transfer of Books and Records	-					
	Estimate	-					
		-	-	-	-	-	0%
<b>IT Transition Services</b>							
IT-1	Business Application Services	944,251.22					
IT-2	Collaboration Services (E-Mail)	0.03					
IT-3	Data Centers	109,382.12					
IT-4	Client Services	122,065.43					
IT-5	Contracts and Licenses	531,345.94					
IT-6	Infrastructure Services	330,615.00					
IT-7	Networking Support	156,495.03					
IT-8	IS Energy Management Systems (EMS)	136,290.65					
IT-9	Security Services	459.14					
	Estimate	-					
		\$ 2,330,904.56	-	\$ 2,330,904.56	\$ 1,409,000.00	\$ 921,904.56	65%
		\$ 9,408,785.46	\$ -	\$ 9,408,785.46	\$ 9,762,000.00	\$ (353,214.54)	-4%

Capital Charges Included in above actual bills

Elec Ops-7	Substation Maintenance Programs/Substation Engineering	1,253,160.01	-				
		1,253,160.01	-	\$ 1,253,160.01	\$ -	\$ 1,253,160.01	-

Attachment A.1 – Transition Services Cost Report

Granite State Electric Company

File Date: August 31, 2014

Settlement Agreement, p. 16 C.1.b. & Attachment F

	Transition Service	(AA)	(AB)	(AC)	(AD)	(AE)		
		Cost						
		(actual) Mar-14	(actual) Apr-14	(actual) May-14	(actual) Jun-14	(actual) Jul-14	Total Actual & Est.	
<b>Human Resources</b>								
HR-1	Payroll Services	-	-	-	-	-	51,910.97	
HR-2	Employee Benefits	-	-	-	-	-	263,142.61	
HR-3	Pension Administration	-	-	-	-	-	31,991.66	
HR-4	Labor Relations Support	-	-	-	-	-	14,925.31	
HR-5	Staffing Support	-	-	-	-	-	2.55	
	Estimate	-	-	-	-	-	-	
		-	-	-	-	-	361,973.10	
<b>Financial Services</b>								
Fin-1	Financial Reporting	-	-	-	-	-	397.87	
Fin-2	Accounting Consulting	3,831.38	3,820.20	2,292.12	3,174.83	3,699.04	96,767.25	
Fin-3	Financial Training Service	-	-	-	-	-	-	
Fin-4	Accounts Payable Processes	-	-	-	-	-	-	
Fin-5	Accounts Payable Consulting	-	-	-	-	-	-	
Fin-6	Cash Management	-	-	-	-	-	-	
Fin-7	Tax Consulting Services	-	-	-	-	-	5,883.68	
Fin-8	Property Tax Services	-	-	-	-	-	13,591.19	
Fin-9	Claims Handling/Investigation	-	-	-	-	-	731.39	
	Estimate	-	-	-	-	-	-	
		3,831.38	3,820.20	2,292.12	3,174.83	3,699.04	117,371.38	
<b>Operations</b>								
Elec Ops-1	Planned Major Maintenance & Capital Construction	-	-	-	-	-	115,818.75	
Elec Ops-2	Emergency Maintenance Engineering and Technical Services	-	-	1,298.36	-	1,812.48	3,703.30	
Elec Ops-3	Field Crew Dispatching and Scheduling	-	-	569.41	-	-	5,105.04	
Elec Ops-4	Electric Engineering and Design	-	280.82	-	-	-	86,939.34	
Elec Ops-5	Resource and Workload Planning	-	-	-	-	-	46,537.74	
Elec Ops-6	Electric Feeder, Sub-Transmission and Substation Asset Planning	395.64	642.55	418.75	7,049.67	1,974.75	120,304.43	
Elec Ops-7	Substation Maintenance Programs/Substation Engineering	5,266.87	2,609.49	4,048.82	475.54	3,284.22	1,789,062.84	
Elec Ops-8	Vegetation Management	-	-	-	-	-	468.05	
Elec Ops-9	Customer Meter Support	-	-	-	-	-	25,197.46	
Elec Ops-10	Electric Meter Shop	-	-	-	-	-	10,678.08	
Elec Ops-11	Electric Lab (testing & calibration of tools, equipment and PPE)	-	-	-	-	-	3,283.89	
Elec Ops-12	Infrared (IR) Testing	-	-	-	-	-	-	
Elec Ops-13	Mapping & Records	249.93	1,198.69	396.99	295.27	-	19,580.56	
Elec Ops-14	Relay and Protection	9,774.66	7,705.51	4,983.56	3,988.57	608.17	79,247.30	
Elec Ops-15	Codes and Standards	-	-	-	-	-	1,715.22	
Elec Ops-16	Mutual Assistance	-	-	-	-	-	158,266.14	
Elec Ops-17	Business Continuity Support and Emergency Logistics	-	-	-	-	-	175,054.11	
Elec Ops-18	Electric Operations Miscellaneous	36,902.72	52,492.84	82,241.10	44,338.38	15,625.49	1,029,600.23	
	Estimate	-	-	-	-	-	-	
		52,589.82	64,929.90	93,956.99	56,147.43	23,305.11	3,670,562.48	
<b>Energy Solutions Delivery &amp; Efficiency</b>								
ESD&E-1	Energy Efficiency Programs	131.56	-	-	-	-	49,750.12	
ESD&E-2	Sales/Support for Commercial, Industrial and Municipal Customers	-	-	-	-	-	1,015.62	
	Estimate	-	-	-	-	-	-	
		131.56	-	-	-	-	50,765.74	
<b>Energy Control &amp; Supply</b>								
Energy Supply-1	Electric Network Control	13,259.36	13,829.71	11,014.79	16,966.80	10,727.30	301,349.16	
Energy Supply-2	Electric Load Forecasting	-	-	-	-	-	5,097.47	
Energy Supply-3	Energy Procurement Services	-	-	-	-	-	11,451.86	
Energy Supply-4	Energy Procurement Consulting	-	-	-	-	-	6,477.63	
Energy Supply-5	Distributed Generation Services	-	-	-	-	-	742.09	
	Estimate	-	-	-	-	-	-	
		13,259.36	13,829.71	11,014.79	16,966.80	10,727.30	325,118.21	
<b>Project Management</b>								
Project Mgt-1	Project Management Services	-	-	-	-	-	9,339.14	
Project Mgt-2	Cost Management Access	-	-	-	-	-	-	
	Estimate	-	-	-	-	-	-	
		-	-	-	-	-	9,339.14	
<b>Health, Safety &amp; Environment (HS&amp;E)</b>								
HS&E-1	HS&E Regulatory Monitoring, Reporting, Compliance, and Training	-	-	-	-	-	2,402.56	
HS&E-2	Health and Safety Field Support	-	-	-	-	-	5.22	
HS&E-3	Technical Training	-	-	-	-	-	0.00	
HS&E-4	Environmental Compliance	-	-	-	-	-	-	
HS&E-5	Environmental Field Support	-	-	-	-	-	841.87	
HS&E-6	Spill Control/Response	-	-	-	-	-	-	
HS&E-7	Environmental Regulatory Support & Consultation	-	-	-	-	-	-	
HS&E-8	Licenses, Permits and Orders	-	-	-	-	-	-	
	Estimate	-	-	-	-	-	-	
		-	-	-	-	-	3,249.65	

Attachment A.1 – Transition Services Cost Report

Granite State Electric Company

File Date: August 31, 2014

Settlement Agreement, p. 16 C.1.b. & Attachment F

	Transition Service	(AA)	(AB)	(AC)	(AD)	(AE)		
		Cost						
		(actual) Mar-14	(actual) Apr-14	(actual) May-14	(actual) Jun-14	(actual) Jul-14	Total Actual & Est.	
<b>Security</b>								
Security-1	Site Security Services	-	-	-	-	-	5.53	
Security-2	Security Consulting	-	-	-	-	-	-	
Security-3	NERC/NPCC- Reliability Compliance	-	-	-	-	-	-	
	Estimate	-	-	-	-	-	-	
		-	-	-	-	-	5.53	
<b>Supply Chain and Inventory Management</b>								
Supply-1	Supply Chain Management	-	-	-	-	-	62.93	
Supply-2	Materials Management System Support	-	-	-	-	-	-	
Supply-3	Supplier Contracts	-	-	-	-	-	9,927.84	
Supply-4	Access to Seller Warehouses	-	-	-	-	-	-	
Supply-5	Fleet Services	-	-	-	-	-	71,040.97	
	Estimate	-	-	-	-	-	-	
		-	-	-	-	-	81,031.74	
<b>Customer Services Support</b>								
Customer Svc-1	Call Center Operations	20,425.90	30,525.15	26,385.30	24,316.61	26,480.19	626,327.16	
Customer Svc-2	Meter Reading, Billing and Payment Processing	(42,529.01)	51,057.83	23,266.62	45,975.91	82,910.34	1,367,232.83	
Customer Svc-3	Collections Process Support	-	-	-	-	-	41,042.92	
Customer Svc-4	New Business Administration	4,825.45	3,039.80	2,020.36	10,785.63	(7,806.83)	220,045.12	
Customer Svc-5	Revenue Protection/Diversion & Investigation	-	-	-	-	-	-	
Customer Svc-6	Customer Data Migration	-	-	-	-	-	604.74	
Customer Svc-7	Meter Data Services Support	(454.38)	5,089.88	5,663.75	2,745.44	3,376.73	126,470.45	
	Estimate	-	-	-	-	-	-	
		(17,732.04)	89,712.66	57,336.03	83,823.59	104,960.43	2,381,723.21	
<b>Regulatory Support</b>								
Reg-1	Regulatory Support - General	85.55	(5,214.35)	170.99	-	-	54,708.97	
Reg-2	Regulatory Reporting	-	-	-	-	-	22,031.73	
	Estimate	-	-	-	-	-	-	
		85.55	(5,214.35)	170.99	-	-	76,740.70	
<b>Records Management</b>								
Records-1	Identification of Books and Records	-	-	-	-	-	-	
Records-2	Separation and Transfer of Books and Records	-	-	-	-	-	-	
	Estimate	-	-	-	-	-	-	
		-	-	-	-	-	-	
<b>IT Transition Services</b>								
IT-1	Business Application Services	67,816.81	66,631.07	3,311.41	211,502.75	85,633.18	944,251.22	
IT-2	Collaboration Services (E-Mail)	-	-	-	-	-	0.03	
IT-3	Data Centers	2,409.85	1,983.00	2,437.25	2,440.06	5,150.82	109,382.12	
IT-4	Client Services	2,731.60	4,363.41	4,986.08	1,548.65	3,585.60	122,065.43	
IT-5	Contracts and Licenses	20,468.32	92,867.06	17,465.20	35,228.06	39,046.57	531,345.94	
IT-6	Infrastructure Services	6,507.38	308.34	37,151.62	28,053.00	(56,094.39)	330,615.00	
IT-7	Networking Support	224.41	869.83	(26.81)	138.57	40,516.63	156,495.03	
IT-8	IS Energy Management Systems (EMS)	9,392.72	3,458.95	5,627.01	12,917.58	3,606.05	136,290.65	
IT-9	Security Services	-	-	-	-	-	459.14	
	Estimate	-	-	-	-	-	-	
		\$ 109,551.09	\$ 170,481.66	\$ 70,951.76	\$ 291,828.67	\$ 121,444.46	\$ 2,330,904.56	
		\$ 161,716.72	\$ 337,559.78	\$ 235,722.68	\$ 451,941.32	\$ 264,136.34	\$ 9,408,785.46	

