

BEFORE THE
STATE OF NEW YORK
PUBLIC SERVICE COMMISSION

In the Matter of
Corning Natural Gas
Corporation

Case 16-G-0369

October 2016

Prepared Exhibits of:

Daniel S. Gadomski
Utility Analyst Trainee 1
Office of Market and
Regulatory Economics

State of New York
Department of Public
Service Three Empire State
Plaza Albany, New York
12223-1350

List of Exhibits

<u>Exhibit</u>	<u>Description</u>	<u>PDF Page</u>
Exhibit___ (DSG-1)	IR Responses	3
Exhibit___ (DSG-2)	Incentive Pay Test Diagram	84
Exhibit___ (DSG-3)	Calculations	85
Exhibit___ (DSG-4)	Adjustments to Study	86
Exhibit___ (DSG-5)	Compensation Benchmarking	87

Exhibit DSG-1
Relied Upon Corning Natural Gas Responses to
Information Requests

Table of Contents

DPS-205 Incentive Compensation Program.....	2
DPS-329 Salary Survey.....	5
DPS-301 Benefit Value.....	41
DPS-308 Management Employees.....	50
DPS-19-34 Labor.....	51
DPS-269 Incentive Comp Metrics.....	63

**STAFF OF THE DEPARTMENT OF PUBLIC SERVICE
INTERROGATORY/DOCUMENT REQUEST****Corning Natural Gas Corporation
Case 16-G-0369
Gas Rates**

Request No.: DPS-205 MW-4
Requested By: Molly Wright
Information Requested of: Sarhangi/DiValentino
Date of Request: July 18, 2016
Response Due Date: July 28, 2016
Subject: Incentive Compensation

Reference to CASE 10-E-0362 - Proceeding on Motion of the Commission as to the Rates, Charges, Rules and Regulations of Orange and Rockland Utilities, Inc. for Electric Service (Issued and Effective June 17, 2011), Pages 40 – 41:

“First and Foremost, the Company must demonstrate that its overall management compensation levels, including its incentive compensation, are reasonable relative to similarly situated companies. This is best demonstrated through a compensation study that compares each of the elements of O&R’s total management compensation, including base pay, incentive compensation and employee benefits, to the relevant market. An unsupported claim that incentive compensation is necessary to attract and retain competent, qualified management personnel will be insufficient to meet the Company’s burden of proof.

In addition, O&R should fully present and describe the design and intent of ATIP. Such a presentation should include not only the goals against which performance is to be measured in determining whether incentive compensation is paid, but also the corporate objectives underlying them. This aspect of the demonstration should confirm that the incentives will support the provision of safe and adequate service and will have no potential to adversely affect ratepayer interests or to promote results that are inconsistent with Commission policies.”

1. Has the Company performed a compensation study?

Response:

The Company has not had a compensation study performed by a third party. However, it has completed internal benchmark studies to evaluate Company compensation levels for incentive compensation participants.

2. If yes to question 1, provide a copy of the study.

Response:

The benchmark study is contained in the accompany Excel file entitled "Response DPS 205 MW-4 Incentive Compensation-salary survey Part 2".

3. If no, when does the Company plan on performing a compensation study?

Response:

The cost of a third-party compensation study is not warranted considering the Company's size and the Company's priority to spend funds on infrastructure improvements.

4. As discussed in paragraph two above, provide Staff a presentation outlining the Company's goals which are tied to the Active Employee Incentive Program. Highlighting the Company's objectives behind the goals, how the goals promote safe and adequate service, how the interest of ratepayers is preserved and does not go against current Commission policies.

Response:

Please refer to Attachment CNG 13-27, provided in response to jDPS-27. If the earning target is met, the departmental goals are considered. The individual departmental goals (included in Attachment CNG 13-27) clearly support safe and adequate service, such as lower debt cost, no penalties or deficiencies, gas expansion, cybersecurity program, leak repairs, meeting mandated pipe and service replacement, etc. Meeting the earnings target supports the financial viability of the Company and permits access to capital markets at reasonable terms. All the utility goals clearly support Commission policies. Although some of the goals are non-utility goals, an allocation of total incentive payments can be assigned to utility operations.

Name of Respondent: L. Mario DiValentino

Position of Respondent: President, Moonstone Consulting LLC

Date of Response: August 5, 2016

Corning Natural Gas Corporation
Response DPS-205 MW-4 Part 1
Salary Survey

Job Title	2016 PayScale.com	2016 CareerBuilder.com	2016 Salary.com	Average Research Income	CNG 2016 Base Wage	Base Wage with 8 % Bonus Opportunity	Base W/ Bonus as % of Average	Base W/ Bonus as % PayScale.com	Base W/ Bonus as % Career Builder.com	Base W/ Bonus as % Salary.com
President & CEO	\$ 699,000.00	\$ 555,000.00	\$ 681,500.00	\$ 645,166.67	\$ 170,000.00	\$ 183,600.00	28%	26%	33%	27%
VP Operations/Engineering	228,000.00	225,000.00	251,250.00	234,750.00	130,000.00	140,400.00	60%	62%	62%	56%
Manager Operations & Engineering	106,000.00	600,000.00	120,000.00	275,333.33	92,600.00	100,008.00	36%	94%	17%	83%
Gas Construction Manager	87,000.00	75,000.00	113,000.00	91,666.67	81,750.00	88,290.00	96%	101%	118%	78%
Safety Manager	91,000.00	97,000.00	115,000.00	101,000.00	71,700.00	77,436.00	77%	85%	80%	67%
Compliance Manager	89,000.00	75,000.00	108,000.00	90,666.67	76,300.00	82,404.00	91%	93%	110%	76%
Chief Financial Officer	308,000.00	220,000.00	285,000.00	271,000.00	131,000.00	141,480.00	52%	46%	64%	50%
Senior Regualtory Accountant	67,000.00	72,000.00	78,000.00	72,333.33	60,000.00	64,800.00	90%	97%	90%	83%
Regulatory Accountant	53,000.00	65,000.00	63,000.00	60,333.33	56,000.00	60,480.00	100%	114%	93%	96%
Accountant	56,000.00	43,000.00	63,000.00	54,000.00	48,000.00	51,840.00	96%	93%	121%	82%
VP - Administration	235,000.00	175,000.00	199,000.00	203,000.00	123,000.00	132,840.00	65%	57%	76%	67%
Customer Service Manager	76,000.00	85,000.00	76,000.00	79,000.00	67,500.00	72,900.00	92%	96%	86%	96%
IT Manager	111,000.00	125,000.00	104,000.00	113,333.33	63,000.00	68,040.00	60%	61%	54%	65%
HR Manager	109,000.00	139,000.00	156,000.00	134,666.67	50,000.00	54,000.00	40%	50%	39%	35%
VP Gas Supply & Marketing	304,000.00	250,000.00	200,000.00	251,333.33	121,000.00	130,680.00	52%	43%	52%	65%

Benchmark Salaries are based on comparables for the Western NewYork region

STAFF OF THE DEPARTMENT OF PUBLIC SERVICE
INTERROGATORY/DOCUMENT REQUEST

Corning Natural Gas Corporation
Case 16-G-0369
Gas Rates

Request No.: DPS-329
Requested By: Daniel Gadomski
Information Requested of: Sarhangi/DiValentino
Date of Request: September 22, 2016
Response Due Date: October 3, 2016
Subject: Salary Survey

Referring to the Company's submission of the Excel file "Response DPS 205 MW-4 Incentive Compensation-salary survey Part 2", for the *2016 PayScale.com*, *2016 CareerBuilder.com*, and *2016 Salary.com* sources, provide reference to the specific pages on those websites, or on the documents linked to those websites, that Corning utilized from each source to derive the comparative values for each position.

Response:

CareerBuilder.com information is no longer available as a free data base. The site now requires personal information to receive the data requested. The information presented in "Response DPS 205 MW-4 Incentive Compensation-salary survey Part 2" has been updated for the most recent Salary.com and Payscale.com information. The updated information is contained in the accompanying Excel file designated "Response DPS 329-salary survey updated". The specific pages from the websites that were used in the updated survey are contained in the accompanying PDF files designated "Response DPS-329-Salary.com" and "Response DPS-329-PayScale.com".

Name of Respondent: L. Mario DiValentino
Position of Respondent: President, Moonstone Consulting LLC
Date of Response: October 13, 2016

STAFF OF THE DEPARTMENT OF PUBLIC SERVICE
INTERROGATORY/DOCUMENT REQUEST

Corning Natural Gas Corporation
Case 16-G-0369
Gas Rates

Request No.: DPS-329
Requested By: Daniel Gadomski
Information Requested of: Sarhangi/DiValentino
Date of Request: September 22, 2016
Response Due Date: October 3, 2016
Subject: Salary Survey

Referring to the Company's submission of the Excel file "Response DPS 205 MW-4 Incentive Compensation-salary survey Part 2", for the *2016 PayScale.com*, *2016 CareerBuilder.com*, and *2016 Salary.com* sources, provide reference to the specific pages on those websites, or on the documents linked to those websites, that Corning utilized from each source to derive the comparative values for each position.

Response:

CareerBuilder.com information is no longer available as a free data base. The site now requires personal information to receive the data requested. The information presented in "Response DPS 205 MW-4 Incentive Compensation-salary survey Part 2" has been updated for the most recent Salary.com and Payscale.com information. The updated information is contained in the accompanying Excel file designated "Response DPS 329-salary survey updated". The specific pages from the websites that were used in the updated survey are contained in the accompanying PDF files designated "Response DPS-329-Salary.com" and "Response DPS-329-PayScale.com".

Name of Respondent: L. Mario DiValentino
Position of Respondent: President, Moonstone Consulting LLC
Date of Response: October 13, 2016

STAFF OF THE DEPARTMENT OF PUBLIC SERVICE
INTERROGATORY/DOCUMENT REQUEST

Corning Natural Gas Corporation
Case 16-G-0369
Gas Rates

Request No.: DPS-329
Requested By: Daniel Gadomski
Information Requested of: Sarhangi/DiValentino
Date of Request: September 22, 2016
Response Due Date: October 3, 2016
Subject: Salary Survey

Referring to the Company's submission of the Excel file "Response DPS 205 MW-4 Incentive Compensation-salary survey Part 2", for the *2016 PayScale.com*, *2016 CareerBuilder.com*, and *2016 Salary.com* sources, provide reference to the specific pages on those websites, or on the documents linked to those websites, that Corning utilized from each source to derive the comparative values for each position.

Response:

CareerBuilder.com information is no longer available as a free data base. The site now requires personal information to receive the data requested. The information presented in "Response DPS 205 MW-4 Incentive Compensation-salary survey Part 2" has been updated for the most recent Salary.com and Payscale.com information. The updated information is contained in the accompanying Excel file designated "Response DPS 329-salary survey updated". The specific pages from the websites that were used in the updated survey are contained in the accompanying PDF files designated "Response DPS-329-Salary.com" and "Response DPS-329-PayScale.com".

Name of Respondent: L. Mario DiValentino
Position of Respondent: President, Moonstone Consulting LLC
Date of Response: October 13, 2016

Attachment
DPS-329 – PayScale.com

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

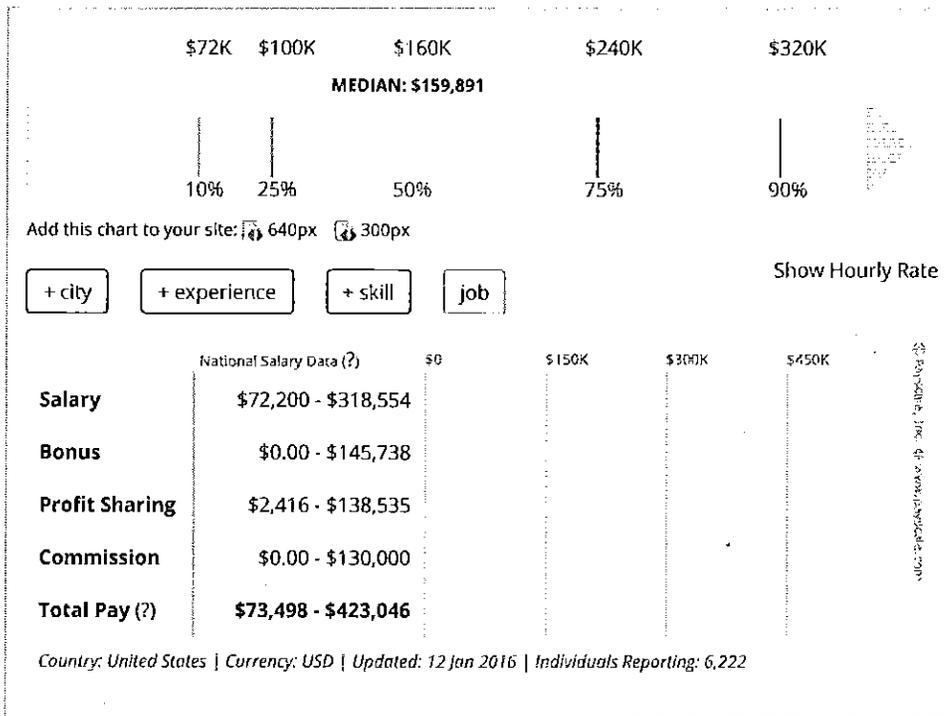
Enter a Job Title, Employer Name, or School Name

Search

[Browse Categories](#)

Chief Executive Officer (CEO) Salary (United States)

Average pay for Chief Executive Officers in the United States is more than reasonable, with annual salaries pushing past the six-figure mark (\$160K). In the world of Chief Executive Officers, overall income ranges from \$73K near the bottom to \$423K at the top; this can include more than \$146K from bonuses and more than \$139K from profit sharing in exceptional cases. Career length and the particular city each impact pay for this group, with the former having the largest influence. It's exciting to note that the majority of individuals in this field enjoy their work considerably. The vast majority of Chief Executive Officers (83 percent) survey respondents are men. A large number report receiving medical coverage from their employers and the greater part collect dental insurance. Respondents to the PayScale salary survey provided the data for this report.



