

BEFORE THE
STATE OF NEW YORK
PUBLIC SERVICE COMMISSION

In the Matter of
Consolidated Edison Company of New York, Inc.
Case 08-E-0539
September 2008

Prepared Testimony of:

Staff Shared Services Panel

Christine A. Carpio, Junior Engineer

Wayne Lee, Utility Engineer 2

Liliya A. Randt, Utility Engineer 2

Michael J. Rieder, Utility Engineer 3

Office of Electric, Gas, & Water
State of New York
Department of Public Service
Three Empire State Plaza
Albany, New York 12223-1350

State of New York
Department of Public Service
90 Church Street
New York, New York 10007

1 Q. Please state your names, employer, and business
2 address.

3 A. Christine A. Carpio, Wayne Lee, Liliya A. Randt,
4 and Michael J. Rieder. We are employed by the
5 New York State Department of Public Service
6 (Department). Mr. Lee is located at 90 Church
7 Street, New York, New York 10007. Ms. Carpio,
8 Ms. Randt, and Mr. Rieder are located at Three
9 Empire State Plaza, Albany, New York 12223.

10 Q Ms. Carpio, what is your position at the
11 Department?

12 A. I am employed as a Junior Engineer in the Gas
13 Policy Section of the Office of Electric, Gas
14 and Water.

15 Q. Please state your educational background and
16 professional experience.

17 A. I graduated from the United States Military
18 Academy at West Point with a Bachelor of Science
19 degree in Systems Engineering and General
20 Management in 2002. I also received a Master of
21 Human Relations degree from the University of
22 Oklahoma in 2006. I began my employment with
23 the Department in August 2007.

24 Q. Please describe your duties with the Department.

1 A. My responsibilities include the analysis of
2 natural gas utility policy matters including
3 capacity asset management, gas purchasing
4 practices, and gas system reliability.

5 Q. Have you previously testified before the
6 Commission?

7 A. No, I have not.

8 Q. Mr. Lee, what is your position at the
9 Department?

10 A. I am employed as a Utility Engineer 2 in the
11 Electric Rates Section of the Office of
12 Electric, Gas and Water.

13 Q. Please state your educational background and
14 professional experience.

15 A. I graduated from Long Island University in June
16 1967 with a Bachelor of Science degree in
17 Engineering Science. At that time, I began
18 employment with Grumman Aerospace Corporation as
19 a Subsystem Test Engineer. In July 1974, I
20 began my employment with the Department in the
21 Water Division.

22 Q. Please describe your duties with the Department.

23 A. My duties have included the determination of
24 original cost and related depreciation of

1 utility property, analysis of operation and
2 maintenance expenses, allocated cost of service
3 studies and specific studies concerning the
4 regulation of companies under the Commission's
5 jurisdiction. I was also an expert witness in a
6 civil suit involving adequacy of service.

7 Q. Have you previously testified before the
8 Commission?

9 A. Yes, I have previously testified before the
10 Commission and before the Connecticut Commission
11 in rate proceedings.

12 Q. Ms. Randt have you already discussed your
13 educational background, professional and
14 testimonial experience, and responsibilities?

15 A. Yes, that information is included in my
16 individual testimony in this proceeding.

17 Q. Mr. Rieder have you already discussed your
18 educational background, professional and
19 testimonial experience, and responsibilities?

20 A. Yes, that information is included in my
21 individual testimony in this proceeding.

22

23

Overview

24 Q. What is the purpose of the Staff Shared Services

1 Panel's (SSSP) testimony?

2 A. The purpose of this testimony is to address

3 Consolidated Edison Company of New York, Inc.'s

4 (Con Edison or the Company) shared services, or

5 common, capital projects and operation and

6 maintenance (O&M) programs as presented by the

7 Company's Shared Services Panel (SSP). The

8 Company's SSP presents capital projects and

9 programs for the calendar years 2008 through

10 2012. It also presents O&M programs for the

11 rate years ending March 31, 2009, 2010, 2011,

12 2012, and 2013. In this testimony, we recommend

13 adjustments that reduce the Company's plant in

14 service levels by \$99.216 million and

15 adjustments that reduce the Company's O&M

16 expenses by \$2.698 million for the rate year

17 ending March 31, 2010. While Staff is

18 addressing only a one year case in this

19 proceeding, we did review the Company's proposed

20 capital and O&M spending plans beyond the rate

21 year and we will present our findings, including

22 our proposed plant levels for the rate years

23 ending March 31, 2011 and 2012, in this

24 testimony.