Capital Charges Included in above actual bills

Elec Ops-7	Substation Maintenance Programs/Substation Engineering						1,253,160.01
		-	-	-	-	-	-
		-	-	-	-	-	1,253,160.01

Attachment A.1 – Transition Services Cost Report

EnergyNorth Natural Gas, Inc.  
 File Date: August 31, 2014  
 Settlement Agreement, p. 16 C.1.b. & Attachment F

	Transition Service	(A)	(B)	(C)	(D)	(E)	(F)
		(G) through (P)	(A) + (B)		(C) - (D)	(E) / (D)	
		Total Cost				Variance over/(under) Original	
		Actual Billed To Date	Estimated Remaining	Actual & Estimated	Original Estimate	Amount	Percent
	<b>Human Resources</b>						
HR-1	Payroll Services	14,691.64					
HR-2	Employee Benefits	95,625.38					
HR-3	Pension Administration	34,303.83					
HR-4	Labor Relations Support	3,629.16					
HR-5	Staffing Support	0.46					
	Estimate	-					
		148,250.47	-	148,250.47	68,000.00	80,250.47	118%
	<b>Financial Services</b>						
Fin-1	Financial Reporting	37,909.00					
Fin-2	Accounting Consulting	74,914.06					
Fin-3	Financial Training Service	-					
Fin-4	Accounts Payable Processes	-					
Fin-5	Accounts Payable Consulting	-					
Fin-6	Cash Management	-					
Fin-7	Tax Consulting Services	140.61					
Fin-8	Property Tax Services	9,508.54					
Fin-9	Claims Handling/Investigation	10.55					
	Estimate	-					
		122,482.75	-	122,482.75	294,000.00	(171,517.25)	-58%
	<b>Operations</b>						
Gas Ops-1	Network Strategy Support and Planned Major Maintenance	36,646.72					
Gas Ops-2	Operations Regulatory Support	5,516.88					
Gas Ops-3	Emergency Maintenance Engineering & Technical Services	49,670.61					
Gas Ops-4	Gas Field Crew Dispatching and Scheduling	8.65					
Gas Ops-5	Mandated Programs, including Leak Survey Support	13,871.73					
Gas Ops-6	Maps & Records	226,178.75					
Gas Ops-7	LNG Compliance and Training	-					
Gas Ops-8	Gas Engineering and Design	70,944.37					
Gas Ops-9	Quality Assurance/Analysis & Process Improvement	14,272.61					
Gas Ops-10	Gas Support Services/Workload Planning	19,685.14					
Gas Ops-11	Gas Meter Operations/Meter Shop	127,916.68					
Gas Ops-12	Customer Meter Support	15,081.42					
Gas Ops-13	Gas Reliability Planning	16,577.40					
Gas Ops-14	System Integrity, Asset Replacement, & Corrosion Control	336,321.23					
Gas Ops-15	Codes and Standards	11,662.95					
Gas Ops-16	Ops Misc	40,142.06					
Gas Ops-17	Mutual Assistance - Gas Emergencies	-					
	Estimate	-					
		984,497.19	-	984,497.19	5,376,000.00	(4,391,502.81)	-82%
	<b>Energy Solutions Delivery &amp; Efficiency</b>						
ESD&E-1	Energy Efficiency Programs	41,410.52					
ESD&E-2	Sales/Support for Commercial, Industrial and Municipal Customers	70,952.05					
	Estimate	-					
		112,362.56	-	112,362.56	77,000.00	35,362.56	46%
	<b>Gas Control &amp; Procurement</b>						
Gas Supply-1	Gas Control	414,051.96					
Gas Supply-2	Gas Procurement Services - General	390,985.82					
Gas Supply-3	Energy Transactions	(264,738.52)					
Gas Supply-4	Gas Load Forecasting	48,980.52					
Gas Supply-5	Gas Procurement Consulting	-					
Gas Supply-6	Gas Procurement Miscellaneous	-					
	Estimate	-					
		589,279.78	-	589,279.78	0.00	589,279.78	58927978137%
	<b>Project Management</b>						
Project Mgt-1	Project Management Services	5,488.17					
Project Mgt-2	Cost Management Access	2,979.29					
	Estimate	-					
		8,467.46	-	8,467.46	0.00	8,467.45	846745499%
	<b>Health, Safety &amp; Environment (HS&amp;E)</b>						
HS&E-1	HS&E Regulatory Monitoring, Reporting, Compliance, and Training	2,153.73					
HS&E-2	Health and Safety Field Support	495.18					
HS&E-3	Technical Training	-					
HS&E-4	Environmental Compliance	22.50					
HS&E-5	Site Investigation and Remediation	23,540.17					
HS&E-6	Environmental Field Support	152.50					
HS&E-7	Spill Control/Response	-					
HS&E-8	Environmental Regulatory Support & Consultation	-					
HS&E-9	Licenses, Permits and Orders	-					
	Estimate	-					
		26,364.08	-	26,364.08	215,000.00	(188,635.92)	-88%

Attachment A.1 – Transition Services Cost Report

EnergyNorth Natural Gas, Inc.  
 File Date: August 31, 2014  
 Settlement Agreement, p. 16 C.1.b. & Attachment F

Transition Service	(A)	(B)	(C)	(D)	(E)	(F)
	(G) through (P)	(A) + (B)		(C) - (D)		(E) / (D)
	Total Cost					
	Actual Billed To Date	Estimated Remaining	Actual & Estimated	Original Estimate	Amount	Percent
<b>Security</b>						
Security-1	Site Security Services	30,120.42				
Security-2	Security Consulting	353.84				
	Estimate	-				
		30,474.26	-	30,474.26		0%
<b>Supply Chain and Inventory Management</b>						
Supply-1	Supply Chain Management	76.43				
Supply-2	Materials Management System Support	319.78				
Supply-3	Supplier Contracts	-				
Supply-4	Access to Seller Warehouses	173,298.11				
Supply-5	Fleet Services	18,537.65				
	Estimate	-				
		192,231.97	-	192,231.97	75,000.00	117,231.97 156%
<b>Customer Services Support</b>						
Customer Svc-1	Call Center Operations	986,943.60				
Customer Svc-2	Meter Reading, Billing and Payment Processing	850,603.40				
Customer Svc-3	Collections Process Support	5,667.94				
Customer Svc-4	New Business Administration	16,980.30				
Customer Svc-5	Revenue Protection/Diversion & Investigation	-				
Customer Svc-6	Customer Data Migration	-				
	Estimate	-				
		1,860,195.25	-	1,860,195.25	6,570,000.00	(4,709,804.75) -72%
<b>Regulatory Support</b>						
Reg-1	Regulatory Support - General	94,699.03				
Reg-2	Regulatory Reporting	74,606.51				
	Estimate	-				
		169,305.54	-	169,305.54	156,000.00	13,305.54 9%
<b>Records Management</b>						
Records-1	Identification of Books and Records	-				
Records-2	Separation and Transfer of Books and Records	-				
	Estimate	-				
		-	-	-	48,000.00	(48,000.00) -100%
<b>IT Transition Services</b>						
IT-1	Business Application Services	963,994.71				
IT-2	Collaboration Services (E-Mail)	0.08				
IT-3	Data Centers	54,393.35				
IT-4	Client Services	43,521.79				
IT-5	Contracts and Licenses	327,127.94				
IT-6	Infrastructure Services	240,534.30				
IT-7	Networking Support	116,466.11				
IT-8	IS Energy Management Systems (EMS)	56,524.40				
IT-9	Security Services	8,891.95				
	Estimate	-				
		\$ 1,811,454.62	-	\$ 1,811,454.62	\$ 2,817,000.00	\$ (1,005,545.38) -36%
		\$ 6,055,365.94	\$ -	\$ 6,055,365.94	\$ 15,696,000.00	\$ (9,640,634.06) -61%

**Capital Charges Included in above actual bills**

IT-1	Business Application Services	441,110.00			-	
		441,110.00	-	\$ 441,110.00	-	\$ 441,110.00

Attachment A.1 – Transition Services Cost Report

EnergyNorth Natural Gas, Inc.  
 File Date: August 31, 2014  
 Settlement Agreement, p. 16 C.1.b. & Attachment F