Is Chief Executive Officer (CEO) your job title? Get a personalized salary report!

Location:

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

[collapse]

What am I worth?

Get a free salary report »

What should I pay?

Pay the right way »

All

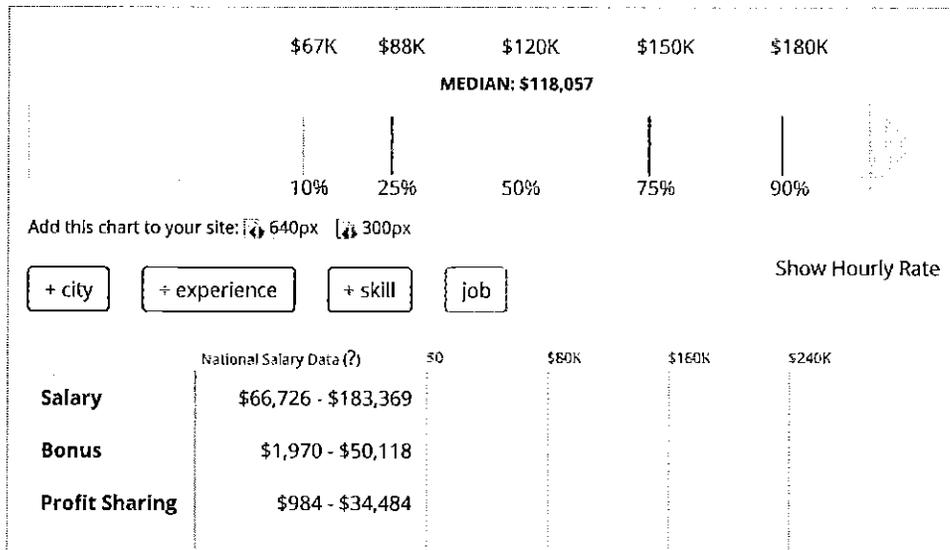
Enter a Job Title, Employer Name, or School Name

Search

Browse Categories

Vice President (VP), Operations Salary (United States)

On average, VPs of Operations in the United States earn six-figure salaries (\$118K) annually, making for a very well-paid profession. Overall cash earnings for VPs of Operations stretch from \$70K on the lower end to \$216K near the top, and the heftiest packages can encompass around \$50K from bonuses and \$34K from profit sharing. Earnings for this group are mostly affected by the particular firm, followed by geography and years of experience. Most enjoy medical while a strong majority get dental coverage. Vision coverage is also available to the larger part. Making up 73 percent of those who took the survey, male VPs of Operations greatly outnumber their female counterparts. Most workers in this position report high levels of job satisfaction. The figures in this overview were provided by individuals who took PayScale's salary questionnaire.



ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

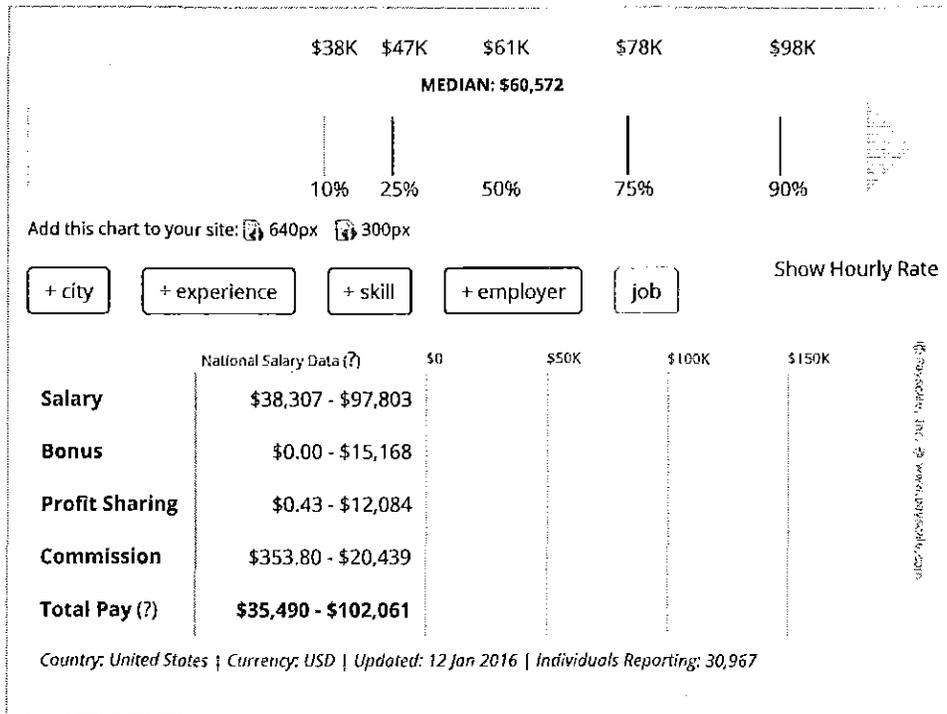
Enter a Job Title, Employer Name, or School Name

Search

[Browse Categories](#)

Operations Manager Salary (United States)

An Operations Manager earns an average salary of \$60,572 per year. Experience has a moderate effect on pay for this job.



Is Operations Manager your job title? Get a personalized salary report!

Location:

Years in Field/Career:

Get your salary report >

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

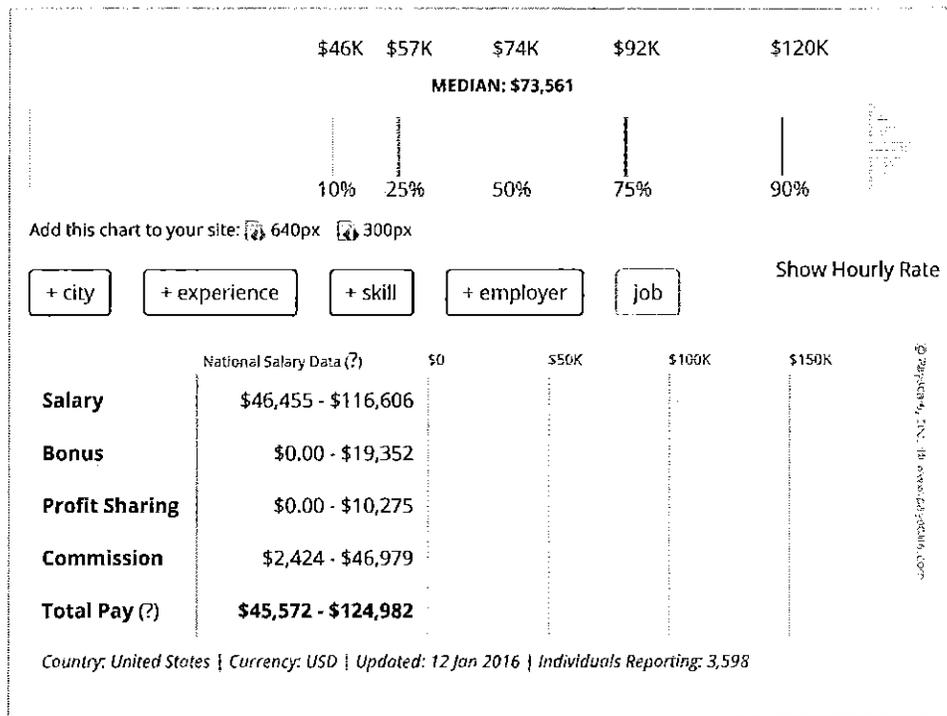
Enter a Job Title, Employer Name, or School Name

Search

Browse Categories

Construction Manager Salary (United States)

A Construction Manager earns an average salary of \$73,561 per year.



Is Construction Manager your job title? Get a personalized salary report!

Location:

Years in Field/Career:

Get your salary report »

United States (change)

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

[collapse]

What am I worth?

Get a free salary report »

What should I pay?

Pay the right way »

All

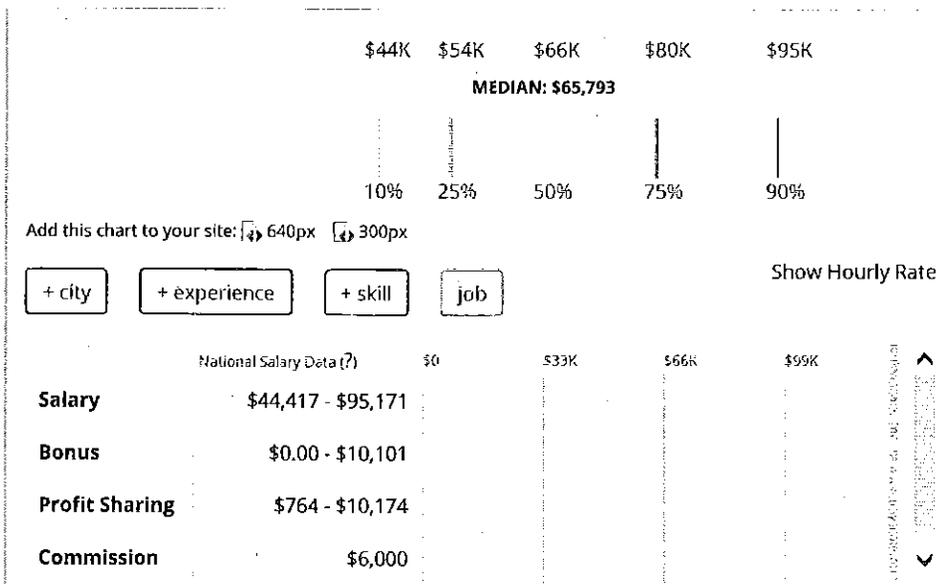
Enter a Job Title, Employer Name, or School Name

Search

Browse Categories

Safety Manager Salary (United States)

The average Safety Manager in the United States earns approximately \$66K annually. Total cash compensation to Safety Managers ranges from \$41K on the lower end to \$98K on the higher end; the final number includes potential for approximately \$10K each from bonuses and profit sharing in exceptional cases. Earnings for this group are mostly affected by the specific employer, followed by experience level and location. Medical benefits are awarded to most, and a strong majority earn dental coverage. The majority of Safety Managers claim high levels of job satisfaction. Safety Managers who took the survey are largely men, dominating at 82 percent. The data for this synopsis comes from respondents who took the PayScale salary survey.



ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

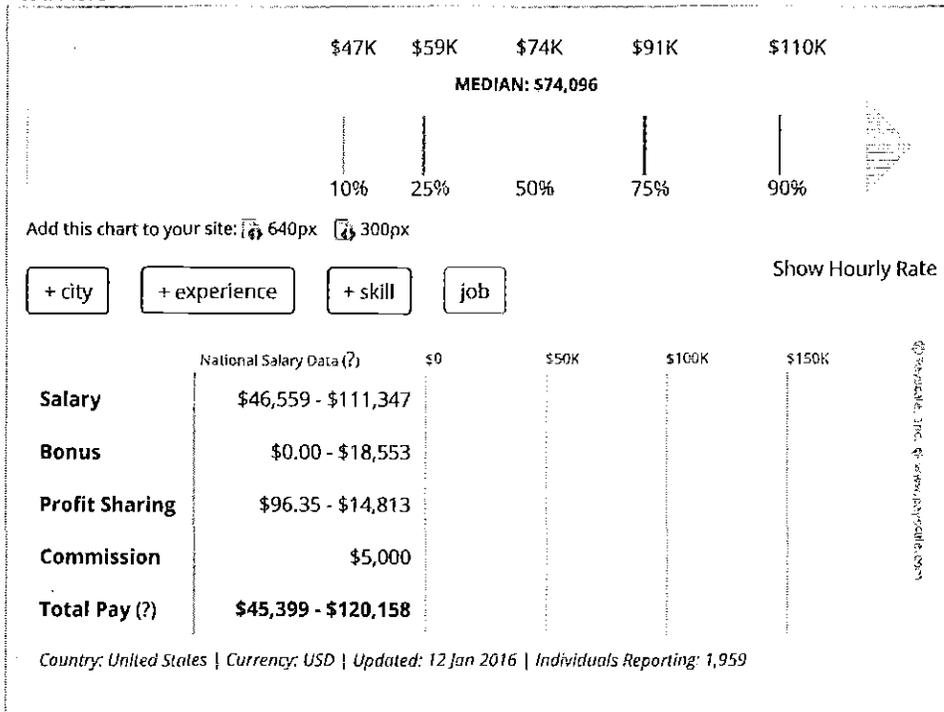
Enter a Job Title, Employer Name, or School Name

Search

Browse Categories

Compliance Manager Salary (United States)

Pay for Compliance Managers in the United States sits in the ballpark of \$74K per year. With some bonuses approaching \$19K and certain profit sharing proceeds approaching \$15K, overall incomes of [Read More](#)



Is Compliance Manager your job title? Get a personalized salary report!