1 Q. Please describe your presentation of this
2 testimony.

3 A. We summarize our proposed adjustments to the
4 Company's forecasted net plant accounts and
5 adjustments to the Company's proposed O&M
6 expense levels. We then describe our review of
7 the Company's shared services capital and O&M
8 projects and programs and the general nature of
9 our adjustments. Following that, we explain in
10 detail the adjustments we are recommending for
11 each capital project and program. We then
12 present our support of a cap on net plant
13 amounts and quarterly reporting of project cost
14 variances, as sponsored by Staff witness Padula.
15 We conclude with our recommended adjustments to
16 the Company's proposed O&M expenses.

17 Q. Does your testimony refer to, or otherwise rely
18 upon, any information produced during the
19 discovery phase of this proceeding?

20 A. Yes. We refer to, and have relied upon, several
21 responses to Staff Information Requests, which
22 we are sponsoring as Exhibit___(SSSP-1).

23

24

1 level rates are based upon, there are no
2 provisions for automatically adjusting rates
3 associated with that increased level of plant
4 until the Company's next rate proceeding.
5 However, as we will explain later in our
6 testimony and as proposed by the Staff
7 Infrastructure Panel, Con Edison, in its next
8 rate proceeding, should be required by the
9 Commission to fully justify the need and cost
10 associated with all plant added to its accounts
11 that exceeds the rate year levels approved by
12 the Commission in this proceeding, thus
13 protecting customers from potential
14 inappropriate overspending by the Company.

15 Q. Please summarize the impact your recommended
16 adjustments will have on the amount of plant
17 used for ratemaking purposes.

18 A. The Company proposes to increase the amount of
19 common plant added to plant in service in the
20 amount of \$191.977 million, \$156.748 million,
21 and \$247.150 million for the rate years ending
22 March 31, 2010, 2011, and 2012, respectively.
23 The shared services capital program adjustments
24 recommended in this testimony reduce the amount

1 of common plant added to plant in service by
2 \$99.216 million, \$90.626 million, and \$181.909
3 million in the rate years ending March 31, 2010,
4 2011, and 2012, respectively. We provided our
5 specific capital adjustments to Staff Witness
6 Randt. Ms. Randt incorporated these adjustments
7 into the Company's plant in service forecast
8 model to develop an average net plant amount to
9 be used for ratemaking purposes and then
10 provided the average net plant amount to the
11 Staff Accounting Panel. The Staff Accounting
12 Panel used the average net plant amount to
13 develop the overall revenue requirement.

14 Q. Please summarize the impact your recommended
15 adjustments to the Company's O&M programs will
16 have on its revenue requirement.

17 A. The Company's proposed shared services O&M
18 program changes, with the exception of vehicle
19 fuel costs, would increase its O&M expenses by
20 \$30.842 million in the rate year ending March
21 31, 2010, as shown in Exhibit___(SSSP-2). The
22 shared services O&M adjustments recommended in
23 this testimony reduce Con Edison's proposed
24 annual level of shared services O&M expenses by

1 \$2.698 million for the rate year ending March
2 31, 2010.