	Transition Service	(AA)	(AB)	(AC)	(AD)	(AE)	
		Cost					
		(actual) Mar-14	(actual) Apr-14	(actual) May-14	(actual) Jun-14	(actual) Jul-14	Total Actual & Est.
	<b>Human Resources</b>						
HR-1	Payroll Services	-	-	-	-	14,691.64	
HR-2	Employee Benefits	-	-	-	-	95,625.38	
HR-3	Pension Administration	-	-	-	-	34,303.83	
HR-4	Labor Relations Support	-	-	-	-	3,629.16	
HR-5	Staffing Support	-	-	-	-	0.46	
	Estimate	-	-	-	-	-	
		-	-	-	-	148,250.47	
	<b>Financial Services</b>						
Fin-1	Financial Reporting	-	-	-	-	37,909.00	
Fin-2	Accounting Consulting	2,546.80	3,820.20	2,292.12	3,056.16	3,565.52	
Fin-3	Financial Training Service	-	-	-	-	-	
Fin-4	Accounts Payable Processes	-	-	-	-	-	
Fin-5	Accounts Payable Consulting	-	-	-	-	-	
Fin-6	Cash Management	-	-	-	-	-	
Fin-7	Tax Consulting Services	-	-	-	-	140.61	
Fin-8	Property Tax Services	-	-	-	-	9,508.54	
Fin-9	Claims Handling/Investigation	-	-	-	-	10.55	
	Estimate	-	-	-	-	-	
		2,546.80	3,820.20	2,292.12	3,056.16	3,565.52	
						122,482.75	
	<b>Operations</b>						
Gas Ops-1	Network Strategy Support and Planned Major Maintenance	-	-	-	-	36,646.72	
Gas Ops-2	Operations Regulatory Support	-	-	-	-	5,516.88	
Gas Ops-3	Emergency Maintenance Engineering & Technical Services	-	-	-	-	49,670.61	
Gas Ops-4	Gas Field Crew Dispatching and Scheduling	-	-	-	-	8.65	
Gas Ops-5	Mandated Programs, including Leak Survey Support	-	-	-	-	13,871.73	
Gas Ops-6	Maps & Records	(176.50)	7,567.60	18,124.97	4,493.94	982.81	
Gas Ops-7	LNG Compliance and Training	-	-	-	-	-	
Gas Ops-8	Gas Engineering and Design	-	-	-	-	70,944.37	
Gas Ops-9	Quality Assurance/Analysis & Process Improvement	-	-	-	-	14,272.61	
Gas Ops-10	Gas Support Services/Workload Planning	-	-	-	-	19,685.14	
Gas Ops-11	Gas Meter Operations/Meter Shop	-	-	-	-	127,916.68	
Gas Ops-12	Customer Meter Support	-	-	-	-	15,081.42	
Gas Ops-13	Gas Reliability Planning	2,291.50	2,999.08	50.40	818.44	-	
Gas Ops-14	System Integrity, Asset Replacement, & Corrosion Control	-	-	-	-	336,321.23	
Gas Ops-15	Codes and Standards	-	-	-	-	11,662.95	
Gas Ops-16	Ops Misc	489.16	411.46	314.68	315.57	(162.91)	
Gas Ops-17	Mutual Assistance - Gas Emergencies	-	-	-	-	-	
	Estimate	-	-	-	-	-	
		2,604.16	10,978.14	18,490.05	5,627.95	819.90	
						984,497.19	
	<b>Energy Solutions Delivery &amp; Efficiency</b>						
ESD&E-1	Energy Efficiency Programs	-	-	-	-	41,410.52	
ESD&E-2	Sales/Support for Commercial, Industrial and Municipal Customers	-	-	-	-	70,952.05	
	Estimate	-	-	-	-	-	
		-	-	-	-	-	
		-	-	-	-	112,362.56	
	<b>Gas Control &amp; Procurement</b>						
Gas Supply-1	Gas Control	17,090.01	15,479.48	13,930.08	16,183.49	14,385.75	
Gas Supply-2	Gas Procurement Services - General	-	-	-	-	-	
Gas Supply-3	Energy Transactions	-	-	-	-	-	
Gas Supply-4	Gas Load Forecasting	-	598.93	1,297.67	520.31	3,368.95	
Gas Supply-5	Gas Procurement Consulting	-	-	-	-	-	
Gas Supply-6	Gas Procurement Miscellaneous	-	-	-	-	-	
	Estimate	-	-	-	-	-	
		17,090.01	16,078.41	15,227.75	16,703.80	17,754.70	
						589,279.78	
	<b>Project Management</b>						
Project Mgt-1	Project Management Services	-	-	-	-	5,488.17	
Project Mgt-2	Cost Management Access	-	-	-	-	2,979.29	
	Estimate	-	-	-	-	-	
		-	-	-	-	-	
		-	-	-	-	8,467.46	
	<b>Health, Safety &amp; Environment (HS&amp;E)</b>						
HS&E-1	HS&E Regulatory Monitoring, Reporting, Compliance, and Training	-	-	-	-	2,153.73	
HS&E-2	Health and Safety Field Support	-	-	-	-	495.18	
HS&E-3	Technical Training	-	-	-	-	-	
HS&E-4	Environmental Compliance	-	-	-	-	22.50	
HS&E-5	Site Investigation and Remediation	-	-	-	-	23,540.17	
HS&E-6	Environmental Field Support	-	-	-	-	152.50	
HS&E-7	Spill Control/Response	-	-	-	-	-	
HS&E-8	Environmental Regulatory Support & Consultation	-	-	-	-	-	
HS&E-9	Licenses, Permits and Orders	-	-	-	-	-	
	Estimate	-	-	-	-	-	
		-	-	-	-	-	
		-	-	-	-	26,364.08	

Attachment A.1 – Transition Services Cost Report

EnergyNorth Natural Gas, Inc.  
 File Date: August 31, 2014  
 Settlement Agreement, p. 16 C.1.b. & Attachment F

Transition Service	(AA)	(AB)	(AC)	(AD)	(AE)	
	Cost					Total Actual & Est.
	(actual) Mar-14	(actual) Apr-14	(actual) May-14	(actual) Jun-14	(actual) Jul-14	
<b>Security</b>						
Security-1 Site Security Services	-	-	-	-	-	30,120.42
Security-2 Security Consulting	-	-	-	-	-	353.84
Estimate	-	-	-	-	-	-
	-	-	-	-	-	30,474.26
<b>Supply Chain and Inventory Management</b>						
Supply-1 Supply Chain Management	-	-	-	-	-	76.43
Supply-2 Materials Management System Support	-	-	-	-	-	319.78
Supply-3 Supplier Contracts	-	-	-	-	-	-
Supply-4 Access to Seller Warehouses	-	-	-	-	-	173,298.11
Supply-5 Fleet Services	-	-	-	-	-	18,537.65
Estimate	-	-	-	-	-	-
	-	-	-	-	-	192,231.97
<b>Customer Services Support</b>						
Customer Svc-1 Call Center Operations	(3,399.48)	-	-	-	-	986,943.60
Customer Svc-2 Meter Reading, Billing and Payment Processing	-	1,050.48	711.66	691.34	665.16	850,603.40
Customer Svc-3 Collections Process Support	-	-	-	-	-	5,667.94
Customer Svc-4 New Business Administration	-	-	95.19	82.87	101.03	16,980.30
Customer Svc-5 Revenue Protection/Diversion & Investigation	-	-	-	-	-	-
Customer Svc-6 Customer Data Migration	-	-	-	-	-	-
Estimate	-	-	-	-	-	-
	(3,399.48)	1,050.48	806.85	774.21	766.19	1,860,195.25
<b>Regulatory Support</b>						
Reg-1 Regulatory Support - General	-	-	-	-	-	94,699.03
Reg-2 Regulatory Reporting	-	-	-	-	-	74,606.51
Estimate	-	-	-	-	-	-
	-	-	-	-	-	169,305.54
<b>Records Management</b>						
Records-1 Identification of Books and Records	-	-	-	-	-	-
Records-2 Separation and Transfer of Books and Records	-	-	-	-	-	-
Estimate	-	-	-	-	-	-
	-	-	-	-	-	-
<b>IT Transition Services</b>						
IT-1 Business Application Services	(5,356.37)	(715.07)	(4,776.45)	7,190.90	(179.86)	963,994.71
IT-2 Collaboration Services (E-Mail)	-	-	-	-	-	0.08
IT-3 Data Centers	507.95	507.95	507.95	507.92	591.20	54,393.35
IT-4 Client Services	-	-	-	-	-	43,521.79
IT-5 Contracts and Licenses	19,143.54	(65,859.06)	17,702.22	321.96	620.15	327,127.94
IT-6 Infrastructure Services	14,003.49	(14,249.37)	(4,632.69)	17,795.64	(18,660.59)	240,534.30
IT-7 Networking Support	1,455.37	10,465.40	(2,096.28)	-	6,954.59	116,466.11
IT-8 IS Energy Management Systems (EMS)	849.06	(8.57)	3,421.98	2,572.92	(859.36)	56,524.40
IT-9 Security Services	-	-	-	-	-	8,891.95
Estimate	-	-	-	-	-	-
	\$ 30,603.04	\$ (69,858.72)	\$ 10,126.73	\$ 28,389.34	\$ (11,533.87)	\$ 1,811,454.62
	\$ 49,444.53	\$ (37,931.49)	\$ 46,943.50	\$ 54,551.46	\$ 11,372.44	\$ 6,055,365.94

**Capital Charges Included in above actual bills**

IT-1 Business Application Services						441,110.00
						-
	-	-	-	-	-	441,110.00

Attachment A.2 - Transition Services Cost Report Supporting Detail

Liberty Utilities  
11 Northeastern Blvd  
Salem, NH

Date: 08/27/2014  
Invoice #: 800092282  
Terms: Net 20

Initial Billing for Transition Services Activity: July 2014  
Final Billing for Transition Services Activity: June 2014