Location:

Years in Field/Career:

Get your salary report »

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

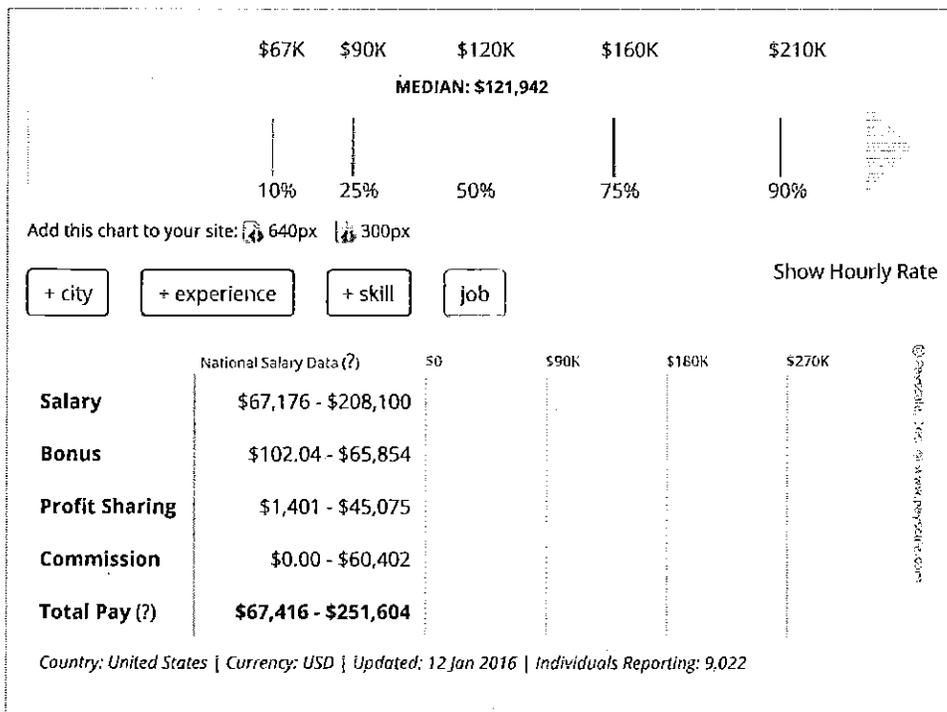
Enter a Job Title, Employer Name, or School Name

Search

[Browse Categories](#)

Chief Financial Officer (CFO) Salary (United States)

On average, Chief Financial Officers in the United States earn six-figure salaries (\$122K) annually, making for a very well-paid profession. With some bonuses approaching \$66K and certain profit sharing proceeds approaching \$45K, overall incomes of Chief Financial Officers spread between \$67K and \$252K depending on individual performance. While geography and years of experience impact pay for this group, the company is the most influential factor. Medical benefits are awarded to most, and the larger part earn dental coverage. Job satisfaction for Chief Financial Officers is high. Men make up the majority of Chief Financial Officers (66 percent) survey respondents. The figures in this rundown are based on the results of PayScale's salary questionnaire.



Is Chief Financial Officer (CFO) your job title? Get a personalized salary report!
Location:

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

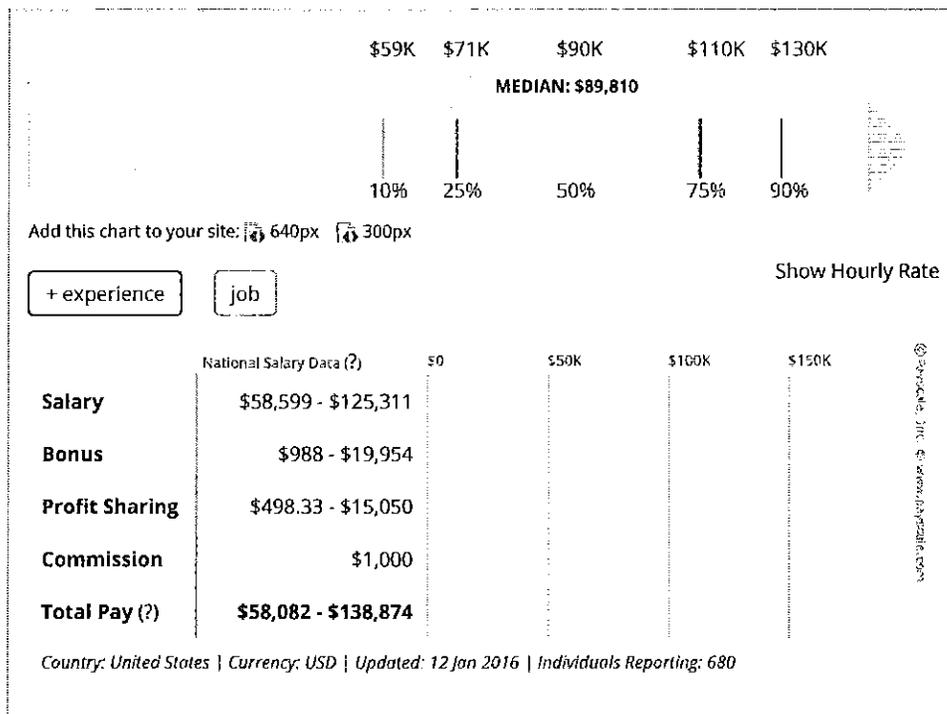
Enter a Job Title, Employer Name, or School Name

Search

[Browse Categories](#)

Regulatory Affairs Manager Salary (United States)

Pay for Regulatory Affairs Managers in the United States sits in the ballpark of \$90K per year. Total incomes of Regulatory Affairs Managers incorporate potential for, in a few cases, more than \$20K from bonuses and close to \$15K from profit sharing; these performance components cause packages to range between \$58K and \$139K. Geography and career length each impact pay for this group, with the former having the largest influence. Female Regulatory Affairs Managers are more common than men among those who completed the survey; more than half (64 percent) are women. Medical benefits are awarded to almost all, and a large number earn dental coverage. Most Regulatory Affairs Managers like their work and job satisfaction is high. The information for this snapshot was generated by responses to the PayScale salary survey.



Is Regulatory Affairs Manager your job title? Get a personalized salary report!

Location:

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

Start New Survey

The PayScale Index

Import LinkedIn Profile

Data Packages

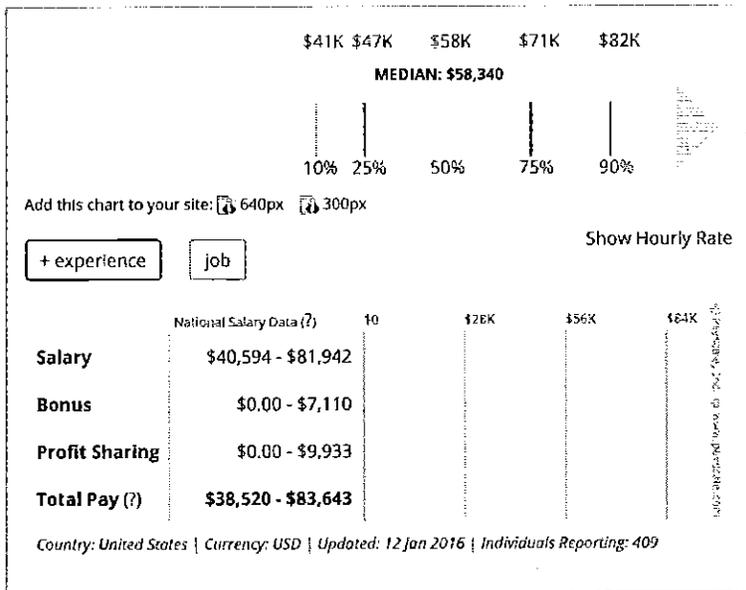
Browse Categories

Like 0

G+1

Regulatory Affairs Associate Salary (United States)

Average Regulatory Affairs Associates in the United States make around \$58K per year. Total incomes of Regulatory Affairs Associates incorporate potential for, in a few cases, more than \$7K from bonuses and close to \$10K from profit sharing, these performance components cause packages to range between \$41K and \$84K. Residence and years of experience each impact pay for this group, with the former having the largest influence. Men are in the minority of survey respondents, with female Regulatory Affairs Associates making up 75 percent. The majority of workers are highly satisfied with their job. A large number report receiving medical coverage from their employers and a fair number collect dental insurance. The figures in this rundown are based on the results of PayScale's salary questionnaire.



ADVERTISEMENT

Find Out Exactly What You Should Be Paid

Job Title:

Years in Field/Career:

Location:

United States (change)

[Comp Managers: Start Here »](#)

Is Regulatory Affairs Associate your job title? Get a personalized salary report!

Location:

Years in Field/Career:

United States (change)

Job Description for Regulatory Affairs Associate

The regulatory affairs associate is typically responsible for overseeing regulatory compliance and issues for their firm. This may include representing the regulatory branch of the company at meetings, overseeing technical documentation, and conveying the subject of that documentation to other staff. Preserving quality standards is the most important function of this job; this may include internal and external audits, as well as the development of reports related to performance

Related Jobs

Administrative Assistant

Construction Project Manager

Human Resources (HR) Manager

Human Resources (HR) Specialist

Office Manager

Operations Manager

Paralegal

Production Supervisor

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

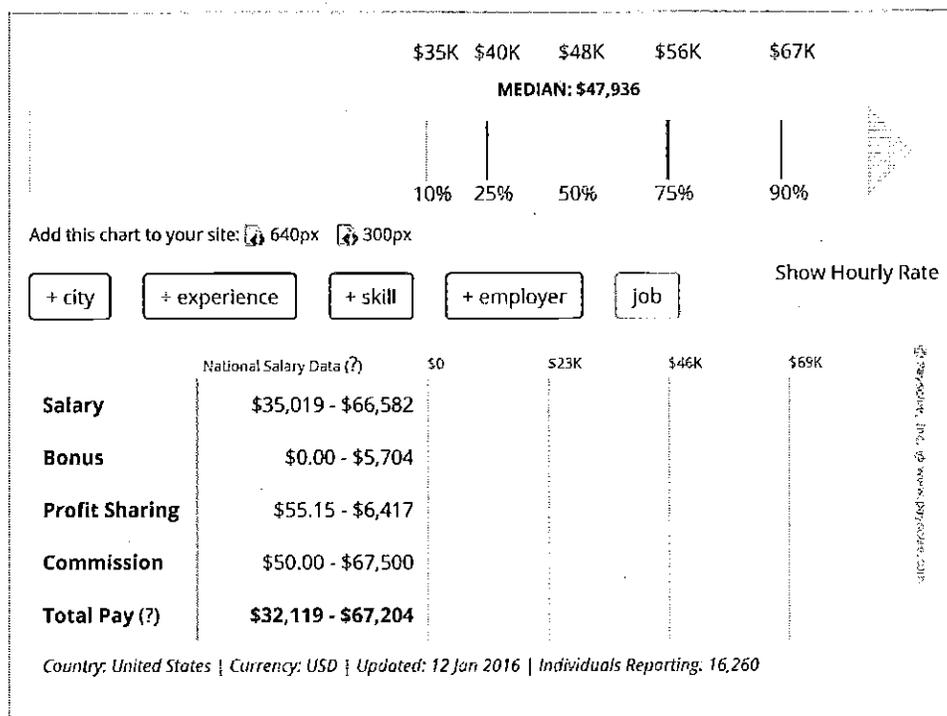
Enter a Job Title, Employer Name, or School Name

Search

[Browse Categories](#)

Accountant Salary (United States)

The average salary for an Accountant is \$47,936 per year. For the first five to ten years in this position, pay increases somewhat, but any additional experience does not have a big effect on pay.



Is Accountant your job title? Get a personalized salary report!