3 Q. Please explain how the level of plant and shared
4 services O&M expenses are used for ratemaking
5 purposes.

6 A. As discussed in more detail by the Staff
7 Infrastructure Investment Panel, Con Edison
8 presents its capital budgets on a calendar year
9 basis, which reflects the level of spending it
10 expects to incur on capital projects during that
11 calendar year. The level of plant assumed for
12 ratemaking purposes is the average amount of net
13 plant in service expected to be included in the
14 Company's rate base during the rate year. The
15 amount of net plant forecasted is calculated by
16 taking the existing amount of plant in service
17 during the test year, per the Company's books,
18 adding the amount of plant that is expected to
19 be placed in service during each month of the
20 bridge period and rate year, and subtracting an
21 amount accruing for depreciation on that plant
22 during each month. The average of the monthly
23 net plant in service balances is the level that
24 is reflected in rate base. Con Edison is

1 allowed an opportunity to recover a return on
2 its investment in plant in service and recover,
3 via depreciation, this investment over the
4 useful life of the plant. The amount included
5 in rates to provide a return on the net cost of
6 the plant, the depreciation of the plant, and
7 property taxes related to the plant is often
8 called the carrying charges on the investment.
9 With regard to the level of O&M expenses used
10 for ratemaking purposes, we are setting rates
11 based on the forecast of costs proposed by Con
12 Edison and adjusted by us.

13

14 Extent of Staff's Review

- 15 Q. Please explain the review you performed in
16 arriving at your adjustments.
- 17 A. We reviewed each shared services capital project
18 or program for which Con Edison budgeted
19 expenditures for during calendar years 2009,
20 2010, 2011, and 2012. Similarly, we reviewed
21 each O&M program proposed by the Company for the
22 rate years ending March 31, 2010, 2011, and
23 2012. Our review and evaluation of those
24 projects and programs resulted in our

1 adjustments based on the need, timing, and cost
2 of the projects and programs. We submitted
3 numerous information requests seeking additional
4 information and justification from Con Edison,
5 and we met with Company personnel to discuss,
6 clarify, and investigate the proposed capital
7 and O&M programs.

8

9 General Nature of Staff's Adjustments

- 10 Q. Please describe the general nature of your
11 adjustments.
- 12 A. Our adjustments can be categorized into three
13 groups: need, timing and cost. With regard to
14 need assessment, we reviewed the justification
15 provided by the Company in its pre-filed
16 testimony and exhibits, during interviews and in
17 response to information requests for each
18 project and program to make a determination as
19 to each project's necessity to ensure the
20 provision of safe and adequate service. For
21 those projects that we determined were not fully
22 justified or necessary, we recommend that the
23 cost of the project be excluded from the
24 Company's rate year rate base projection.

1 Q. Please continue.

2 A. In addition to assessing the need for each
3 project and program, we determined whether the
4 timing of that project's reflection in the
5 Company's plant in service forecast model was
6 consistent with the expected completion of the
7 project, when it becomes used and useful to
8 customers. Finally, we made a determination of
9 the reasonableness of the costs associated with
10 the projects and programs. Specifically, we
11 determined whether the level of funding for each
12 program was appropriate, and in instances where
13 we conclude otherwise, we propose the
14 appropriate adjustments.

15

16 Capital Adjustments

17 Q. Turning now to the Panel's specific adjustments
18 to the Company's capital projects and programs,
19 please describe each project or program,
20 adjustment and associated justification.

21 A. We are proposing several adjustments to the
22 Company's capital projects related to its shared
23 facilities. The first adjustment is to the Rye
24 Command Center capital project. Con Edison

1 plans to renovate its existing Electric
2 Operations Emergency Management (EOEM) office
3 space, located on the third floor of 511
4 Theodore Fremd Avenue, to house an Incident
5 Command Center. The location will be used on a
6 day-to-day basis by the Company's core EOEM
7 staff. The Company budgeted \$2.0 million in
8 2009 for this renovation project.

9 Q. What is your proposed adjustment?

10 A. We recommend an adjustment of \$950,000 based on
11 a known cost estimate reduction associated with
12 this project. In IR DPS-160, Staff requested
13 the justification, scope of work, project
14 schedule and cost breakdown for this project.
15 The Company's estimated cost breakdown for this
16 project, provided in its response to DSP-160,
17 shows a \$950,000 decrease in the cost from the
18 original estimate presented in the Company's
19 filing. We have, therefore, reduced the amount
20 of plant added to the Company's plant in service
21 by \$950,000.