TSA Name	Prior Month Adjustment			Initial Billing			Invoice Total
	Granite State	Energy North	Total	Granite State	Energy North	Total	
Payroll	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Pension Administration	-	-	-	-	-	-	-
Labor Relations	-	-	-	-	-	-	-
Staffing Support	-	-	-	-	-	-	-
<b>Human Resources</b>	-	-	-	-	-	-	-
Financial Reporting	-	-	-	-	-	-	-
Accounting Consulting	-	-	-	3,699.04	3,565.52	7,264.56	7,264.56
Financial Training Service	-	-	-	-	-	-	-
Accounts Payable Processing	-	-	-	-	-	-	-
Accounts Payable Consulting	-	-	-	-	-	-	-
Cash Management	-	-	-	-	-	-	-
Tax Consulting	-	-	-	-	-	-	-
Property Tax Services	-	-	-	-	-	-	-
Claims Handling /Investigation	-	-	-	-	-	-	-
<b>Finance</b>	-	-	-	<b>3,699.04</b>	<b>3,565.52</b>	<b>7,264.56</b>	<b>7,264.56</b>
Planned Major Mtnc	-	-	-	-	-	-	-
Emergency Mtnc & Tech Svcs	-	-	-	1,812.48	-	1,812.48	1,812.48
Field Crew Dispatch & Scheduling	-	-	-	-	-	-	-
Electric Eng & Design	-	-	-	-	-	-	-
Resource & Workload Planning	-	-	-	-	-	-	-
Electric Fdr ,Sub T and Sub Asset Planning	-	-	-	1,974.75	-	1,974.75	1,974.75
Sub Mtnc Programs /Engineering	-	-	-	3,284.22	-	3,284.22	3,284.22
Vegetation Management	-	-	-	-	-	-	-
Customer Meter Support	-	-	-	-	-	-	-
Electric Meter Shop	-	-	-	-	-	-	-
Electric Lab	-	-	-	-	-	-	-
Infrared Testing	-	-	-	-	-	-	-
Mapping & Records	-	-	-	-	982.81	982.81	982.81
Relay & Protection	-	-	-	608.17	-	608.17	608.17
Codes & Standards	-	-	-	-	-	-	-
Mutual Assistance	-	-	-	-	-	-	-
Business Continuity & Emergency Logistics	-	-	-	-	-	-	-
Ops Miscellaneous	-	-	-	15,625.49	-	15,625.49	15,625.49
Network Strategy & Planned Major Mtnc	-	-	-	-	-	-	-
Operations Regulatory Support	-	-	-	-	-	-	-
Emergency Mtnc Engineering & Technical Svcs	-	-	-	-	-	-	-
Mandated Programs, inc Leak Surveys	-	-	-	-	-	-	-
LNG Compliance & Training	-	-	-	-	-	-	-
Gas Engineering & Design	-	-	-	-	-	-	-
QA/Analysis & Process Improvement	-	-	-	-	-	-	-
Gas Support/Workload Planning	-	-	-	-	-	-	-
Meter Ops/Meter Shop	-	-	-	-	-	-	-
Reliability Planning	-	-	-	-	-	-	-
System Integrity, Asset Replacement, & Corrosion Control	-	-	-	-	-	-	-
Ops Misc	-	-	-	-	(162.91)	(162.91)	(162.91)
<b>Operations</b>	-	-	-	<b>23,305.11</b>	<b>819.90</b>	<b>24,125.01</b>	<b>24,125.01</b>
Energy Efficiency	-	-	-	-	-	-	-
C&I Sales/Support	-	-	-	-	-	-	-
<b>Energy Solutions Delivery &amp; Efficiency</b>	-	-	-	-	-	-	-
Network Control	-	-	-	10,727.30	-	10,727.30	10,727.30
Load Forecasting	-	-	-	-	-	-	-
Energy Procurement	-	-	-	-	-	-	-
Energy Procurement Consulting	-	-	-	-	-	-	-
Distributed Generation Svcs	-	-	-	-	-	-	-
Gas Control	-	-	-	-	14,385.75	14,385.75	14,385.75
Procurement Svcs General	-	-	-	-	-	-	-
Energy Transactions	-	-	-	-	-	-	-
Gas Load Forecasting	-	-	-	-	3,368.95	3,368.95	3,368.95
Procurement Consulting	-	-	-	-	-	-	-
Procurement Svcs Misc	-	-	-	-	-	-	-
<b>Energy Control &amp; Supply</b>	-	-	-	<b>10,727.30</b>	<b>17,754.70</b>	<b>28,482.00</b>	<b>28,482.00</b>
Project Mgmt Svcs	-	-	-	-	-	-	-
Cost Mgmt	-	-	-	-	-	-	-
<b>Project Management</b>	-	-	-	-	-	-	-
HS&E Monitoring,Reporting Compliance & Training	-	-	-	-	-	-	-
Health & Safety Fld Support	-	-	-	-	-	-	-
Technical Training	-	-	-	-	-	-	-
Environmental Compliance	-	-	-	-	-	-	-
Environmetal Field Support	-	-	-	-	-	-	-
SIR	-	-	-	-	-	-	-
Spill Control Response	-	-	-	-	-	-	-
Environmental Reg Support & Consultation	-	-	-	-	-	-	-
Licenses, Permits & Orders	-	-	-	-	-	-	-
<b>Health, Safety &amp; Environment</b>	-	-	-	-	-	-	-
Site Services	-	-	-	-	-	-	-
Security Consulting	-	-	-	-	-	-	-
NERC/NPCC Reg Compliance	-	-	-	-	-	-	-
<b>Security</b>	-	-	-	-	-	-	-
Supply Chain Mgmt	-	-	-	-	-	-	-
Mat Mgmt System Support	-	-	-	-	-	-	-
Supplier Contracts	-	-	-	-	-	-	-
Warehouse Access	-	-	-	-	-	-	-
Fleet Services	-	-	-	-	-	-	-
<b>Supply Chain &amp; Inventory</b>	-	-	-	-	-	-	-
Call Center Ops	-	-	-	26,480.19	-	26,480.19	26,480.19

Attachment A.2 - Transition Services Cost Report Supporting Detail

Liberty Utilities  
11 Northeastern Blvd  
Salem, NH

Date: 08/27/2014  
Invoice #: 800092282  
Terms: Net 20

Initial Billing for Transition Services Activity: July 2014  
Final Billing for Transition Services Activity: June 2014

TSA Name	Prior Month Adjustment			Initial Billing			Invoice Total
	Granite State	Energy North	Total	Granite State	Energy North	Total	
Meter Rdg, Billing & Payment Processing	-	-	-	82,910.34	665.16	83,575.50	83,575.50
Collections Support	-	-	-	-	-	-	-
New Business Admin	-	-	-	(7,806.83)	101.03	(7,705.80)	(7,705.80)
Revenue Protection	-	-	-	-	-	-	-
Customer Data Migration	-	-	-	-	-	-	-
Meter Data Services - Support	-	-	-	3,376.73	-	3,376.73	3,376.73
<b>Customer Service</b>	-	-	-	<b>104,960.43</b>	<b>766.19</b>	<b>105,726.62</b>	<b>105,726.62</b>
General	-	-	-	-	-	-	-
Regulatory Reporting	-	-	-	-	-	-	-
<b>Regulatory Support</b>	-	-	-	-	-	-	-
Identification of Books & Records	-	-	-	-	-	-	-
Seperation & Transfer of Books & Records	-	-	-	-	-	-	-
<b>Records Management</b>	-	-	-	-	-	-	-
Business Applications	2,101.07	(7,400.72)	(5,299.65)	83,532.11	7,220.86	90,752.97	85,453.32
Collaboration Services	-	-	-	-	-	-	-
Data Centers	5,150.82	591.20	5,742.02	-	-	-	5,742.02
Client services	3,585.60	-	3,585.60	-	-	-	3,585.60
Contracts & Licenses	3,274.88	620.15	3,895.03	35,771.69	-	35,771.69	39,666.72
Infrastructure Services	(75,936.28)	(22,201.85)	(98,138.13)	19,841.89	3,541.27	23,383.16	(74,754.97)
Networking Support	40,516.63	6,954.59	47,471.22	-	-	-	47,471.22
EMS/SCADA	3,145.66	(859.36)	2,286.30	460.39	-	460.39	2,746.69
Security Services	-	-	-	-	-	-	-
<b>IT</b>	<b>(18,161.62)</b>	<b>(22,296.00)</b>	<b>(40,457.62)</b>	<b>139,606.08</b>	<b>10,762.13</b>	<b>150,368.21</b>	<b>109,910.59</b>
<b>TOTAL</b>	<b>(18,161.62)</b>	<b>(22,296.00)</b>	<b>(40,457.62)</b>	<b>282,297.96</b>	<b>33,668.44</b>	<b>315,966.40</b>	<b>275,508.78</b>

CHECK

Please remit payments to the following:

U.S. Mail
National Grid USA Misc Accounts Receivable 300 Erie Boulevard West Syracuse, NY 13202

Wire
National Grid USA Bank: Bank of America ABA: 026009593 Acct# 000050020915

**Attachment A.3 – Monthly Transition Progress  
 Liberty Utilities (Granite State Electric) Corp.**

<b>Liberty Utilities (Granite State Electric) Corp.</b>				
	25%	50%	75%	100%
<i>Transition Service Group</i>	<i>MMYY</i>	<i>MMYY</i>	<i>MMYY</i>	<i>MMYY</i>
Human Resources			11/12	05/13
Financial Services	02/13		11/13	09/14
Operations	06/13	11/13		09/14
Energy Solutions Delivery and Efficiency				09/14
Energy Control and Supply	03/13 <sup>1</sup> 06/13 <sup>2</sup>	11/13 <sup>2</sup>	01/14 <sup>2</sup>	09/14 <sup>1</sup> 07/14 <sup>2</sup>
Project Management		4/13		11/13
Health Safety and Environment				11/12
Security		05/13		04/14
Supply Chain and Inventory Management		12/12	8/13	11/13
Customer Services Support				09/14
Regulatory Support				03/14
Records Management				07/13
IT Transition Services				09/14