Location:

Years in Field/Career:

Get your salary report »

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

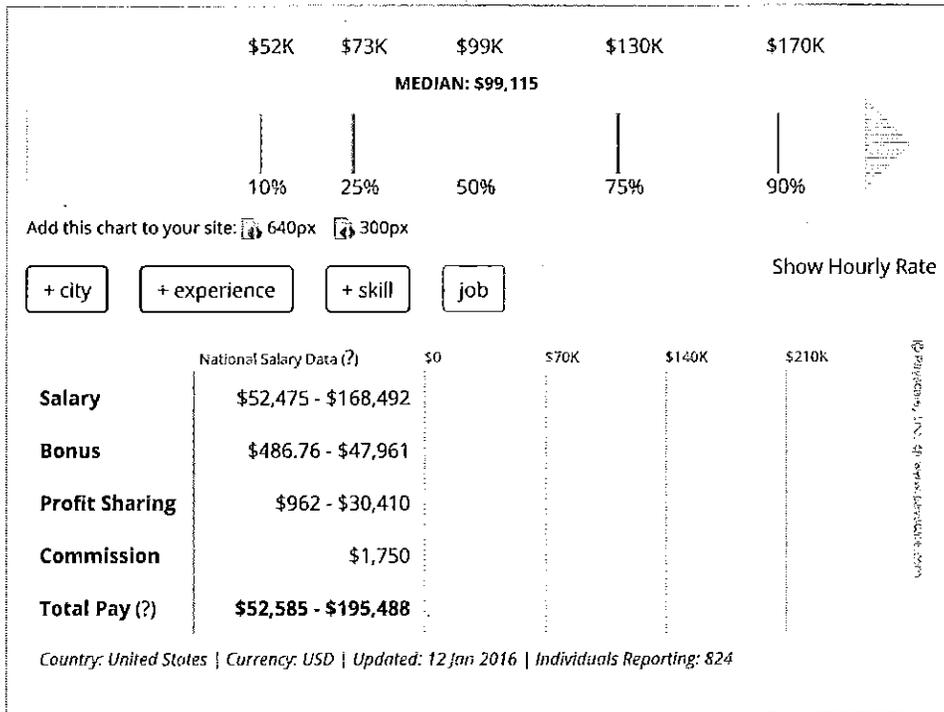
Enter a Job Title, Employer Name, or School Name

Search

Browse Categories

Vice President (VP), Operations and Administration Salary (United States)

A Vice President (VP), Operations and Administration earns an average salary of \$99,116 per year. Experience has a moderate effect on income for this job.



Is Vice President (VP), Operations and Administration your job title? Get a personalized salary report!

Location:

Years in Field/Career:

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

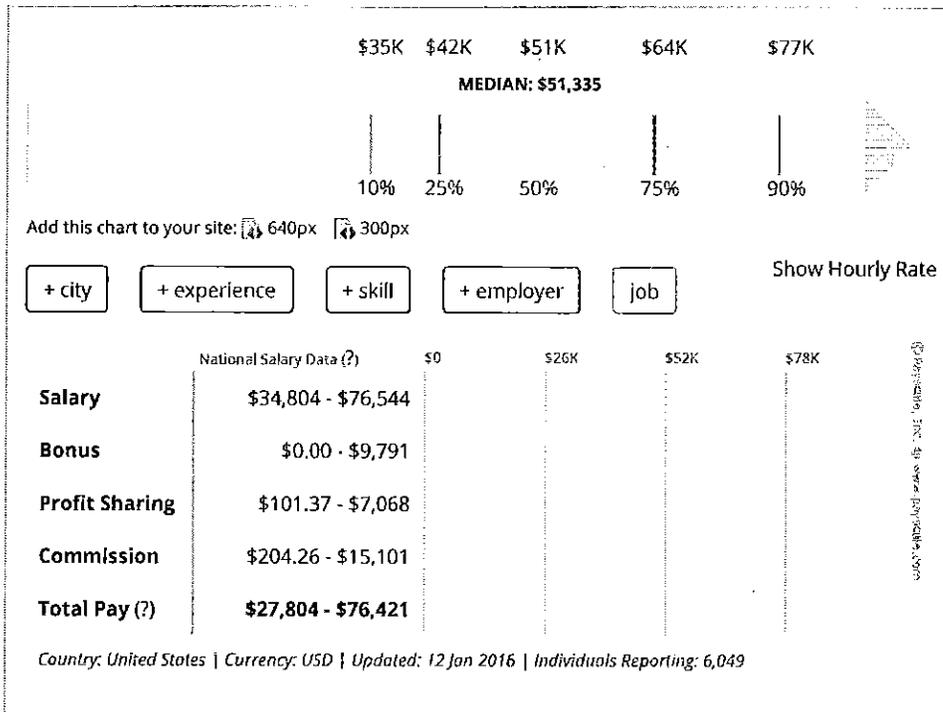
Enter a Job Title, Employer Name, or School Name

Search

Browse Categories

Customer Service Manager Salary (United States)

The national average salary for Customer Service Managers is \$51K per year; U.S. Postal Service (USPS) pays the most in this field, though, offering a median salary of \$73K. American Airlines, Wells Fargo & Co., and U.S. Bank are a few other companies that offer generous salaries, with Customer Service Managers earning around \$54K, \$52K, or \$48K at each firm, respectively. The figures in this rundown are based on the results of PayScale's salary questionnaire.



Is Customer Service Manager your job title? Get a personalized salary report!

Location:

Years in Field/Career:

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

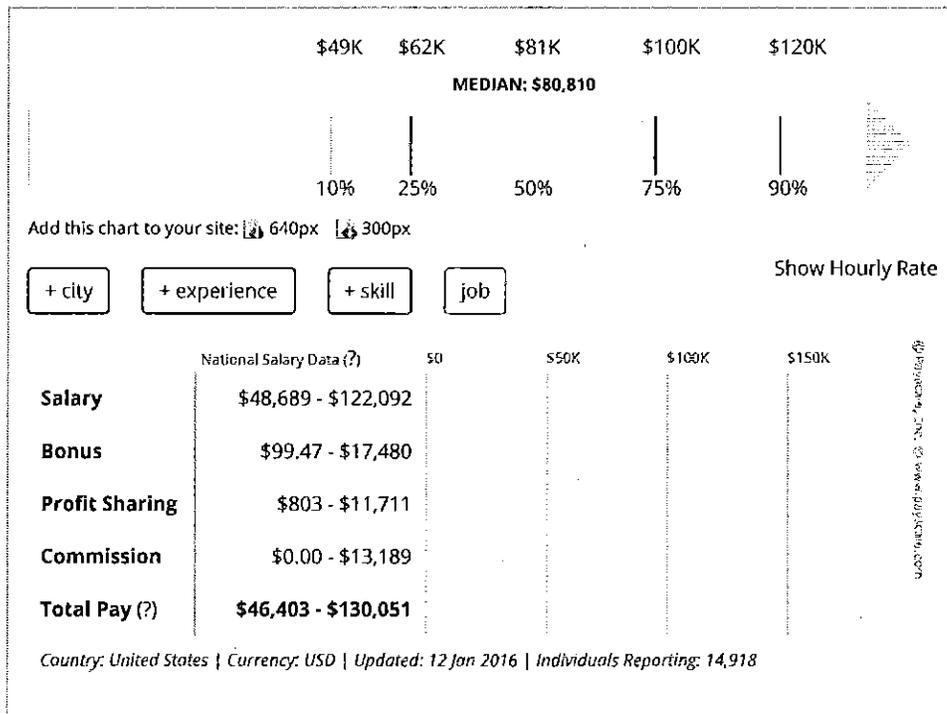
Enter a Job Title, Employer Name, or School Name

Search

Browse Categories

Information Technology (IT) Manager Salary (United States)

The average salary for an Information Technology (IT) Manager is \$80,811 per year.



Is Information Technology (IT) Manager your job title? Get a personalized salary report!

Location:

Years in Field/Career:

Get your salary report »

United States (change)

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

LOGIN

All

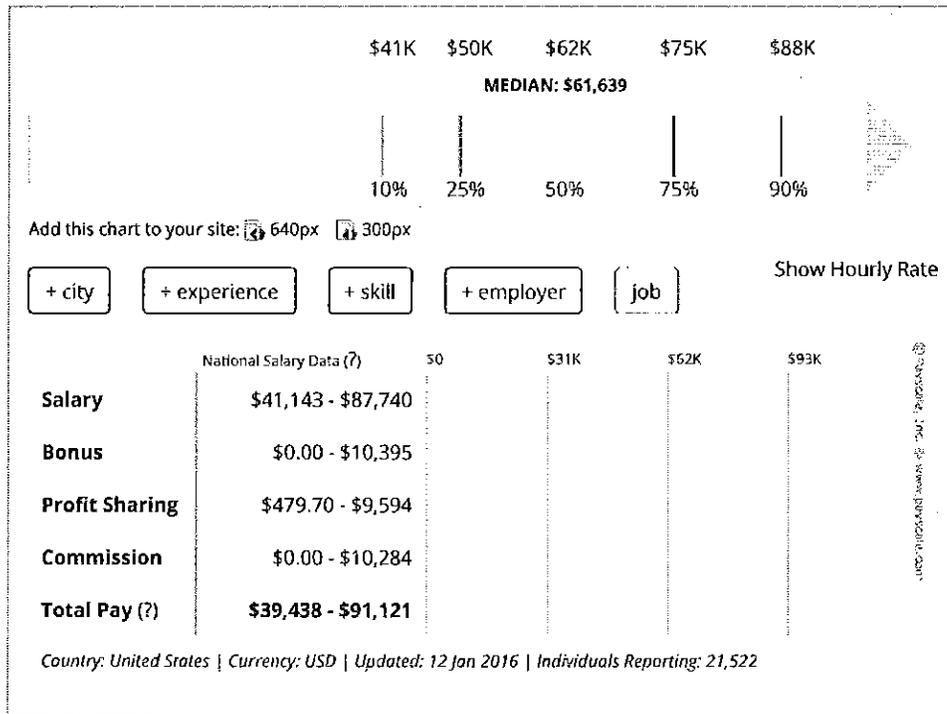
Enter a Job Title, Employer Name, or School Name

Search

[Browse Categories](#)

Human Resources (HR) Manager Salary (United States)

The average pay for a Human Resources (HR) Manager is \$61,639 per year. A skill in Performance Management is associated with high pay for this job. Most people with this job move on to other positions after 20 years in this career.



Is Human Resources (HR) Manager your job title? Get a personalized salary report!

Location:

Years in Field/Career:

Get your salary report »

ADVERTISEMENT



PERSONAL
What am I worth?

BUSINESS
What should I pay?

ABOUT
Who we are.

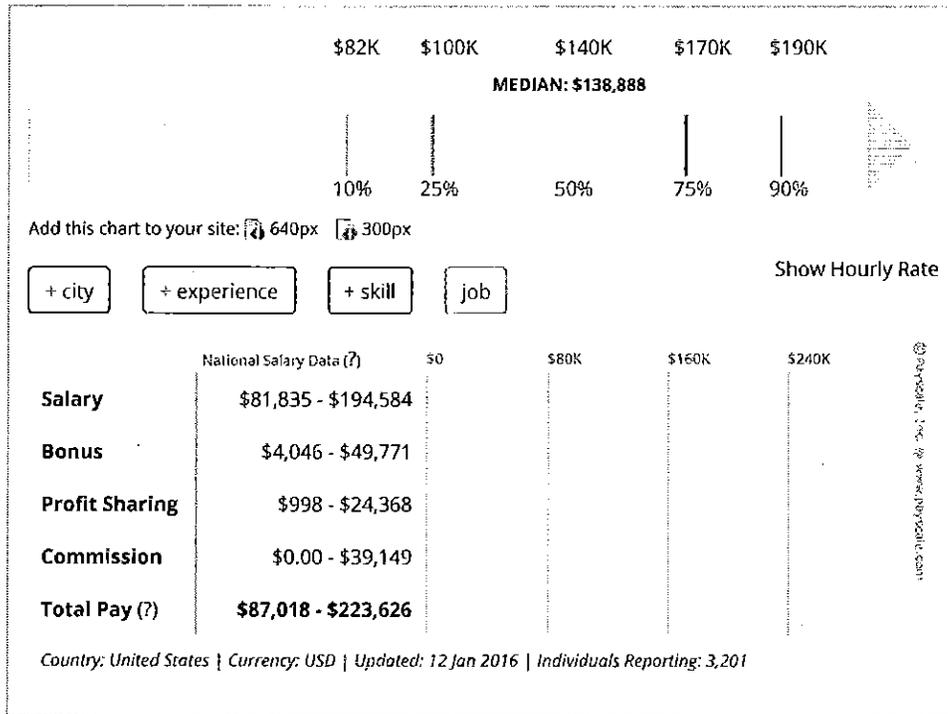
All

Search

[Browse Categories](#)

Vice President (VP), Marketing Salary (United States)

A Vice President (VP), Marketing earns an average salary of \$138,889 per year. Most people in this job have more than five years' experience in related jobs. The highest paying skills associated with this job are Product Development and Product Marketing.