22 Q. Please discuss your next adjustment.

23 A. Our second adjustment is to the Hurricane
24 Building Hardening Project. Con Edison plans to

1 strengthen and reinforce certain facilities in
2 the event of a hurricane to increase the
3 likelihood that critical facilities will
4 continue to be operable. The Company conducted
5 several studies to determine the potential
6 effect various category level hurricanes would
7 have on its facilities. Based on the results of
8 these studies, the Company budgeted \$36.125
9 million during 2009-2013 for this project. The
10 Company proposes to add the plant associated
11 with this project ratably to its plant in
12 service beginning in January 2010. However,
13 based on its response to Staff IR DPS-156
14 regarding the timing and cost for this project,
15 the Company characterizes the \$36.125 million
16 estimate as only a placeholder.

17 Q. Please continue.

18 A. The Company conducted four different studies
19 that provide different plans and cost estimates
20 to complete these projects in the range of \$23.5
21 million to \$36.125 million. These plans have
22 not been presented to the Company's senior
23 management for review and approval. According
24 to its response to DPS-156, the Company has not

1 selected a scope of work, developed a current
2 working estimate or developed a project schedule
3 for this project. The level of spending for
4 this project is dependent upon the selection of
5 a plan and subject to senior management review
6 and approval. Thus, the plan and level of
7 spending may change or the plan may be delayed.
8 Because of the uncertainty of the timing and
9 cost of this project, we recommend that the
10 total amount for this project not be included as
11 part of the Company's rate base at this time.

12 Q. Please continue with your next adjustment.

13 A. Our next adjustment is to the Facilities Flush
14 Improvements Projects. The Company plans to
15 upgrade the unloading areas at all four flush
16 facilities and replace three wastewater
17 treatment systems. The Company budgeted \$23.45
18 million during 2009-2010 and proposes to add
19 plant related to this project to its plant in
20 service ratably, beginning in December 2009.

21 Q. Please continue.

22 A. In its response to Staff IRs DPS-158 and DPS-
23 425, which requested project estimates, cost
24 breakdown, proposed schedule and the forecasted

1 date of completion for each of the four
2 facilities, the Company stated that the "project
3 engineering would begin during the summer of
4 2008 and the anticipated schedule would require
5 selection of a vendor during the 4th quarter of
6 2008, with final deliverables due by mid-2009."
7 In response to Staff IR DPS-425, the Company
8 stated that "facility design have yet to be
9 finalized, a construction plan has not been
10 developed. Con Edison is not able to reliably
11 forecast completion dates for the four flush
12 facilities at this time." Based on these two IR
13 responses, the Company has not met its burden to
14 show that the Facilities Flush Improvements
15 Project will be completed and be used and useful
16 during the rate year. Therefore, we recommend
17 that this project not be reflected in the
18 Company's rate base for the rate year.

19 Q. Please continue with your next adjustment.

20 A. The Human Resources Enterprise Shared Services -
21 Project consists of the following projects:
22 eLearning course development, Learning Center
23 Infrastructure Improvements, Learning Center
24 Registration Upgrade and the Incident Commander

1 Simulator. The eLearning course development
2 project is an on-going project that continues to
3 develop and utilize the methodologies of
4 eLearning training. The Learning Center
5 Infrastructure Improvements project centers on
6 maintaining an up-to-date facility that includes
7 upgrades aimed at modernizing classroom space
8 and design. The Learning Center Registration
9 Upgrade is intended to extend the life of the
10 Registration System that will not be replaced as
11 part of the Human Resource PeopleSoft
12 implementation. Finally, the Incident Commander
13 Simulator is a new virtual reality interactive
14 system intended to provide users with the
15 opportunity to develop skills in emergency
16 communication, mitigation, control and
17 management in a stressful yet safe environment.

18 Q. Are you recommending any adjustments associated
19 with this project?

20 A. Yes. Con Edison's plant in service forecast
21 model erroneously imputes a cost for these
22 projects of \$4.35 million in 2008. However,
23 this amount should be \$2.35 million, a change in
24 program cost of \$2.0 million.