<sup>1</sup>Energy Procurement

<sup>2</sup>Operations

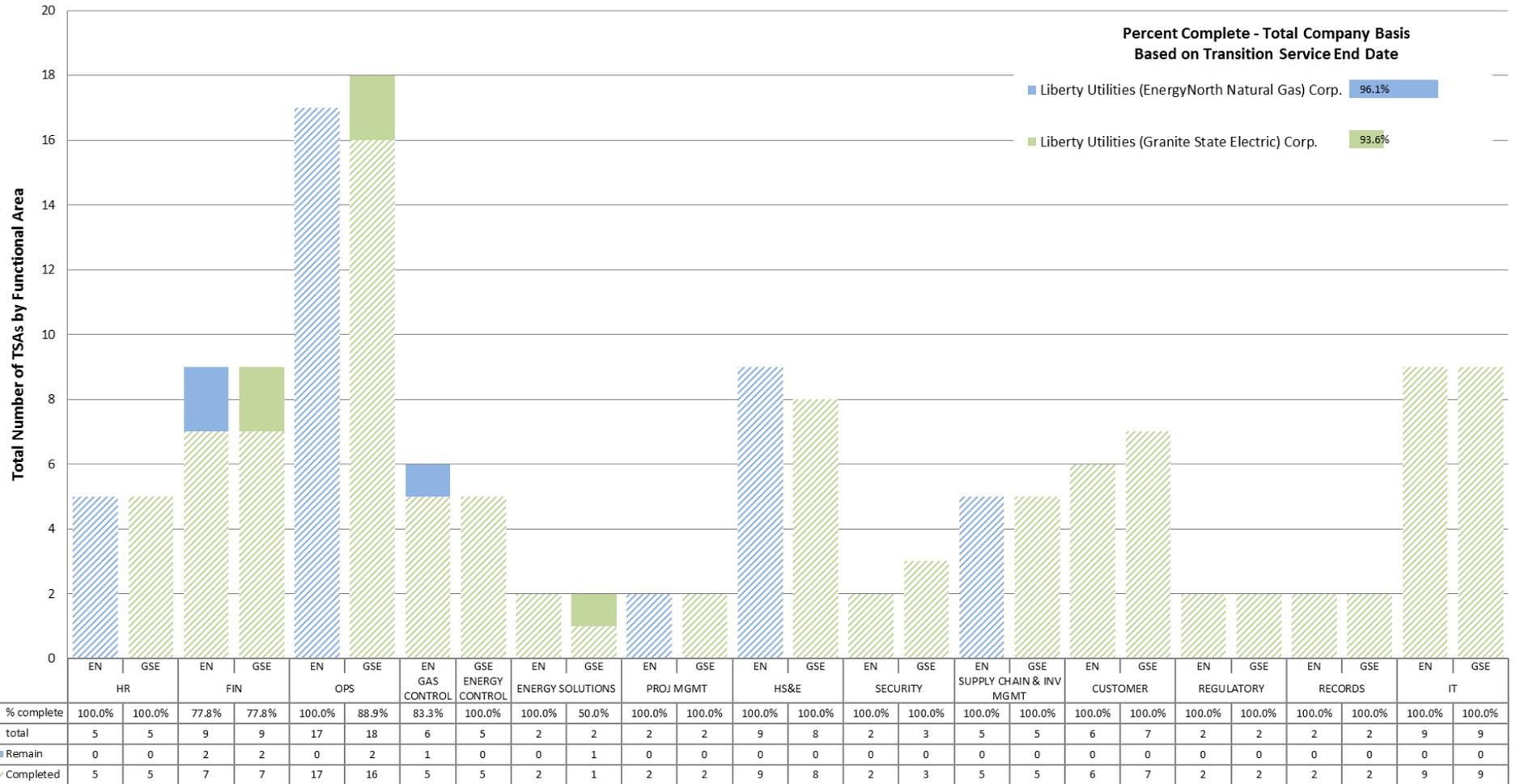
**Attachment A.3 – Monthly Transition Progress**  
**Liberty Utilities (EnergyNorth Natural Gas) Corp.**

<b>Liberty Utilities (EnergyNorth Natural Gas) Corp.</b>				
	25%	50%	75%	100%
<i>Transition Service Group</i>	<i>MMYY</i>	<i>MMYY</i>	<i>MMYY</i>	<i>MMYY</i>
Human Resources			11/12	05/13
Financial Services	02/13		11/13	09/14
Operations	03/13	07/13	01/14	09/14
Energy Solutions Delivery and Efficiency		12/13		05/14
Energy Control and Supply	03/13 <sup>2</sup>	07/13 <sup>1</sup> 07/13 <sup>2</sup>	09/13 <sup>1</sup> 01/14 <sup>2</sup>	09/14 <sup>1</sup> 07/14 <sup>2</sup>
Project Management		12/12		11/13
Health Safety and Environment			11/12	12/13
Security				04/14
Supply Chain and Inventory Management		12/12	8/13	11/13
Customer Services Support			12/13	05/14
Regulatory Support				03/14
Records Management				07/13
IT Transition Services				09/14

<sup>1</sup>Energy Procurement

<sup>2</sup>Operations

**Attachment A.3 – Monthly Transition Progress**  
**Percent TSAs Completed by Function**



**ATTACHMENT B**

**IT STATUS REPORTS**

Please see the following attachments:

Attachment B.1 – IT Monthly Overall Status Information

Attachment B.2 – IT Monthly Reporting of Project and Application Status

Attachment B.3 – IT Change Request (*as needed*)

**Attachment B.1 - IT Monthly Overall Status Information**

*Nothing to report.*

**Attachment B.2 – IT Monthly Reporting of Project and Application Status**

*Nothing to report.*

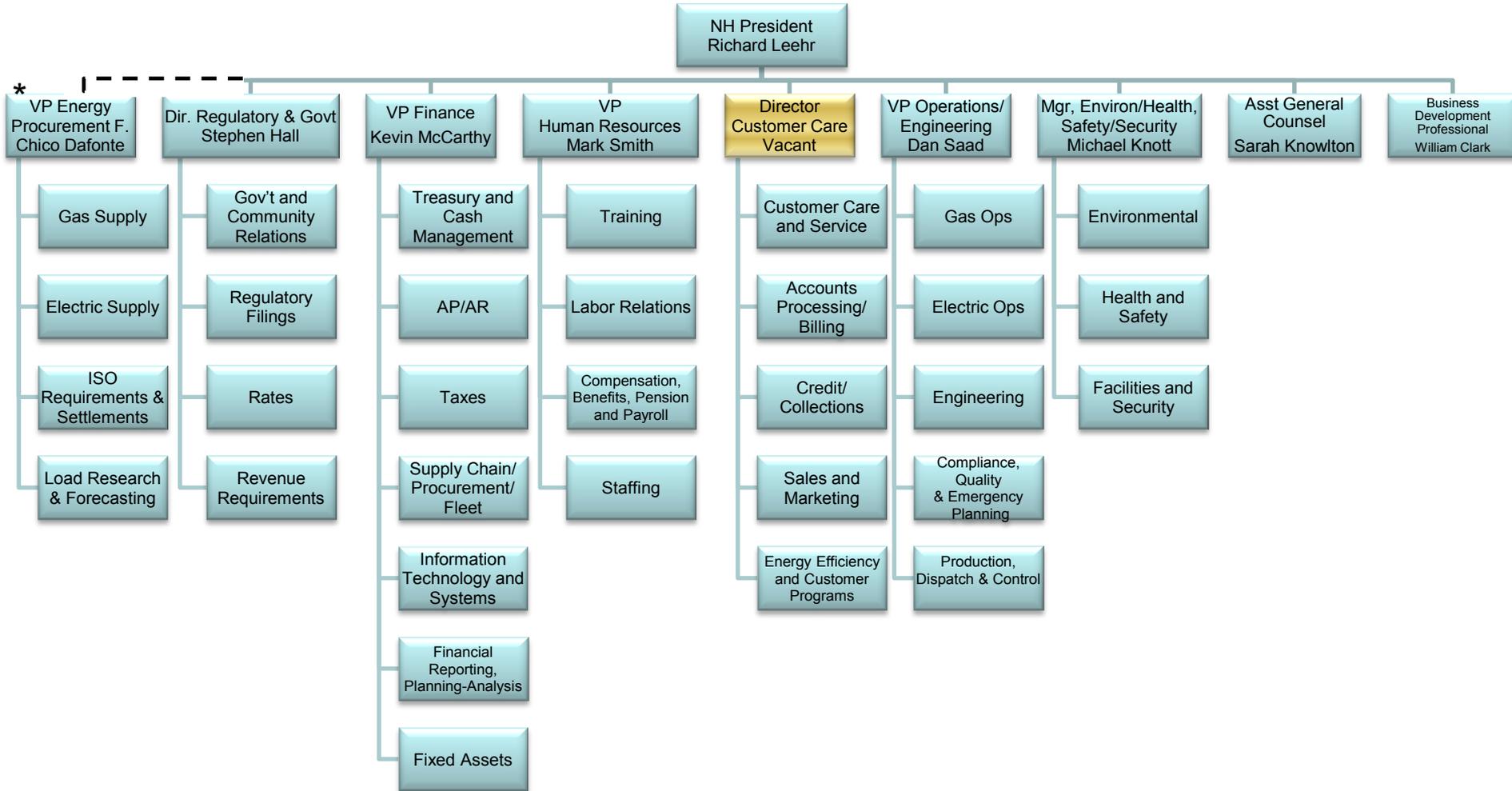
**Attachment B.3 – IT Change Requests**

*Nothing to report.*

**Attachment C – Updated Structural Organizational Charts**

*Please see attached.*

Attachment C - Updated Structural Organizational Chart

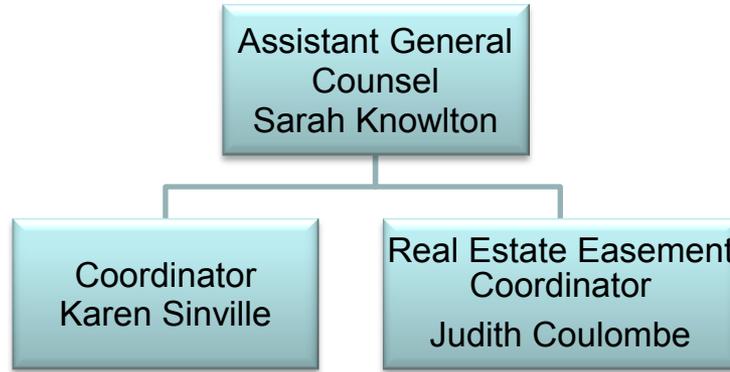


\*Given the shared services provided by the Energy Procurement Department to NH and other Liberty organizations, this department now reports to the Sr. VP of Operations, Liberty Utilities, with a dotted line reporting relationship to the NH President. No change in the services provided to NH, however, results from these reporting relationships.