Get a personalized salary report!

Location:

Years in Field/Career:

[Get your salary report »](#)

Attachment
DPS-329 - Salary.com

SEARCH [Sub](#) [Salaries](#) [Jobs](#) [Education](#) [Advice](#)

About the Job

Salary	Salary + Bonus	Benefits	Similar Jobs	Statistics	Job Openings
---------------	-----------------------	-----------------	---------------------	-------------------	---------------------

Job Title: **Chief Executive Officer** [Methodology](#)
Chief Executive Officer
 Location: **14830, Corning, NY**
 Median **\$684,594**

	10%	25%	75%	90%
	\$387,249	\$528,953	\$856,377	\$1,012,777

Company Size:
 Industry:

Projected Salary Unknown

About You [View more Chief Executive Officer in 14830, Corning, NY](#)

Education

Years of Experience

Direct Reports

Reports To

Performance

- [Chief Executive Officer - Physician Practice](#)
- [Secretary to Chief Executive Officer](#)
- [Associate Chief Academic Officer](#)
- [Chief Academic Officer](#)
- [Chief Academic Officer - Healthcare](#)
- [Chief Admissions Officer](#)
- [Chief Association Executive](#)
- [Chief CAT Scan Technologist](#)
- [Chief Development Officer - Higher Ed.](#)
- [Chief Diagnostic Imaging Operations Technologist](#)
- [View More](#)

Job title or Keyword Location [Sub Salaries](#) [Jobs](#) [Education](#) [Advice](#)

About the job

Salary	Salary + Bonus	Benefits	Similar Jobs	Statistics	Job Openings
---------------	-----------------------	-----------------	---------------------	-------------------	---------------------

Job Title: **Top Operations Executive** [Methodology](#)

U.S. National Averages

Median (Annual) **\$252,319**

	10%	25%	75%	90%
Location	\$157,872	\$202,882	\$316,042	\$374,658

Company Size:

Industry:

Type of business:

Projected Salary Unknown

About You

Education

Degree:

Reputation:

Relevance:

Years of Experience

Not Selected

Direct Reports

0

Reports To

Your boss:

Performance

Last rating:

[View more Top Operations Executive](#)

- [ATM Manager \(Service & Operations\)](#)
- [Banking Operations Department Manager I](#)
- [Banking Operations Department Manager II](#)
- [Banking Operations Director](#)
- [Chief Diagnostic Imaging Operations Technologist](#)
- [Client/Server Operations Manager](#)
- [Client/Server Operations Supervisor](#)
- [Clinic Operations Director \(Hosp. Op.\)](#)
- [Computer Operations Manager](#)
- [Computer Operations Supervisor](#)

SEARCH [Sub Salaries](#) [Jobs](#) [Education](#) [Advice](#)

About the job

- Salary
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title

Location

Company Size

Industry

Engineering Manager [Methodology](#)

U.S. National Averages

Median **\$132,381**

	10%	25%	75%	90%
Location	\$103,647	\$117,340	\$149,367	\$164,832

Projected Salary Unknown

About You

[View more Engineering Manager](#)

Education

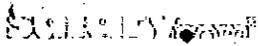
Years of Experience

Direct Reports

Reports To

Performance

- [Applications Engineering Manager I](#)
- [Applications Engineering Manager II](#)
- [Electrical Engineering Manager](#)
- [Env. Health and Safety Engineering Manager](#)
- [Equipment Engineering Manager](#)
- [Field Engineering Manager - Construction](#)
- [Hardware Engineering Manager](#)
- [Industrial Engineering Manager](#)
- [Mechanical Engineering Manager](#)



Job title or Keyword Location

Sub Salaries Jobs Education Advice

About the job

- Salary
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title

Location

Company Size

Industry

Construction Manager II [Methodology](#)
 U.S. National Averages

Median \$125,528

	10%	25%	75%	90%
Location	\$93,098	\$104,553	\$141,242	\$155,648

Projected Salary Unknown

About You

[View more Construction Manager II](#)

Education

Years of Experience

Direct Reports

Reports To

Performance

- [Resident Construction Manager II](#)
- [Construction Coordinator I](#)
- [Construction Coordinator II](#)
- [Construction Coordinator III](#)
- [Construction Coordinator IV](#)
- [Construction Coordinator V](#)
- [Construction Inspection Services Manager](#)
- [Construction Loan Manager](#)
- [Construction Loan Officer](#)
- [Construction Management Director](#)
- [View More](#)

[Sub](#) [Salaries](#) [Jobs](#) [Education](#) [Advice](#)

About the job

- Salary**
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title

Location

Company Size

Industry

Health and Safety Manager [Matipalony](#)
Corning, NY

Median **\$92,065**

	10%	25%	75%	90%
	\$57,419	\$73,930	\$102,377	\$112,720

Projected Salary Unknown

About You

[View more Health and Safety Manager in Corning, NY](#)

Education

Years of Experience

Direct Reports

Reports To

Performance

- [Env., Health, and Safety Generalist Manager](#)
- [Drug Safety/Medical Information Specialist I](#)
- [Drug Safety/Medical Information Specialist II](#)
- [Drug Safety/Medical Information Specialist III](#)
- [Drug Safety/Medical Information Specialist IV](#)
- [Env., Health, and Safety Engineer I](#)
- [Env., Health, and Safety Engineer II](#)
- [Env., Health, and Safety Engineer III](#)
- [Env., Health, and Safety Engineer IV](#)
- [Env., Health, and Safety Engineer V](#)
- [View More](#)

Job title or Keyword

Location

Sub Salaries Jobs Education Advice

About the job

- Salary
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title
Compliance Manager

Location
Corning, NY

Company Size
of employees

Industry
Type of business

Compliance Manager [Methodology](#)

Corning, NY

Median **Annual**

	10%	25%	75%	90%
	\$63,600	\$78,323	\$107,119	\$122,641

Projected Salary Unknown

About You

[View more Compliance Manager in Corning, NY](#)

Education

Degree

Reputation

Relevance

Years of Experience

Not Selected

Direct Reports

0

Reports To

Your boss

Performance

Your rating

- [Compliance Manager \(Banking\)](#)
- [Compliance Manager - Healthcare](#)
- [Sarbanes Oxley Manager](#)
- [Assistant Athletic Director - Academic Compliance](#)
- [Assistant Athletic Director - Compliance](#)
- [Coding Compliance Specialist](#)
- [Community Development Compliance Specialist](#)
- [Compliance Analyst \(Banking\)](#)
- [Compliance Analyst \(Banking\), Sr](#)
- [Compliance Coordinator](#)
- [View More](#)

EXCLUSIVELY powered by

Job title or Keyword Location

Sub Salaries Jobs Education Advice

About the job

Salary Salary + Bonus Benefits Similar Jobs Statistics Job Openings

Job Title: Chief Financial Officer Methodology

U.S. National Averages

Median Annual \$310,154

	10%	25%	75%	90%
	\$181,608	\$242,868	\$392,127	\$466,760

Company Size: # of employees

Industry: type of business

Projected Salary Unknown

About You

[View more Chief Financial Officer](#)

Education

Degree

Reputation

Relevance

Years of Experience

Not Selected

Direct Reports

o

Reports To

Your boss

Performance

Test range

- [Associate Chief Academic Officer](#)
- [Associate Financial Aid Director](#)
- [Chief Academic Officer](#)
- [Chief Academic Officer - Healthcare](#)
- [Chief Admissions Officer](#)
- [Chief Association Executive](#)
- [Chief CAT Scan Technologist](#)
- [Chief Development Officer - Higher Ed](#)
- [Chief Diagnostic Imaging Operations Technologist](#)
- [Chief Enrollment Management Officer](#)
- [View More](#)

[Sub](#) [Salaries](#) [Jobs](#) [Education](#) [Advice](#)

About the job

- Salary**
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Outlook

Job Title

Location

Company Size

Industry

Financial Reporting Accountant IV

[Methodology](#)

Corning, NY

Median

	10%	25%	75%	90%
	\$68,614	\$78,345	\$94,901	\$104,053

Projected Salary Unknown

About You

[View more Financial Reporting Accountant IV in Corning, NY](#)

Education

Years of Experience

Direct Reports

Reports To

Performance

- [Financial Reporting Accountant I](#)
- [Financial Reporting Accountant II](#)
- [Financial Reporting Accountant III](#)
- [Financial Reporting Director](#)
- [Financial Reporting Manager](#)
- [Financial Reporting Supervisor I](#)
- [Financial Reporting Supervisor II](#)
- [Financial Reporting Supervisor III](#)
- [Top Financial Reporting Executive](#)
- [Accountant I](#)
- [View More](#)

Job title or Keyword

Location

Sub Salaries Jobs Education Advice

About the job

- Salary
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title
Regulatory Affairs Spec

Location
Corning, NY

Company Size
of employees

Industry
type of business

Regulatory Affairs Specialist II

Methodology

Corning, NY

Median Annual \$66,860

10%	25%	75%	90%
\$48,846	\$56,384	\$77,709	\$87,587

Projected Salary Unknown

About You

[View more Regulatory Affairs Specialist II in Corning, NY](#)

Education
Degree

Reputation

Relevance

Years of Experience
Not Selected

Direct Reports
0

Reports To
your boss

Performance
last rating

- Alumni Affairs Director
- Chief Student Affairs Officer
- Government Affairs Director
- Government Affairs Manager
- Government Affairs Representative
- Regulatory Affairs Director
- Regulatory Affairs Manager
- Regulatory Affairs Specialist I
- Regulatory Affairs Specialist III
- Regulatory Affairs Specialist IV
- [View More](#)

SEARCH Job title or Keyword Location Sub Salaries Jobs Education Advice

About the job

- Salary
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title

Location

Company Size

Industry

Accountant II [Methodology](#)

U.S. National Averages

Median \$58,710

	10%	25%	75%	90%
	\$47,642	\$52,884	\$65,027	\$70,779

Projected Salary Unknown

About You

[View more Accountant II](#)

Education

Reputation

Years of Experience

Direct Reports

Reports To

Performance

- [Cost Accountant II](#)
- [Financial Reporting Accountant II](#)
- [Tax Accountant II](#)
- [Accountant I](#)
- [Accountant III](#)
- [Accountant IV](#)
- [Cost Accountant I](#)
- [Cost Accountant III](#)
- [Cost Accountant IV](#)
- [Financial Reporting Accountant I](#)
- [View More](#)



Negotiate with Complete Confidence

Personal Salary Report
A detailed, personalized report that you can use to negotiate a better salary.

- FAQ
- Testimonials

[Purchase](#)



[Sub](#) [Salaries](#) [Jobs](#) [Education](#) [Advice](#)

About the job

- Salary
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title

Location

Company Size

Industry

Top Administrative Executive [Methodology](#)

Corning, NY

Median **\$300,329**

	10%	25%	75%	90%
	\$170,355	\$236,483	\$387,553	\$468,955

Projected Salary Unknown

About You

[View more Top Administrative Executive In Corning, NY](#)

Education

Years of Experience

Direct Reports

Reports To

Performance

- [Administrative Assistant - Bilingual](#)
- [Administrative Assistant I](#)
- [Administrative Assistant II](#)
- [Administrative Assistant III](#)
- [Administrative Assistant IV](#)
- [Administrative Services Director](#)
- [Administrative Services Manager](#)
- [Administrative Services Supervisor](#)
- [Clinical Administrative Coordinator](#)
- [Regional Administrative Manager](#)
- [View More](#)

Job title or Keyword

Location

Sub Salaries Jobs Education Advice

About the job

- Salary
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title
 (Customer Service Man)

Location
 Corning, NY

Company Size
 # of employees

Industry
 Type of business

Customer Service Manager
 Corning, NY

Metobiology

Median Annual \$76,958

10%	25%	75%	90%
\$58,245	\$67,163	\$91,890	\$105,495

Projected Salary Unknown

About You

[View more Customer Service Manager in Corning, NY](#)

Education
 Degree
 Reputation
 Relevance

Years of Experience
 Not Selected

Direct Reports
 0

Reports To
 your boss

Performance
 last rating

- [Merchant Card Customer Service Manager](#)
- [Annuities Customer Service Representative](#)
- [Annuities Customer Service Supervisor](#)
- [Business Development Officer \(Select Customer\), Sr.](#)
- [Customer Information Center Manager](#)
- [Customer Information Center Supervisor](#)
- [Customer Retention Manager](#)
- [Customer Retention Representative I](#)
- [Customer Retention Representative II](#)
- [Customer Retention Representative III](#)

Job title or Keyword

Location

Sub Salaries Jobs Education Advice

About the job

- Salary
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title
Information Technology