1 Q. What is the justification associated with this
2 adjustment?

3 A. The Company's Shared Services Panel pre-filed
4 testimony, Exhibit___(SSP-12), indicates a 2008
5 budget of \$2.35 million. Accordingly, we are
6 correcting the amount reflected in the Company's
7 plant in service forecast model.

8 Q. Please continue with your next adjustment.

9 A. In our review of the Company's plant in service
10 forecast model, we identified capital additions
11 associated with common plant general equipment
12 and Con Edison's Corporate Accounting Ledger
13 System. Its plant in service forecast model
14 shows plant associated with common plant general
15 equipment added to plant in service in the
16 amounts of \$76.916 million in 2009, \$74.048
17 million in 2010, \$74.059 million in 2011, and
18 \$74.059 million in 2012. The capital additions
19 included in this category are furniture,
20 vehicles, store equipment, shop equipment, lab
21 and test equipment, tools, miscellaneous,
22 telecommunications and computers. The list of
23 the capital additions and the level of spending
24 for each year are shown in Exhibit___(SSSP-3).

1 In addition, the plant in service forecast model
2 shows plant associated with the Corporate
3 Accounting Ledger System added to plant in
4 service in the amounts of \$93.0 million in 2011
5 and \$7.0 million in 2012.

6 Q. Did the Company address and provide
7 justification for these capital additions in its
8 pre-filed testimony or exhibits?

9 A. No. The Company did not address or justify
10 these projects in its pre-filed testimony or its
11 exhibits. Staff IR DPS-318 explicitly requested
12 that the Company identify where in its pre-filed
13 testimony or exhibits the support for each of
14 the capital additions associated with common
15 plant general equipment could be found and also
16 requested a needs analysis or other
17 justification for each of these capital
18 additions. In its response, the Company did not
19 identify where in its pre-filed testimony or
20 exhibits we could find any information regarding
21 these projects, nor did it provide justification
22 for the general equipments capital additions.
23 Rather, in its response to DPS-318 the Company
24 provided white paper GE 1 "General equipment for

1 capital account" that describes examples of
2 equipment for its capital plant accounts and
3 stated that, "these projects are routine in
4 nature and are based on the needs of the various
5 departments".

6 Q. Did Con Edison provide workpapers for its
7 Corporate Accounting General Ledger System?

8 A. Yes. In its response to DPS-318, the Company
9 provided workpapers for its Corporate Accounting
10 General Ledger system marked as F1, and included
11 in our Exhibit___(SSSP-1). However, this
12 workpaper, in and of itself, does not provide
13 the justification necessary to warrant its
14 inclusion into the Company's plant in service,
15 and thus used for ratemaking purposes.
16 Workpaper F1 appears to justify, as written
17 under the paragraph designated "Work
18 Description," the "O&M funding for a phase Zero
19 study to determine the cost and scope of
20 implementing a new, single Financials/Supply
21 Chain ERP (Enterprise Resource Planning) system
22 for the regulated utility companies of
23 Consolidated Edison Inc. (CEI)..." The Phase Zero
24 Study is schedule to be completed in June 2009.

1 As shown in Workpaper F1, the project's
2 "timeframe and cash flow will be determined
3 during the study." Workpaper F1 further shows
4 that the "estimated projected cost will be
5 approximately \$100,000 million after the
6 completion of the Phase Zero study."

7 Q. What is your recommended adjustment?

8 A. Counsel advises that the Company has the burden
9 of proof to show there is a basis for its
10 request for its proposed recovery of costs.
11 Based on the absence of any justification for
12 the project's need, timing and cost associated
13 with common plant general equipment and
14 justification of the timing and cost of the
15 Corporate Accounting General Ledger System, we
16 recommend that the amounts proposed by Con
17 Edison to be added to plant in service be
18 eliminated at this time.

19 Q. Please summarize the impact your capital
20 adjustments have on the Company's estimated
21 level of plant in service.