Vacant Position

# Legal

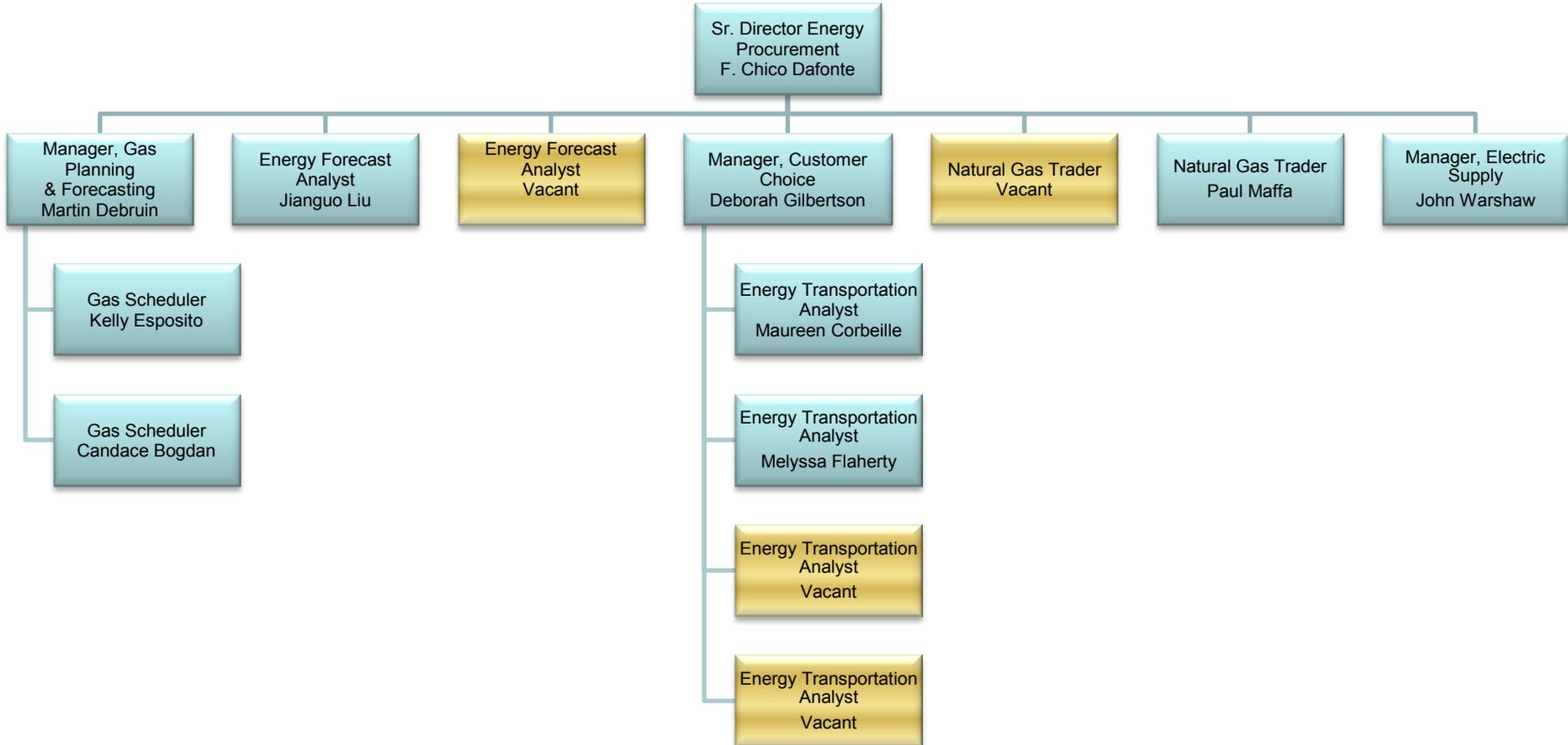
Attachment C - Updated Structural Organizational Chart



Vacant  
Position

# Energy Procurement NH

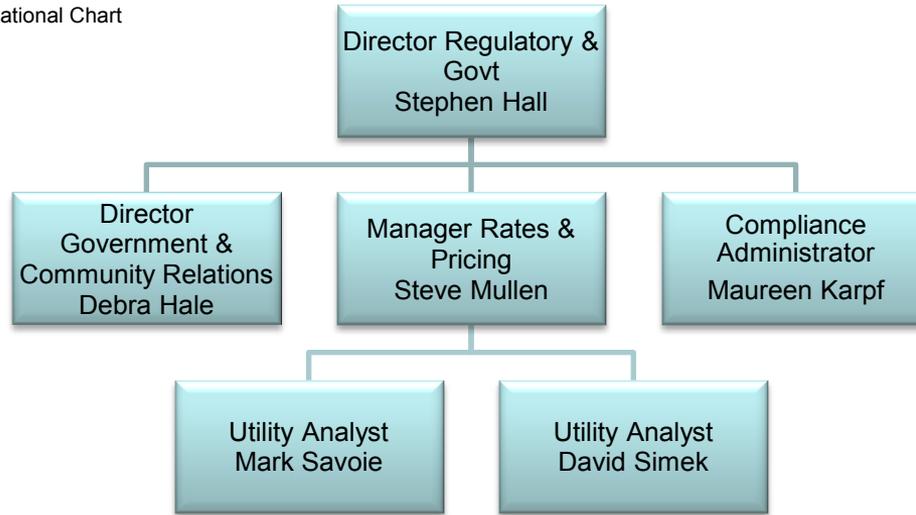
Attachment C - Updated Structural Organizational Chart



Vacant  
Position

## Regulatory, Government, and Community Relations

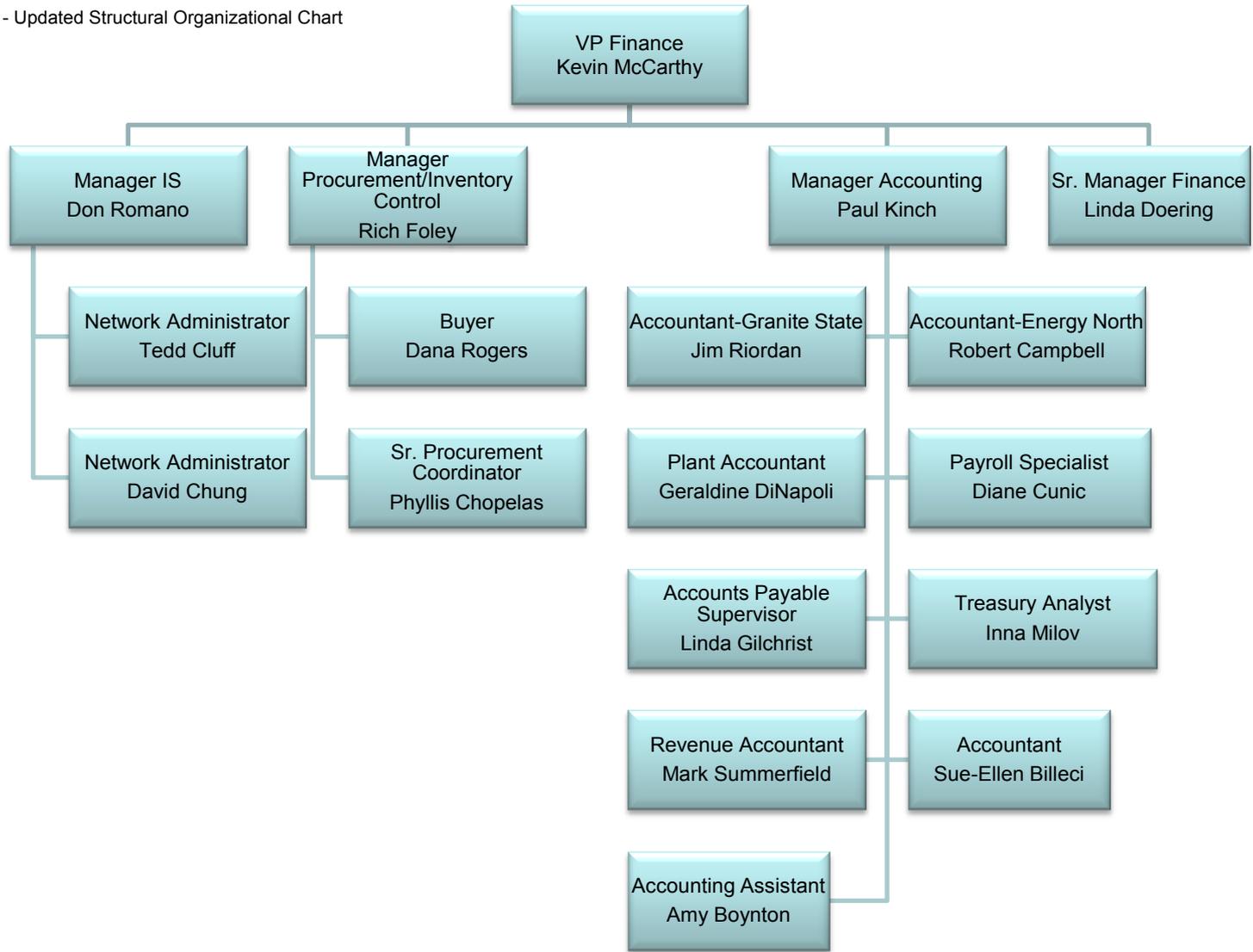
Attachment C - Updated Structural Organizational Chart



Vacant  
Position

# Finance

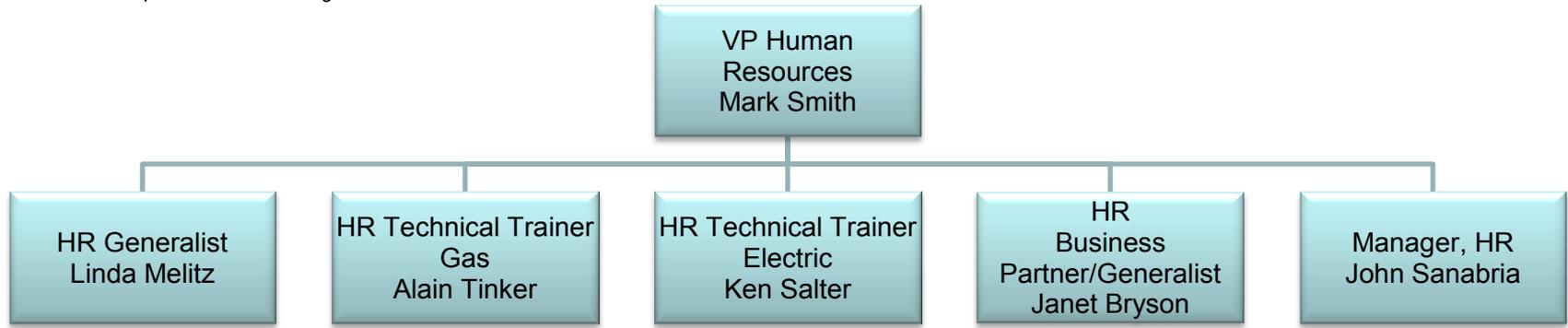
Attachment C - Updated Structural Organizational Chart