Location
Location

Company Size
of employees

Industry
Type of business

Information Technology Manager

Methodology

U.S. National Averages

Median Annual \$111,308

10%	25%	75%	90%
\$82,886	\$98,431	\$128,323	\$143,814

Projected Salary Unknown

About You

[View more Information Technology Manager](#)

Education

Degree

Reputation

Relevance

OK

Years of Experience

Not Selected

Direct Reports

0

Reports To

Your boss

Performance

Last rating

- Account Representative, Sr. - Technology Sales
- Chief Information Security Officer
- Chief Information Technology Officer
- Chief Technology Officer
- Clinical Information Systems Director
- Customer Information Center Manager
- Customer Information Center Supervisor
- Data Warehouse Information Security Manager
- Drug Safety/Medical Information Specialist I
- Drug Safety/Medical Information Specialist II

[Sub Salaries](#) [Jobs](#) [Education](#) [Advice](#)

About the job

- Salary**
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title
 Human Resources Man
 Location
 Company Size
 # of employees
 Industry
 type of business

Human Resources Manager [Methodology](#)

U.S. National Averages

Median **\$96,241**

	10%	25%	75%	90%
	\$71,654	\$83,371	\$108,971	\$120,561

Projected Salary Unknown

About You

[View more Human Resources Manager](#)

Education
 Degree
 Reputation
 Relevance

Years of Experience
 Not Selected

Direct Reports
 0

Reports To
 your boss

Performance
 last rating

- [International Human Resources Manager](#)
- [Plant Human Resources Manager](#)
- [Regional Human Resources Manager](#)
- [Human Resources Assistant I](#)
- [Human Resources Assistant II](#)
- [Human Resources Assistant III](#)
- [Human Resources Director \(Autonomous\)](#)
- [Human Resources Director \(Non-Autonomous\)](#)
- [Human Resources Generalist I](#)
- [Human Resources Generalist II](#)
- [View More](#)

Job title or Keyword

Location

Sub Salaries Jobs Education Advice

About the job

- Salary
- Salary + Bonus
- Benefits
- Similar Jobs
- Statistics
- Job Openings

Job Title

 Location

 Company Size

 Industry

Top Marketing Executive [Methodology](#)
 U.S. National Averages

Median **\$219,663**

	10%	25%	75%	90%
	\$138,610	\$177,237	\$280,535	\$335,958

Projected Salary Unknown

About You

[View more Top Marketing Executive](#)

Education

Years of Experience

Direct Reports

Reports To

Performance

- [CRM Targeted Marketing Campaign Manager](#)
- [Database Marketing Analyst](#)
- [Database Marketing Manager](#)
- [eCommerce Marketing Analyst](#)
- [eCommerce Marketing Director](#)
- [eCommerce Marketing Manager](#)
- [Electronic Marketing Manager](#)
- [International Marketing Manager](#)
- [Managed Care Marketing Manager](#)
- [Marketing Assistant I](#)
- [View More](#)

Corning Natural Gas Corporation
Response DPS-329 Salary Survey Updated
Salary Survey

Job Title	2016 PayScale.com	2016 CareerBuilder.com	2016 Salary.com	Average Research Income	CNG 2016 Base Wage	Base Wage with 8 % Bonus Opportunity	Base W/ Bonus as % of Average	Base W/ Bonus as % PayScale.com	Base W/ Bonus as % Career Builder.com	Base W/ Bonus as % Salary.com
President & CEO	\$ 464,292.00	\$ 555,000.00	\$ 684,594.00	\$567,962.00	\$ 170,000.00	\$ 183,600.00	32%	40%	33%	27%
VP Operations/Engineering	233,487.00	225,000.00	252,319.00	236,935.33	130,000.00	140,400.00	59%	60%	62%	56%
Manager Operations & Engineering	112,971.00	600,000.00	132,381.00	281,784.00	92,600.00	100,008.00	35%	89%	17%	76%
Gas Construction Manager	135,958.00	75,000.00	125,526.00	112,161.33	81,750.00	88,290.00	79%	65%	118%	70%
Safety Manager	105,272.00	97,000.00	92,065.00	98,112.33	71,700.00	77,436.00	79%	74%	80%	84%
Compliance Manager	129,900.00	75,000.00	90,069.00	98,323.00	76,300.00	82,404.00	84%	63%	110%	91%
Chief Financial Officer	273,954.00	220,000.00	310,154.00	268,036.00	131,000.00	141,480.00	53%	52%	64%	46%
Senior Regulatory Accountant	145,265.00	72,000.00	84,838.00	100,701.00	60,000.00	64,800.00	64%	45%	90%	76%
Regulatory Accountant	89,052.00	65,000.00	66,860.00	73,637.33	56,000.00	60,480.00	82%	68%	93%	90%
Accountant	72,286.00	43,000.00	58,710.00	57,998.67	48,000.00	51,840.00	89%	72%	121%	88%
VP - Administration	216,453.00	175,000.00	300,329.00	230,594.00	123,000.00	132,840.00	58%	61%	76%	44%
Customer Service Manager	86,335.00	85,000.00	76,958.00	82,764.33	67,500.00	72,900.00	88%	84%	86%	95%
IT Manager	139,572.00	125,000.00	111,308.00	125,293.33	63,000.00	68,040.00	54%	49%	54%	61%
HR Manager	98,135.00	139,000.00	96,241.00	111,125.33	50,000.00	54,000.00	49%	55%	39%	56%
VP Gas Supply & Marketing	244,355.00	250,000.00	219,663.00	238,006.00	121,000.00	130,680.00	55%	53%	52%	59%

Job Title	2016 PayScale.com	2016 Salary.com	Average Research Income	CNG 2016 Base Wage	Base Wage with 8 % Bonus Opportunity	Base W/ Bonus as % of Average	Base W/ Bonus as % PayScale.com	Base W/ Bonus as % Salary.com
President & CEO	\$ 464,292.00	\$ 684,594.00	\$ 574,443.00	\$170,000.00	\$ 183,600.00	32%	40%	27%
VP Operations/Engineering	233,487.00	252,319.00	\$ 242,903.00	130,000.00	140,400.00	58%	60%	56%
Manager Operations & Engineering	112,971.00	132,381.00	\$ 122,676.00	92,600.00	100,008.00	82%	89%	76%
Gas Construction Manager	135,958.00	125,526.00	\$ 130,742.00	81,750.00	88,290.00	68%	65%	70%
Safety Manager	105,272.00	92,065.00	\$ 98,668.50	71,700.00	77,436.00	78%	74%	84%
Compliance Manager	129,900.00	90,069.00	\$ 109,984.50	76,300.00	82,404.00	75%	63%	91%
Chief Financial Officer	273,954.00	310,154.00	\$ 292,054.00	131,000.00	141,480.00	48%	52%	46%
Senior Regulatory Accountant	145,265.00	84,838.00	\$ 115,051.50	60,000.00	64,800.00	56%	45%	76%
Regulatory Accountant	89,052.00	66,860.00	\$ 77,956.00	56,000.00	60,480.00	78%	68%	90%
Accountant	72,286.00	58,710.00	\$ 65,498.00	48,000.00	51,840.00	79%	72%	88%
VP - Administration	216,453.00	300,329.00	\$ 258,391.00	123,000.00	132,840.00	51%	61%	44%
Customer Service Manager	86,335.00	76,958.00	\$ 81,646.50	67,500.00	72,900.00	89%	84%	95%
IT Manager	139,572.00	111,308.00	\$ 125,440.00	63,000.00	68,040.00	54%	49%	61%
HR Manager	98,135.00	96,241.00	\$ 97,188.00	50,000.00	54,000.00	56%	55%	56%
VP Gas Supply & Marketing	244,355.00	219,663.00	\$ 232,009.00	121,000.00	130,680.00	56%	53%	59%

**STAFF OF THE DEPARTMENT OF PUBLIC SERVICE
INTERROGATORY/DOCUMENT REQUEST**

**Corning Natural Gas Corporation
Case 16-G-0369
Gas Rates**

Request No.: DPS-301
Requested By: Daniel Gadomski
Information Requested of: Sarhangi/DiValentino
Date of Request: August 29, 2016
Response Due Date: September 12, 2016
Subject: Incentive Compensation

Referring to the benchmark study the Company supplied in response to DPS-205 MW-4, question 2, for each of the 15 positions listed, provide the annual dollar value of the benefits package provided to each employee, including the value of health care, retirement contributions and paid leave days. Provide any material defining the benefit plan provisions that are distributed to employees of Corning Natural Gas. Provide the overall average dollar value of benefits provided to CNG employees.

Response:

Using a composite fringe benefit rate, the value of the benefits package provided to each employee is shown below.

		16%	28%
		<u>Health/Life</u>	<u>Pension</u>
President & CEO	\$ 170,000.00	27,973.94	47,348.05
VP Operations/Engineering	130,000.00	21,391.84	36,207.33
Manager Operations & Engineering	92,600.00	15,237.57	25,790.76
Gas Construction Manager	81,750.00	13,452.17	22,768.84
Safety Manager	71,700.00	11,798.42	19,969.73
Compliance Manager	76,300.00	12,555.36	21,250.92
Chief Financial Officer	131,000.00	21,556.39	36,485.85
Senior Regulatory Accountant	60,000.00	9,873.16	16,711.07
Regulatory Accountant	56,000.00	9,214.95	15,597.00
Accountant	48,000.00	7,898.52	13,368.86
VP - Administration	123,000.00	20,239.97	34,257.70
Customer Service Manager	67,500.00	11,107.30	18,799.96
IT Manager	63,000.00	10,366.81	17,546.63
HR Manager	50,000.00	8,227.63	13,925.90
VP Gas Supply & Marketing	121,000.00	19,910.86	33,700.67

Please note that, but for incentive compensation, the listed individuals receive the same benefits provided to all CNG employees.

The material defining the benefit plan provisions that are distributed to CNG employees is contained in Attachment DPS-301.

Name of Respondent: L. Mario DiValentino
Position of Respondent: President, Moonstone Consulting LLC
Date of Response: September 6, 2016

Attachment DPS-301

Employee Benefits

Employer-Offered Insurance

Corning Natural Gas provides group carrier health and dental insurance plans to all full-time employees. Coverage is offered either on an individual, 2-person or family plan, in which Corning Natural Gas pays for 80 percent of the monthly premium. The employee pays 20 percent of the monthly premium through payroll deductions which is a pre-tax benefit.

Insurance coverage begins on the first day of the first month following 90 days of full-time employment. Employees who wish to enroll after 90 calendar days of full-time employment may do so at that time. Current part-time employees who become full-time employees will be notified by Human Resources when they are eligible to enroll.

An employee who reaches the normal retirement age of 62 prior to retirement or termination from the company will receive up to \$150 per month toward the payment of medical insurance premiums, whether the coverage is COBRA, other pre-Medicare coverage or continuing on the company's plan after retirement. This benefit is only available to employees who reach age 62 while a regular full time employee of the company. In the event an employee is terminates employment or retires prior to age 62, the \$150 per month supplemental benefit is not offered before or after the age of 62.

As a result of termination, reduction in work hours, injury or illness or in the event that an employee is on a military, jury duty or other leave of absence, an employee may be eligible to continue Corning Natural Gas's group coverage by paying a monthly premium. If the employee satisfies eligibility requirements for coverage continuation and is terminated, has his/her work hours reduced, is on a leave of absence for a work-related injury or illness, is on an approved military leave or is on an approved jury duty leave, Corning Natural Gas will continue its contribution for one month. For continuation of coverage after that point in time, the employee is responsible for the full payment of the premium.

Employees are urged to consult the insurance summary plan description for details of the plan benefits. The plan document controls coverage of any benefits.

Group insurance is an employee benefit in which an employee is not required to enroll. Employees who waive Group insurance coverage must sign a Waiver of Group Coverage form. There may be no increase in wages if an employee waives coverage.

The Company will provide an "Opt-Out" Credit to employees who provide written evidence that insurance coverage has been obtained through another source (spousal or private insurance). The "Opt-Out" Credit, which is equal to 20% of the single coverage premium for the year, will be deposited into a flexible spending account (FSA) for the employee on a quarterly basis (paid in the second month of each quarter).

Union employees are reimbursed according to the active labor agreement.

~ *Employer-Offered Insurance* ~

FLEXIBLE SPENDING ACCOUNT (FSA) - HEALTH EXPENSE COVERAGE

A pre-tax payroll deduction to fund out-of pocket medical/dental expenses. The waiting period for enrollment is three months. All full-time employees are eligible to participate. If you wish to participate, you must enroll each year. At the beginning of each plan year (January 1) the employee enrolls and elects a payroll deduction up to \$3,000/per year to be available to pay health/dental expenses not covered by an insurance plan.