22 A. Our capital adjustments will reduce Con Edison's
23 estimated level of plant in service by \$99.216
24 million, \$90.626 million, and \$181.909 million

1 in the rate years ending March 31, 2010, 2011,
2 and 2012, respectively.

3

4 Net Plant Cap and Cost Variance Reporting

- 5 Q. Staff witness Padula recommends a cap on net
6 plant assumed for ratemaking purposes and cost
7 variance reporting. Are you supportive of such
8 mechanisms to ensure that the Company is
9 effectively managing its capital investments?
- 10 A. Yes. The plant in service levels we propose in
11 our testimony should be construed to be the cap,
12 or maximum limit, on the amount of shared
13 services plant that is used for ratemaking
14 purposes. If, at the conclusion of the rate
15 year, an amount less than those levels
16 recommended in this testimony were actually
17 added to the Company's plant accounts, the
18 Commission should require Con Edison to refund
19 to customers the incremental carrying charges
20 associated with the reduced level of investment.
21 If the amount of plant added to the Company's
22 plant accounts during the rate year exceeds
23 those levels recommended in this testimony, the
24 Company should not be allowed to prospectively

1 recover the associated carrying charges in its
2 next rate case until it fully justifies the need
3 and cost of the projects which caused the plant
4 accounts to exceed the levels proposed in this
5 testimony. With regard to the project cost
6 variance reporting recommended by Staff witness
7 Padula, we recommend that for every project
8 addressed in its Shared Services Panel pre-filed
9 testimony that varies by 10%, plus or minus,
10 from the current projected cost, Con Edison be
11 required to indentify the causes of the variance
12 and report such quarterly to the Director of the
13 Office of Electric, Gas, and Water. This
14 reporting requirement is recommended as it
15 supports the on-going review of the Company's
16 projects and programs to ensure the Company
17 undertakes the projects it has identified in
18 this proceeding at a reasonable cost. The
19 Commission should direct Con Edison to also
20 identify new shared services projects it has
21 undertaken that were not addressed in its filing
22 in this proceeding. Justification of the need
23 and cost of these projects should also be
24 provided. On this point, the Company should be

1 aware of the fact that it would be subject to
2 the previously discussed cap on its plant
3 accounts for ratemaking purposes.

4

5

O&M Adjustments

6 Q. Please explain your understanding of the
7 Company's need for additional programmers in
8 their Information Resources Department?

9 A. Con Edison is implementing a number of new
10 systems that it claims require incremental
11 staffing. Several examples of these new systems
12 include the Distribution Engineering
13 Workstation, Speech Recognition and the Area
14 Profile System. It proposed seven additional
15 employees in the rate year ending March 2010 and
16 six more during each of the rate years ending
17 March 2011 and 2012 in order to support the
18 replacement of existing systems with packaged
19 software. The incremental program change
20 proposed by the Company is \$1.2 million.

21 Q. Are there any adjustments associated with this
22 program?

23 A. Yes. We recommend a program cost reduction of
24 \$720,000.

- 1 Q. What is your justification for this reduction?
- 2 A. As discussed by the Staff Infrastructure Panel,
3 a 60% labor adjustment, based on the Company's
4 historical hiring practices for the staffing of
5 new and existing O&M programs, is proposed to be
6 applied to this program. Therefore, Con Edison
7 should be allowed to recover \$480,000 for this
8 program, which represents a reduction of
9 \$720,000 in projected labor expense.
- 10 Q. Describe the Company's Corporate Hiring Program?
- 11 A. The Corporate Hiring Program includes funding
12 levels to support recruitment, background and
13 medical testing and initial training for new
14 employees. The program also incorporates the
15 Company's Growth Opportunities for Leadership
16 Development (GOLD) program. The GOLD program is
17 an eighteen month rotational program that is
18 intended to give newly-hired recent graduates
19 the opportunity to develop into future Company
20 leaders. Con Edison expects to hire 72 GOLD
21 associates in June 2009, at an additional cost
22 of \$1.804 million.
- 23 Q. Are you proposing any adjustments associated
24 with this program?