Vacant Position

# Human Resources

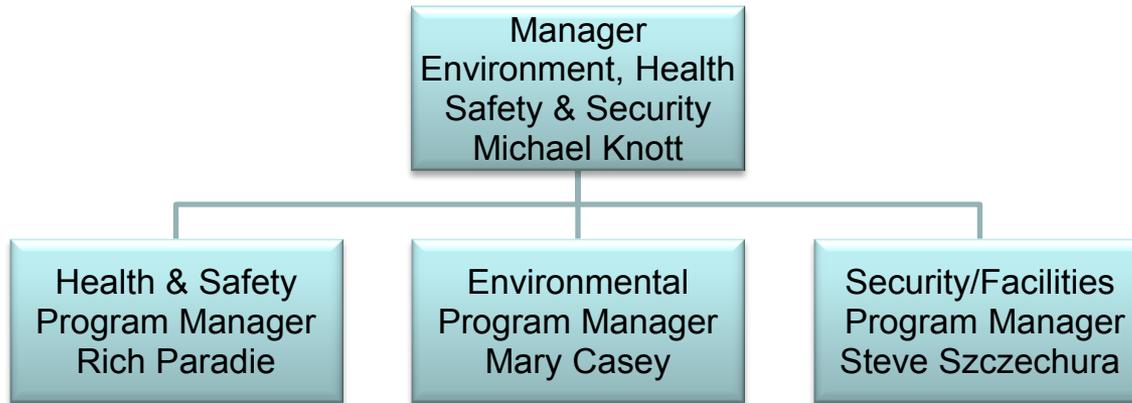
Attachment C - Updated Structural Organizational Chart



Vacant  
Position

## Environment, Health & Safety

Attachment C - Updated Structural Organizational Chart



Vacant  
Position

Attachment C - Updated Structural Organizational Chart

Director Customer Care  
Vacant

Manager Customer Service  
Nicole Harris

Manager Energy Efficiency & Customer Programs  
Eric Stanley

Supervisor Customer Service  
Christine Downing

Customer Service Reps  
(19 union)

Supervisor Billing & AP  
Matthew Minghella

Customer Service Reps  
(6 union)

Supervisor Credit & Collections  
Joseph Frappeia

CS Billing & Support Analyst  
Laura Sasso

CS Billing & Support Analyst  
Donna Corliss

Analyst  
Joanne Vaclavik

QA Analyst  
Margaret Flynn

Manager Meter Data Services  
Carmine Luongo

Analyst, MDS  
Matthew Leamy

Analyst, MDS  
Jesse Wooster

Engineer, MDS  
David Lepie

Mgr, Sales & Marketing  
Nick Patalano

Gas Key Acct Mgr  
Ryan Lagasse

Gas Sales New Construction  
Vacant

Gas Sales Rep Andrew Morgan

Sales Coordinator  
Susan Dangora

Sales Coordinator  
Margaret Cimon

Electric Key Acct Mgr  
Jill Fitzpatrick

Electric Service Rep  
Mark Camasso

Analyst, EE  
Robert McLean

Analyst, EE  
Tina Poirier

Analyst, EE  
Robert Reals

Analyst, EE  
Margaret Curran

Analyst, EE  
Vacant

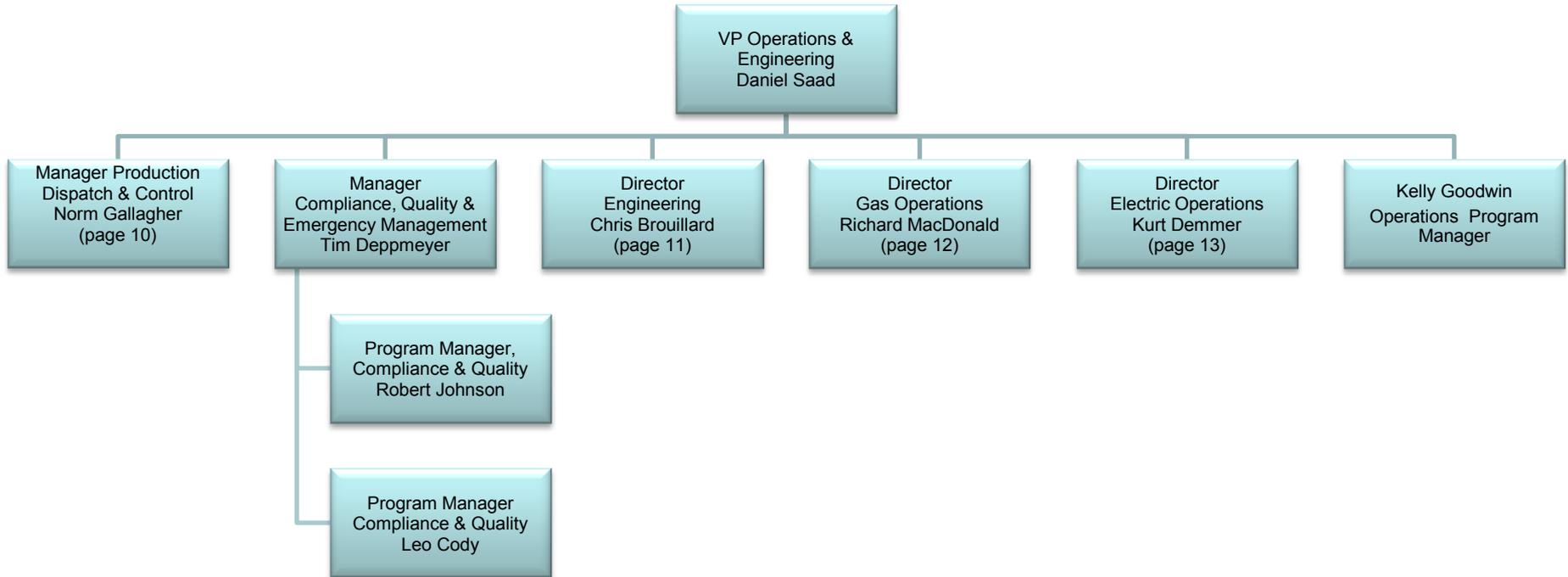
Tech Support Engineer, EE  
Chris Kintz

Communications & Marketing Specialist  
John Shore

Vacant Position

# Operations

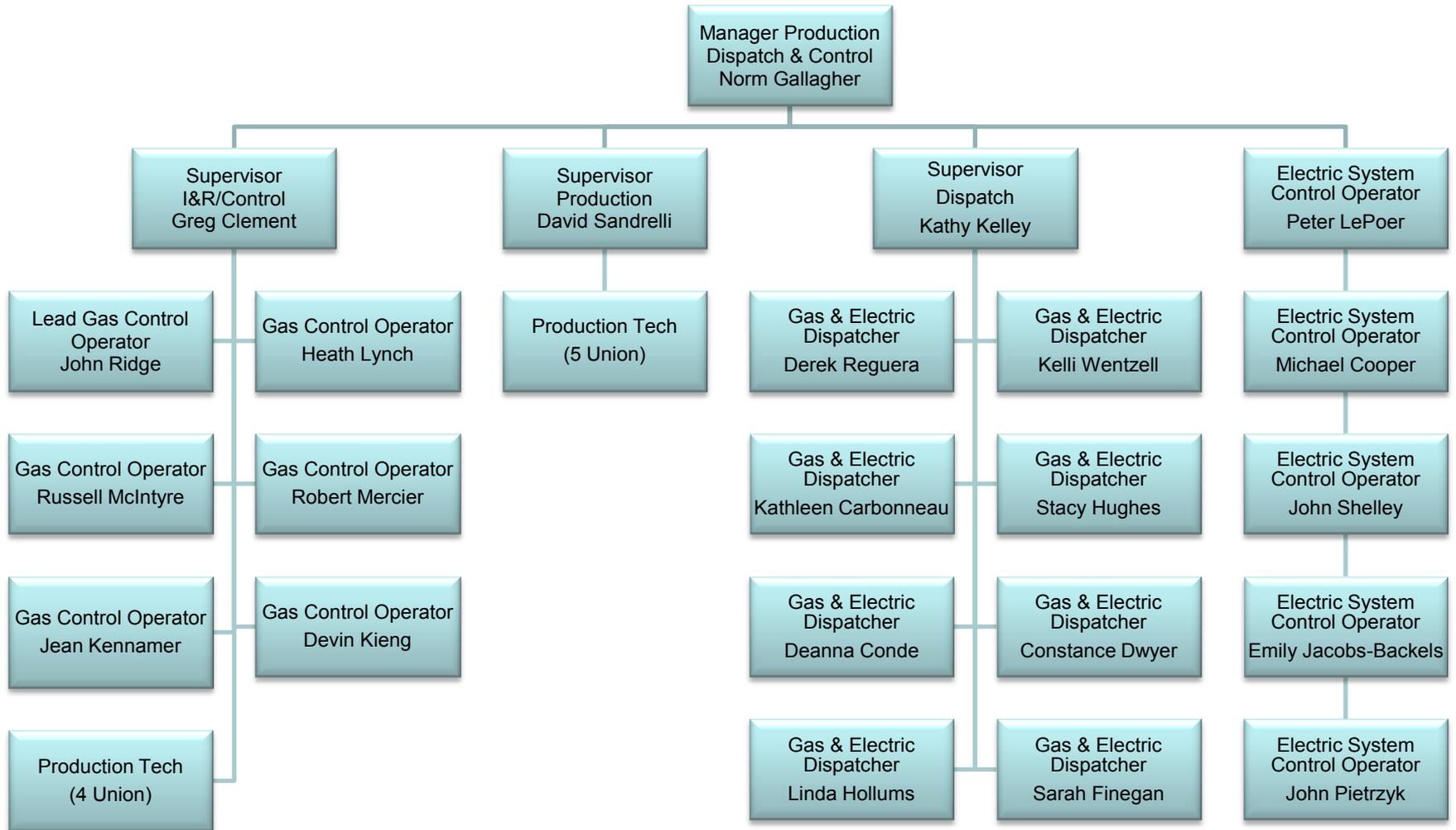
Attachment C - Updated Structural Organizational Chart