FLEXIBLE SPENDING ACCOUNT (FSA) – CHILD AND DEPENDENT CARE

A pre-tax payroll deduction to fund dependent care expenses. The waiting period for enrollment is three months. All full-time employees are eligible to participate. At the beginning of each plan year (January 1) you may enroll and elect a payroll deduction for the plan year for dependent children under the age of 13 or physically or mentally disabled dependent care costs. The annual IRS maximum is \$5,000 per family. Payments for child and dependant care must meet with the state law requirements and Internal Revenue code/Rules and Regulations showing name, address and taxpayer identification number of the third party provider of dependent care services.

Unused benefits may not be carried over from one plan year to the next. Any unused benefit may not be received in the form of another benefit.

Changes made during the plan year to the amount contributed or a cancellation request of the plan can only occur when a change of status has taken place by the employee.

Such status changes are: death, birth, adoption, marriage, divorce or change in employment status.

GROUP LIFE INSURANCE

A Company paid benefit. The waiting period for enrollment is one year of full time employment (employed 40 hours/week). The enrollment date is the first of the month coinciding with or next following 12 months of employment. This insurance is in effect while you are a permanent full-time employee. When you enroll, you can select your beneficiary and you will receive a detailed explanation booklet. If you should leave the company for any reason, your Group Life Insurance will expire at the end of the month. This group life insurance is referred to as "Term Insurance" and will be provided for all active employees in accordance with the following schedule:

- **Active Non-Union Employee**
 - One times annual earnings rounded down to the lower \$1,000 if not a multiple thereof, with a maximum of \$30,000.
- **Active Union Employees, Supervisors and Managers**
 - Two times annual earnings rounded down to the lower \$1,000, if not a multiple thereof, with a maximum of \$60,000.
- **Retired Employees – Retirement date on or before 12/31/2010**
 - Flat amount of \$2,000

~ *Employer-Offered Insurance* ~

ACCIDENTAL DEATH AND DISMEMBERMENT INSURANCE (AD & D) will be provided for all active employees when they are enrolled in the Group Life Insurance in accordance with the following schedule:

- **Active Non-Union Employee**
 - Two times annual earnings to a maximum amount of \$30,000
- **Active Union Employees, Supervisors and Managers**
 - Two times annual earnings to a maximum amount of \$60,000.

PLEASE NOTE: There are conversion rights that apply should you leave the company and want to continue your personal life policy.

401(K) SAVINGS PLAN

You are eligible to enroll in the employee Savings Plan on the first of the month after one year of active employment and attainment of age 21. Your contribution can be from one (1) percent up to the maximum percentage and dollar amount limit established by the IRS each January 1st. The Company contributes 50 cents for every \$1 you contribute up to six (6) percent employee contribution. Company maximum is 3 percent of the employee's base earnings.

A "Summary Plan Description" (giving detailed information about the Plan) is provided to employees when they enroll.

PENSION PLAN

An employee must complete one-year service to be eligible and be 21 years of age. Can enter plan at January 1 or July 1. The plan is fully funded – vested rights after 5 years continuous active service. 100% funded by Company.

RETIREE MEDICARE EXTENSION COVERAGE

A retiree who reaches the normal retirement age of 62 as a regular full-time employee during the lifetime of such retiree, the Company will pay the present full cost of the Medicare extension coverage, or a substantially comparable coverage from a different carrier, including coverage obtained outside of the Company, not to exceed \$150.00 per month. Retiree must provide proof of coverage and premiums annually, and if applicable, retiree will be reimbursed from Corning Natural Gas on a quarterly basis.

ADDITIONAL VOLUNTARY BENEFITS

After three (3) months of employment, the Company offers employees an assortment of additional voluntary supplemental benefits. A benefits enrollment fair is scheduled in November for deductions to begin the following January 1. These supplemental benefits include:

- AFLAC Cancer Insurance
- Long Term Disability Insurance
- EyeMed

COBRA Benefits

Corning Natural Gas complies with the federal law, Consolidated Omnibus Budget Reconciliation Act of 1985, P.L. 99 272, and later amendments, otherwise known as COBRA. Covered employees and their dependants who lose insurance coverage for any of the following reasons are eligible to continue their coverage through COBRA: termination, reduction in working hours, divorce or legal separation, death of the employee, eligibility for Medicare or loss of dependent child status under the insurance plan. All administrative rules and processes as well as changes in plan benefits and premiums apply to those on continuation coverage.

- In the event of divorce or legal separation, or the loss of dependent child status under the plan, a covered employee or dependent must notify Human Resources immediately to maintain the right to continue coverage. At that time, Human Resources must notify their plan administrators **within 30 days** after an employee's termination or after a reduction in hours that causes an employee to lose health benefits.
- Next, the plan administrator must provide notice to individual employees of their right to elect COBRA coverage **within 14 days** after the administrator has received notice from the employer.
- Finally, you **must** respond to this notice and elect COBRA coverage **by the 60th day after the written notice is sent or the day health care coverage ceased, whichever is later**. Otherwise, you will lose all rights to COBRA benefits.

COBRA premiums will be billed by the applicable insurance provider, and the first premium will be due within 45 days of the date of election. Subsequent premiums must be received within the terms set forth by the provider. Failure to make timely payments will result in termination of coverage without notice.

Continuation of COBRA coverage will end for any of the following reasons: Corning Natural Gas discontinues its insurance plan, the premium payment is not made in a timely fashion, and the person who elected continuation of coverage becomes covered under another insurance plan or Medicare. Continuation coverage will end after 18 months if the qualifying event was termination or reduction in hours, unless the qualified beneficiary is disabled at the time of termination or reduction in hours, in which case coverage may extend to 29 months. Continuation coverage will otherwise end after 36 months.

Educational Assistance

Corning Natural Gas is committed to developing and maintaining a high performance workforce and encourages its employees to continue to strengthen the knowledge and skills necessary to succeed.

Purpose: The program provides financial assistance for approved courses, continuing education credits, certifications and licensing to support employees' development of skills and knowledge that will be of mutual benefit to the employee and the Company.

Qualifications: Employee must be an active full time regular employee. All educational opportunities must be approved in advance by the employee's manager.

Schedule of Reimbursement: Approved job-related expenses for tuition/training, course registration and exam fees will be reimbursed 100% along with 50% of required books up to \$2,500 per calendar year after successful completion (C or better for bachelors level and B or better for masters level) and a valid receipt and verification of the obtained grade (or pass/fail) is supplied to Human Resources. Optional fees, supplies, parking, application fees and entrance exam fees are not covered and are the responsibility of the employee. Job-related courses or training: Approved job-related courses are those that involve subjects that will benefit the employee in executing present job responsibilities or where it is part of an individual's planned development or advancement within the Company. Non-position related courses are generally not covered. Degree programs, Certifications or Designations: Reimbursement for non-position related courses as part of a degree program may be covered, depending upon the individual's planned development or advancement within the Company. Approved courses taken in conjunction with a degree program must be through accredited universities/colleges. Designations/certification programs qualify for reimbursement where it is relevant to the employee's position and where there is mutual benefit to the individual and the Company in terms of enhancing the employee's job performance, capabilities and credentials. The degree/certification program must be approved by management prior to beginning the program.

Technical Licensing/Continuing Education Credits: If a license is required for a position within Corning Natural Gas, employees are responsible for maintaining their licensing requirements. The Company will assist as follows: With advance approval, expenses or reimbursement for expenses may also be covered at 100% for initial licensing if the license is required for the individual's current position or where the Company agrees it is part of an individual's planned career path within the organization. The annual limit stated in the schedule of reimbursement above applies. In some instances, with advance approval, continued educational credits may be obtained through outside vendors, clients, colleges, or universities. Approval will be determined based upon the value to the employee of the course content and whether the employee is taking advantage of the self-study and in-house training methods.

Approval Procedure: The application for participation in this program is to be made in writing using the "Application & Request for Educational Reimbursement" form and submitted to the department manager and Human Resources for approval prior to.

~ *Educational Assistance* ~

commencement of the course. Upon approval, Human Resources will send a copy of the approved form to the employee.

Reimbursement Procedure: Following completion of the approved coursework, the employee submits the "Application & Request for Educational Reimbursement" form with evidence of satisfactory completion (C for bachelors' level and B for masters' level or pass/fail) and itemized receipts for expenses incurred for tuition, books, etc. The documentation should be forwarded to Human Resources who will process payment.

Termination: If an employee voluntarily terminates employment at any time within 18 months of receiving reimbursement under this program, (except for the costs related to C.E. credits), the employee is obligated to remit to the Company all of the education assistance monies received as reimbursement for expenses incurred. Remittance is required in the amount of one-eighteenth for each of the eighteen or fewer months remaining after termination. For example, an employee who terminates six months after receiving tuition assistance is forgiven six eighteenths or one-third of all expenses reimbursed, but is required to remit the balance. Any balance due will be paid immediately upon termination by the employee. Repayment is not required if the employee is terminated by the company for any reason other than cause.

Additional Guidelines: Courses or training received under this program should normally be held outside working hours. The Company reserves the right to be selective in approving educational assistance, closely linking employees' jobs, Company/department budget and the specific training they pursue. Initial approval of education continuance, does not obligate the Company to continued approval of future courses. Reimbursement is contingent upon continued employment beyond course completion and may be treated as taxable income in accordance with the IRS regulations. This program does not include costs associated with seminars/courses where attendance is required. If financial assistance is being received from other sources (such as any state, federal, military or private assistance), only the difference between the total cost of the course and the amount of the assistance will be considered reimbursable under this program. Employee reimbursement upon satisfactory completion of the approved course/training will be the method of assistance. However, in the case of certification programs, where the full certification cost is required up front, Corning Natural Gas Corp., Inc. may consider direct payment of some or all portions prior to the start of the training. The Company has the discretion to deny approval due to business needs, including the need to work flexible or longer hours, or where employee performance has been or could become unsatisfactory

Employee Informal Recognition Program

The Corning Natural Gas Informal Recognition program is designed to encourage employees to express their appreciation towards one another for special effect “above and beyond” normal job responsibilities. The recognition consists of a certificate for redemption which may be given along with thanks to any employee. A brief description of the individual’s accomplishment is required on the recognition card. Recognition cards will be available in the Human Resources Department. The initiator must complete the card and deliver to the recipient. After making their award selection, the recipient can redeem their certificate through Human Resources.

Guidelines:

- Only Corning Natural Gas employees are eligible to give and receive recognitions.
- An informal recognition form must be completed for each award. The form must contain the following details to be honored:
 - To: (full name of recipient)
 - From: (full name of initiator)
 - Date:
 - Reason: (description of special effort completed).
- There is a limit of one gift per event or accomplishment.
- Giving recognition in exchange for getting recognition is a violation of this policy.

This program will be monitored and tracked for usage and compliance. Please contact Human Resources with any questions.

**STAFF OF THE DEPARTMENT OF PUBLIC SERVICE
INTERROGATORY/DOCUMENT REQUEST**

**Corning Natural Gas Corporation
Case 16-G-0369
Gas Rates**

Request No.: DPS-308
Requested By: Daniel Gadomski
Information Requested of: Sarhangi/DiValentino
Date of Request: September 6, 2016
Response Due Date: September 16, 2016
Subject: Management Employees

Provide a five year listing of the employers for which new management hires worked prior to joining Corning Natural Gas and to which employer departing Corning Natural Gas management employees went. For each management employee who left the company during the last 5 years, indicate the reason the employee left the company (e.g., retirement, transfer to an affiliate, or resignation) and the number of years of service the employee had with the company.

Response:

The Company defines management employees as those individuals who have supervisory responsibilities. The following list provides the previous employer, regardless of the fact that all such prior employment was more than five years before joining the Company.

	Year	
	<u>Employed*</u>	<u>Previous Employer</u>
CEO	Dec. 2006	Southern Union/NYSE&G
VP Administration	Feb. 2006	Hunt Engineering
VP Finance	Feb. 2006	Tax Accounting firm (TCI)
VP Marketing	June 2008	IBM
VP Operations	Feb. 2008	Mulcare Pipeline Solutions
Compliance Manager	July 2014	New position filled from within
Construction Manager	Mar. 1996	Promoted from within
Engineering Manager	June 2009	NYSE&G
Customer Service Manager	Dec. 1988	Promoted from within

*Date represents acceptance of incumbent in the current position.

No retirements from these management positions have occurred during the last five years.

Name of Respondent: L. Mario DiValentino
Position of Respondent: President, Moonstone Consulting LLC
Date of Response: September 15, 2016

**STAFF OF THE DEPARTMENT OF PUBLIC SERVICE
INTERROGATORIES/DOCUMENT REQUESTS**

**Corning Natural Gas Corporation
Case 16-G-0369**

Gas Rates

**Responses to Department of Public Service Staff
“Filing Requirements – Gas Utilities”**

INSTRUCTIONS: For each response to the following questions (19 – 34), provide the requested information for the historic period, the link period, the three preceding fiscal years, the first rate year and the subsequent two rate years, unless the question states otherwise:

Labor

DPS-19 Provide the cost of all benefits provided to company employees by account number. For each benefit, provide the total amount capitalized and the total amount expensed during the relevant periods.