1 A. Yes. We recommend that the incremental cost of
2 this program be \$1.077 million in the rate year
3 and not the \$1.804 million proposed by Con
4 Edison. This results in a recommended
5 adjustment of \$727,275.

6 Q. What is the Company's justification for its
7 proposed program funding level?

8 A. The Company's GOLD program is based on an
9 eighteen month rotational program. It hires
10 participants for the rotational program during
11 the month of June of the then current year and
12 these participants finish in December of the
13 following year. In the rate year, the Company
14 will provide salaries for the GOLD associates
15 who started in June of 2008 and for the GOLD
16 associates who will start in June of 2009. In
17 June 2008, the GOLD program started with 63 GOLD
18 associates and the Company plans to hire an
19 additional 72 GOLD associates in 2009.
20 Essentially, Con Edison should provide salaries
21 for the 63 GOLD associates, who began in 2008
22 for approximately nine months of the rate year,
23 and provide salaries for the 72 GOLD associates,
24 who will begin in June 2009, for approximately

1 ten months of the rate year. However, this
2 assumes that there will be no attrition.

3 Q. Has the Company historically experienced
4 attrition of its GOLD program associates?

5 A. Yes. The Company's GOLD program attrition rate
6 for 2005 and 2006 was 27.1% and 27.9%
7 respectively. These attrition rates were
8 provided in the Company's response to Staff IR
9 DPS-302.3 and DPS-565.

10 Q. Please continue.

11 A. The GOLD program's eighteen month rotational
12 program is broken-down into three distinct six-
13 month periods. Based on the Company's response
14 to Staff IR DPS-302.3, and assuming that the
15 GOLD associates drop out of the program during
16 the final month of each six-month period, the
17 six-month average attrition rate of participants
18 in the GOLD program is 9%. The overall salary
19 cost for the GOLD program is \$6.34 million.
20 However, the \$6.34 million represents the full
21 allotment of participants and does not reflect
22 the attrition routinely experienced by this
23 program. Applying a 9% attrition rate, as shown
24 in Exhibit___(SSSP-4), the overall annual salary

1 cost for the GOLD program decreases to \$5.61
2 million, a difference of \$727,275.

3 Q. Please discuss your next adjustment?

4 A. The Career Path Training Program comprises the
5 hiring of additional instructors in seven
6 different areas: Overhead, Substation,
7 Construction Management, Customer Service,
8 Supervisory Technical, Leadership and Tri-Annual
9 Refresher. Con Edison claims it needs these
10 additional instructors due to expected increases
11 in new employees over the next several years.
12 The Company plans to hire the additional
13 instructors at a cost of \$989,000, annually.

14 Q. Are you proposing any adjustments to this
15 program?

16 A. Yes. We are recommending an adjustment of
17 \$593,400.

18 Q. Please explain your adjustment.

19 A. Con Edison proposed eleven additional
20 instructors for the rate year ending 2010. As
21 approved by the Commission in its Order in Case
22 07-E-0523, issued March 28, 2008 (2008 Rate
23 Order), the Company was authorized to hire seven
24 additional instructors. However, Con Edison's

1 response to Staff IR DPS-45 indicates that the
2 Company has yet to hire any additional
3 instructors. Therefore, we applied to this
4 program the 60% labor adjustment factor based on
5 the Company's historical hiring practices for
6 the staffing of new and existing O&M programs.
7 The Company should be allowed to recover
8 \$395,600 for this program, which corresponds to
9 a reduction of \$593,400.

10 Q. What is the Human Resource Workforce Strategy
11 Summary program?

12 A. The Human Resource Workforce Strategy Summary
13 program was implemented in order to strengthen
14 human resources in the Company. A team
15 consisting of senior officers and leaders in the
16 line organizations and in Human Resources was
17 selected to review existing Company policies and
18 programs. The Company is proposing \$763,000 in
19 each of the rate years ending March 31, 2010,
20 2011, and 2012, respectively, in order to hire
21 eight additional employees to work in this
22 program. The Company currently has 34 employees
23 working in the Workforce Strategy Summary
24 program, including four Compensation

1 Specialists, two Performance Management
2 Specialists, one Conflict Resolution Specialist,
3 and 27 Human Resource Generalists.