Vacant  
Position

# Operations/Production, Dispatch & Control

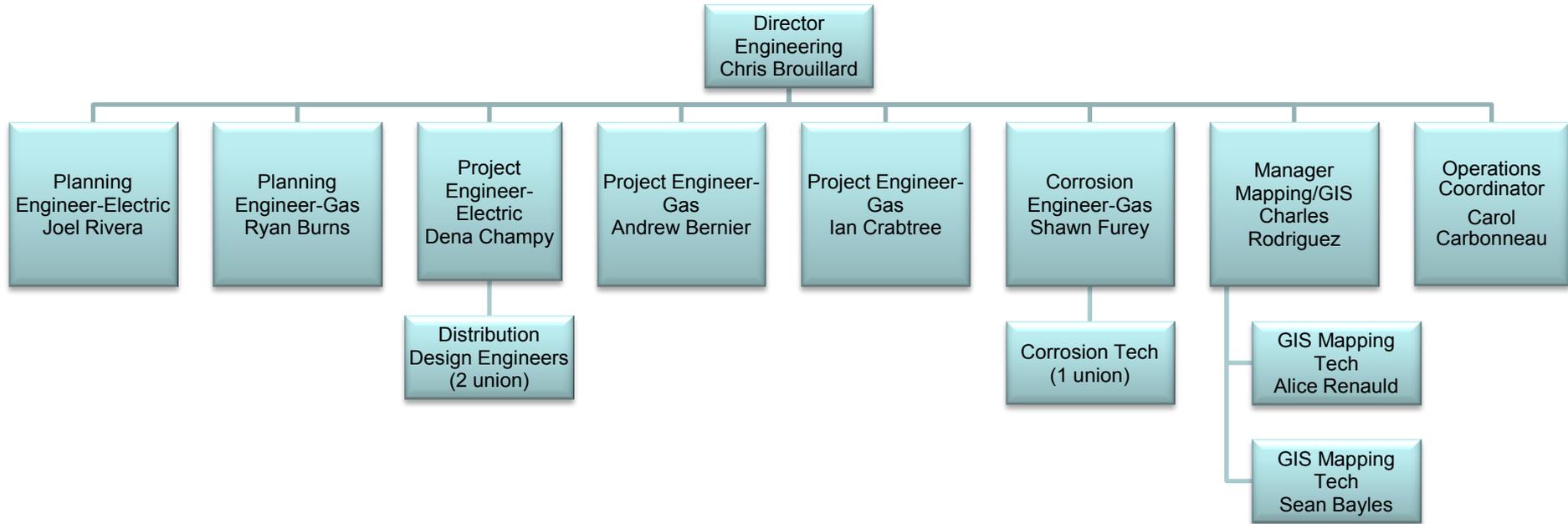
Attachment C - Updated Structural Organizational Chart



Vacant Position

# Operations/Engineering

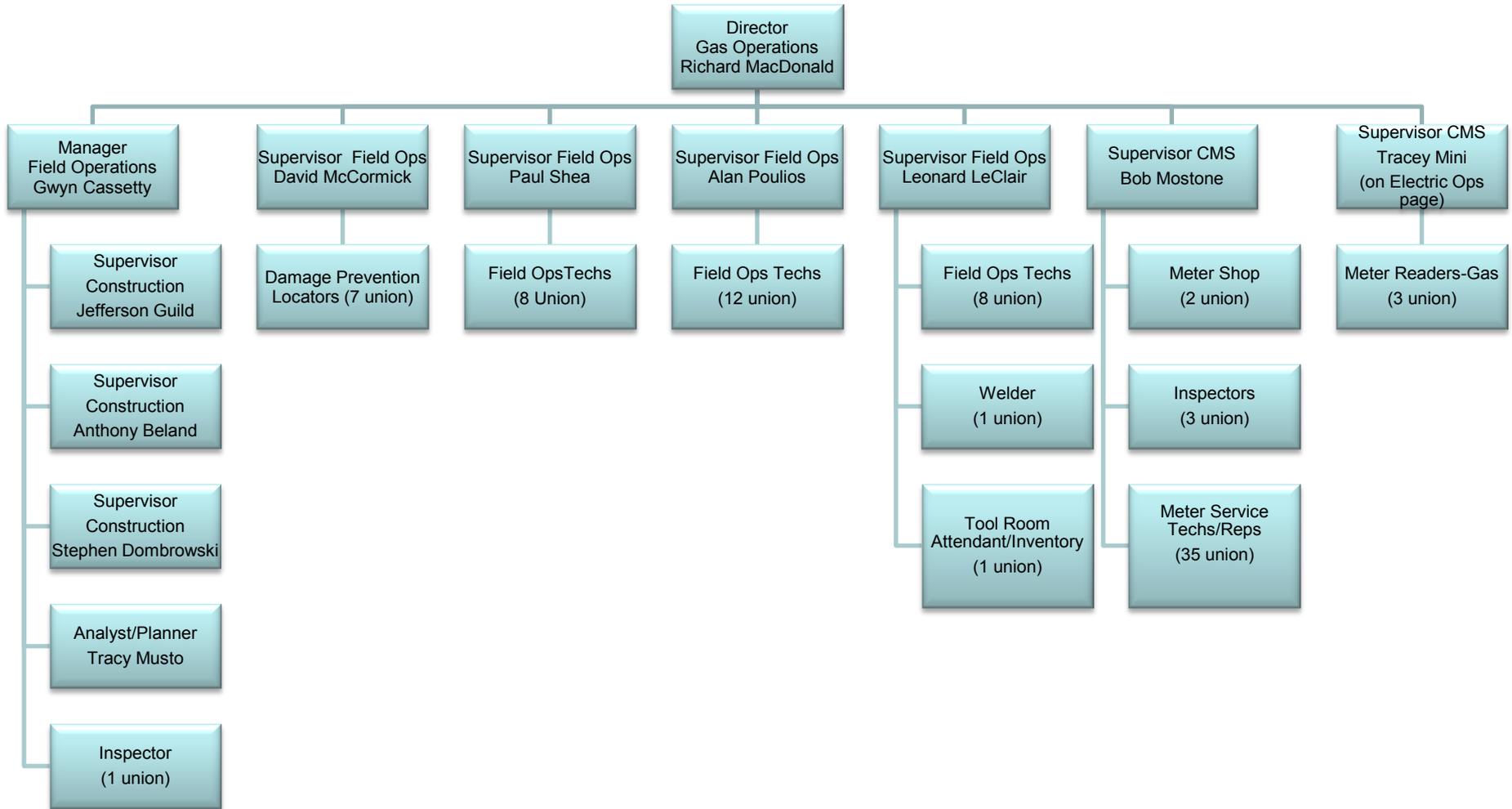
Attachment C - Updated Structural Organizational Chart



Vacant  
Position

# Operations/Gas

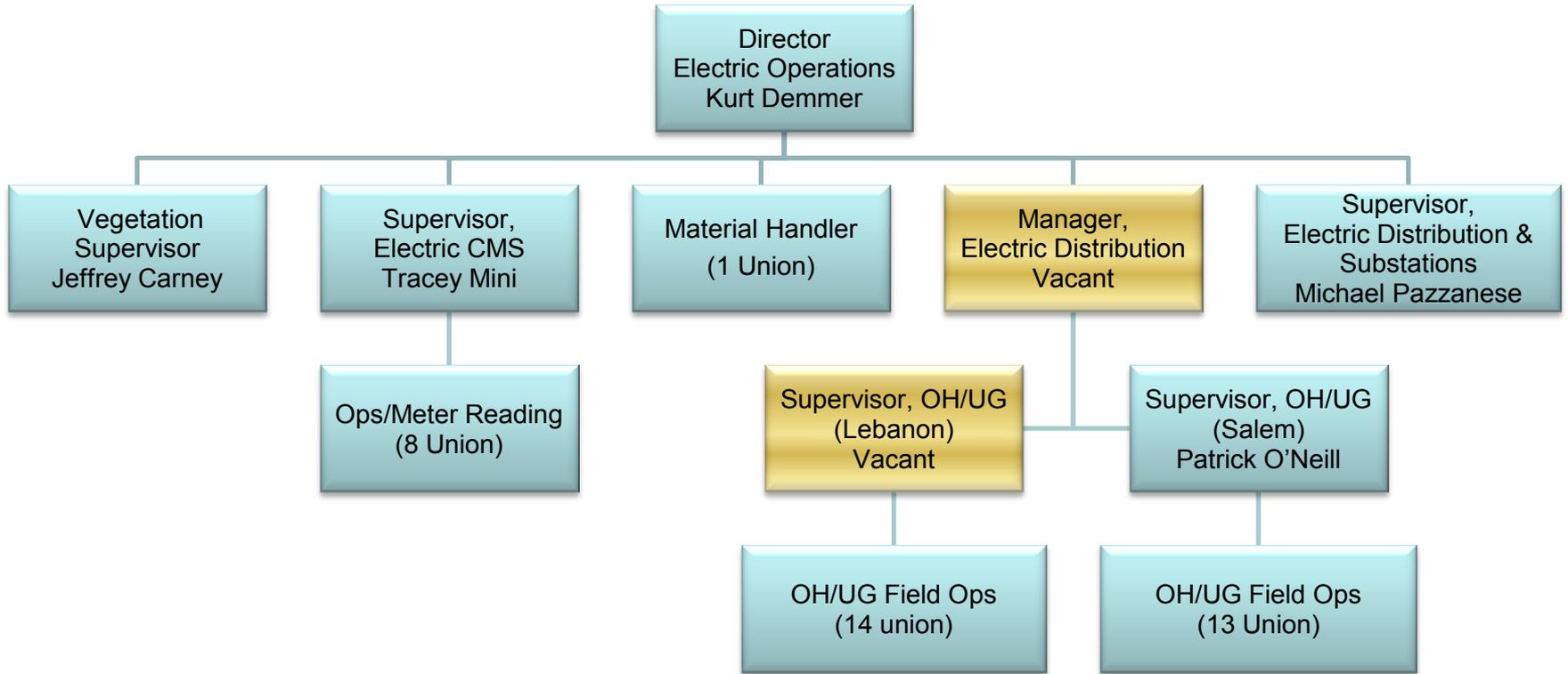
Attachment C - Updated Structural Organizational Chart



Vacant Position

# Operations/Electric

Attachment C - Updated Structural Organizational Chart



Vacant Position