4 Q. Are there any adjustments associated with this
5 program?

6 A. Yes. We recommend an adjustment to this program
7 in the amount of \$540,200.

8 Q. What is the Panel's justification for this
9 adjustment?

10 A. Con Edison proposed to hire two additional
11 Conflict Resolution Specialists to its Workforce
12 Strategy Program in 2009 at a cost of \$206,000.
13 The Company's response to Staff IR DPS-520
14 indicates that it currently has two conflict
15 management courses within the overall training
16 program. Its first course, Managing Workplace
17 Conflict - Managers as Mediators, is a two day
18 course that provides instruction on how to build
19 better workplaces and relationships, enhance
20 performance, improve productivity, and decrease
21 financial costs resulting from workplace
22 conflict. The second course is an eight module
23 course taught over a period of three days and is
24 intended to improve listening, feedback,

1 assertiveness, dealing with tough situations and
2 teamwork skills. The Company also has a
3 Conflict Resolution program in place to assist
4 employees in resolving their relational
5 differences through an informal process.
6 According to the Company's response to Staff IR
7 DPS-303.1, the 2007 Ombudsman's Annual report
8 states, "The number of cases where conflict
9 resolution through mediation was employed in the
10 Company increased from seven in 2006 to twenty-
11 two (involving forty-six people) in 2007."
12 Given the fact that the Company already provides
13 conflict training to its employees along with
14 the fact that they had only 22 actual cases in
15 2007, the current Conflict Resolution Specialist
16 should more than satisfy their requirement. Our
17 recommended adjustment excludes the additional
18 two Conflict Resolution Specialists at \$206,000,
19 which results in an adjusted proposed amount of
20 \$557,000. We then applied the 60% labor
21 adjustment factor, resulting in an additional
22 adjustment of \$334,200, for a total reduction of
23 \$540,200 to the Human Resource Workforce
24 Strategy Summary program.

1 Q. What is the Strike Contingency Program?

2 A. Con Edison developed the Strike Contingency
3 Program in order to ensure continued safe
4 operation of its facilities and services in the
5 event of an employee strike. The incremental
6 costs for contingency planning are estimated at
7 \$1.4 million over a three year period.

8 Q. Are there any adjustments associated with this
9 program?

10 A. Yes. We propose an adjustment in the amount of
11 \$116,666.

12 Q. What is the justification for this program cost
13 change?

14 A. The Company amortized its Strike Contingency
15 Planning cost over a period of three years,
16 totaling \$466,666 per rate year. Historically
17 union contracts have covered a four-year period.
18 The contract between Con Edison and Local 1-2
19 Union was ratified by the Union members on July
20 29th 2008. The term of the contract is four
21 years. Therefore, the total cost for the Strike
22 Contingency Program should be amortized over a
23 four year period instead of a three year period.
24 The yearly cost amortized over a period of four

1 years is \$350,000, which represents an annual
2 reduction of \$116,666.

3 Q. With the understanding that Staff is only
4 proposing a one-year case in this proceeding,
5 you also indicate that you reviewed the
6 Company's filing regarding forecasted
7 expenditures in the out-years, correct?

8 A. Yes.

9 Q. Do you have any adjustments based on that
10 review?

11 A. Yes. Con Edison proposes to increase the amount
12 of common plant added to its plant in service by
13 \$156.748 million and \$247.150 million in the
14 rate years ending March 31, 2011 and 2012. We
15 recommend that the common plant added to plant
16 in service be set at \$66.122 million and \$65.241
17 million for the rate years ending March 31, 2011
18 and 2012. These adjustments are based on our
19 findings and recommendations relative to the
20 specific projects discussed throughout this
21 testimony.

22 Q. Does this conclude your testimony at this time?

23 A. Yes, it does.