- (a) The list of benefits should include, but is not limited to, the following:
- a) FICA taxes; *This information has been provided in the “Payroll plus PR Tax Details” part of the model provided to Staff in electronic format.*
 - b) Medicare taxes; *Same.*
 - c) State unemployment taxes; *Same.*
 - d) Federal unemployment taxes; *Same.*
 - e) 401K plan; *This information has been provided in the “Other O&M-2” part of the model provided to Staff in electronic format. It is also contained in Exhibit CNG-5, Schedule 14, page 2.*
 - f) vacation pay; *This information has been provided in the “Vacation Accrual-2” part of the model provided to Staff in electronic format. It is also contained in Exhibit CNG-5, Schedule 4, page 2.*
 - g) holiday pay; *This information has been provided in the “Supervisory and Indirect Labor-2” part of the model provided to Staff in electronic format. It is also contained in Exhibit CNG-5, Schedule 4, page 2.*
 - h) personal holiday pay; *Same.*
 - i) pension; *This information has been provided in the “Pension and OPEB-2” part of the model provided to Staff in electronic format.*
 - j) Supplemental Executive Retirement Plan; *None.*
 - k) employee paid time off; *This information has been provided in the*

“Supervisory and Indirect Labor-2” part of the model provided to Staff in electronic format. It is also contained in Exhibit CNG-5, Schedule 4, page 2.

- l) long and short term disability insurance; *This information has been provided in the “Insurance Cost-2” part of the model provided to Staff in electronic format. It is also contained in Exhibit CNG-5, Schedule 6, page 2.*
 - m) educational assistance; *None.*
 - n) service awards; *None.*
 - o) life insurance; *This information has been provided in the “Insurance Cost-2” part of the model provided to Staff in electronic format. It is also contained in Exhibit CNG-5, Schedule 6, page 2.*
 - p) accidental death and dismemberment insurance; *Same.*
 - q) dental insurance; *Same.*
 - r) legal assistance; *None.*
 - s) travel insurance; *None.*
 - t) Employee Stock Option Plan; *Not applicable (recovery not sought in rates).* and,
 - u) any other Stock Options or Stock Option Plans. *Same.*
- (b) Indicate which of the above benefits, if any, are available only for management employees. Additionally, provide information on benefits offered to participants that are generally not available to all company employees. *Except for the stock option plans, for which no rate recovery is sought, all of the benefits noted above as available are available to all employees.*

DPS-20 Employee Benefits: Supplemental Executive Retirement Plan. *Not applicable.*

- a) Provide the account and dollar amount recorded for the costs of any such plan(s).
- b) If, during the test period, the company deviated from or changed its written plan(s), provide an explanation and authority for the deviation and quantify the dollar impact on the test period.
- c) Provide the total amount capitalized and the total amount expensed for such plan(s).

DPS-21 Employee Benefits: Severance Agreements. *Not applicable.*

- a) Provide the account and dollar amount recorded for the costs of such agreement(s).
- b) If, during the test period, the company deviated from any provision(s) of such agreement(s), provide explanation(s) and the authority for the deviation and quantify the dollar impact on the test period.

- c) Provide the total amount capitalized and the total amount expended for such agreement(s).

DPS-22 Employee Benefits: "Golden Parachute". *Not applicable*. If the company is seeking recovery of expenditures for such benefits:

- a) Provide a copy of any "Golden Parachute" agreement(s) or any similar agreement(s) or plan(s) in effect during the test period in which the company may be required to provide special salary/benefit treatment to its employee(s) in the event of a sale, a merger, or any other transfer of the company;
- b) Provide the account and dollar amount recorded for the costs of any such agreement(s) or plan(s); and,
- c) Provide the total amount capitalized and the total amount expended for any such agreement(s) or plan(s).

DPS-23 Provide a copy of the company policy on employee relocation, including reimbursement, and a list of expenses incurred and the accounts where such expenses are recorded. *Not applicable*.

DPS-24 Early Retirement or Severance Plans. *Not applicable*.

- a) Provide a schedule of transactions for any early retirement or severance plans, by account.
- b) Describe how the cost quantified above is reflected in the company's pension plan actuarial report. Indicate where the item is located in the pension/OPEB actuarial report.
- c) If, during the test period, the company deviated from the terms of a plan or plans, provide an explanation and the authority for the deviation(s) and quantify the dollar impact on the test period.
- d) Provide the total amount capitalized and the total amount expended for such early retirement or severance plans.

DPS-25 Pension Plans. *This information has been provided in the electronic files referenced in Exhibit CNG-13, specifically CNG-13-25 ("Pension Plan")*.

- a) Provide a Summary Plan Description for any defined benefit plan in effect during the test period for which the company is requesting cost recovery.
- b) Provide a copy of the latest actuarial report prepared for or by the company that supports its pension benefit obligations and plan assets, and the amounts recognized on the balance sheet and income statement.
- c) Provide a reconciliation of any difference between the actuarially determined expense level and the amount of pension expense requested for recovery in rates. Also, reconcile the prepaid/accrued benefit cost per the actuarial report with the amount, if any, included in rate base.
- d) If, during the test period, the company changed or deviated from the terms of its plan(s), provide an explanation and the authority for the deviation(s) and quantify the dollar impact on the test period.

- DPS-26** OPEBs. *This information has been provided in the electronic files referenced in Exhibit CNG-13, specifically CNG-13-26 (“OPEBs”).*
- a) Provide a summary description for any defined benefit plan in effect during the test period for which the company is requesting recovery of costs.
 - b) Provide a copy of the latest actuarial report prepared for or by the company that supports its OPEB obligations and plan assets, and amounts recognized in the balance sheet and income statement. Identify any change in assumption(s) and provide the underlying reason(s) for the change.
 - c) Provide a reconciliation of the change in OPEB obligations and plan assets in the actuarial report provided above, and the amounts recognized in the application at the end of the test period. Include sufficient detail to explain all costs in expense and rate base.
 - d) If, during the test period, the company changed or deviated from the terms of a plan(s), provide an explanation and the authority for the deviation(s) and quantify the dollar impact on the test period.
- DPS-27** Bonus and/or Incentive Compensation plans. For any short or long-term incentive arrangement or any one-time bonus plan, provide:
- a) A complete list of titles eligible to receive bonuses or incentive pay under such plan(s); *Please see Attachment CNG-13-27(Bonus Incentive Comp. Program) attached.*
 - b) The amount awarded to each position listed in subpart (b) in the plan(s) since the last rate case or during the past three rate years, whichever is less, through the test period. Provide a payment schedule showing the date(s) and dollar amount(s) paid and the account(s) to which any payments were booked; *Payments by position are included in the model provided to Staff electronically, tab “Payroll+PR tx Detail”*
 - c) Provide a compensation study that measures the utility’s overall compensation levels (including incentive plans) relative to similarly situated companies; *None.*
 - d) Provide details concerning the corporate objectives underlying any incentive compensation plans and the design and intent of such incentive plans; *Please see Attachment CNG-13-27(Bonus Incentive Comp. Program) attached.*
 - e) Information on how an individual becomes eligible under the plan(s); *Management evaluates the contributions of individuals to corporate goals.*
 - f) Any information the company believes establishes a relationship between the existence of the plan(s) and corporate performance; *Please see Attachment CNG-13-27 (Bonus Incentive Comp. Program) attached.* and,
 - g) If, during the test period, the company changed or deviated from the terms of the plan(s), provide an explanation and authority for the deviation and quantify the dollar impact on the test period. *Not applicable.*

- DPS-28** Provide a description of all agreements the company has with former or retired officers or directors for which the company is requesting cost recovery. For each agreement: *None*.
- a) Explain the purpose;
 - b) Identify the cost by account number incurred during the test period necessary to fulfill any provisions of the agreement;
 - c) Explain the benefit to ratepayers; and,
 - d) Provide the total amount capitalized and the total amount expensed.
- DPS-29** Provide copies of all current union contracts, which will be effective within one year of the test period or linking period ending date. Indicate whether the company is presently engaged in collective bargaining negotiations, identify the union(s) and estimate when agreement(s) may be reached. *Please see Attachment CNG-13-29 (Current Union Contract) attached.*
- DPS-30** Provide the number of budgeted full-time employees, part time employees, contract employees and agency employees by department, by month for the test period. *This information has been provided in the electronic files referenced in Exhibit CNG-13, specifically "Payroll Plus PR Tax Details," although the data are not broken down in the same fashion indicated in the question.*
- DPS-31** Provide the number of full-time employees, part time employees, contract employees and agency employees by department, by month for the test period and by year for all fiscal years ending since the end of the immediately preceding test period or three years, whichever is less. *To be supplied.*
- DPS-32** Provide the labor expense and capitalized labor by account by month for the test period and by year for all fiscal years since the end of the immediately preceding rate year or three years, whichever is less. *Please see Attachment CNG-13-32, "Payroll by month 2012 to 2014, p. 353-55".*
- DPS-33** Are there any productivity programs currently in place or planned to be implemented which are intended to increase the efficiency of the company work force and reduce company costs (i.e., changes in crew sizes)? If so describe the program(s), and provide details of the performance results and effectiveness of the program(s) along with an estimate of cost savings to the Company and the basis for such estimate for each program. *The Company continuously seeks opportunities to increase productivity and to control costs. Given the Company' lean work force, opportunities for personnel reductions are virtually non-existent. At the same time, due to the significant amount of construction in which the Company is engaged to meet its Commission-mandated infrastructure improvement goals, the Company pursues robust competitive bidding among contractors to achieve cost control while maintaining quality and safety standards,*
- DPS-34** Wage Loading Factors. Provide the calculation for all wage-loading factors applied to wages and salaries for any purpose within the historic test period and link period. Provide a detailed description of the calculation. *The calculation of construction overhead (charged to capital and clearing accounts) is based on prior year payroll*

*and benefit costs. The calculation is attached as Attachment CNG-13-34
Construction Overhead Calculation.*

Attachment 13-27
REDACTED COPY

Confidential Information

Fiscal 2016
SENIOR EMPLOYEE INCENTIVE PROGRAM

Description: The Program is intended to provide incentives for critical, senior employees based on Corporate and group performance targets. Program will be for the period October 1, 2015 through September 30, 2016. Incentives will be paid in cash. Payments will be made within 60 days after approval by the Board of Directors.

Goals: Incent senior employee performance, allow employees to share in both the success of Company and their individual areas of responsibility and to provide a mechanism to retain key employees.

Mechanism:

- 1) Establish Company earning's target (threshold) of \$ 2,322,308.
- 2) If Company meets the earning's target, participating employees are eligible for incentive program. No incentives paid, if Company earnings target is not achieved.
- 3) Establish group/individual employee performance targets (3-5 quantifiable measures).
- 4) Following end of calendar year, the President will determine how many targets were achieved (e.g. 2 out of 4 targets achieved, employee eligible for 50% of bonus)
- 5) Incentive program will be based on 8 percent of employee's annual base salary, however payout percentage may vary.

- 6) Payout determined based on percent of earnings target achieved

Percent of Earnings Achieved	Percent of Base Salary Incentive Payment
110% of target or higher	12%
100% of target	10%
90% of target	6%
Below 90% of target	0%

- 6) Award incentive to be paid in cash within 60 days of Board approval.
- 7) Program limited to executives and managers.
- 8) Extraordinary items, positive or negative, are to be excluded in determining earnings target.

Eligible Employees for 2015:

ACTIVE EMPLOYEE INCENTIVE PROGRAM IS AT THE DISCRETION OF THE BOARD OF DIRECTORS AND MAY BE DISCONTINUED AT ANY TIME.

Revised 10/19/15

Accounting Department 2016 Incentive Goals

October 1, 2015 – September 30, 2016

Department Goals

1. Secure 60% of fiscal year 2016 Corning Natural Gas capital budget with new debt and restructure all existing CNG long term debt. (25%)
2. Successfully conclude IRS audit (30%)
3. No penalties or deficiencies for required NYPSC or SEC filings (15%)
4. Successfully complete the acquisition of Pike County Light and Power, including debt and equity issuance (30%)

Employees in Plan



Gas Supply & Marketing Department FY 2016 Incentive Goals



Corning Natural Gas Holding Corporation		Projects Review 4/1/2016
Percentage	Initial Projects 10/1/2015	
1	25 Oversee Successful Intergartion of PCL&Pinto Corning Operations	
Corning Natural Gas Corporation		Projects Review 4/1/2016
Initial Projects 10/1/2015		
1	15 1 major distribution expansion or gathering interconnect	
2	5 No PSC gas supply penalties	
3	10 Achieve \$60,000 in incentive supply revenue	
4	15 Add 90 new active customers	
Leatherstocking Gas Company, LLC		Projects Review 4/1/2016
Initial Projects 10/1/2015		
1	20 Complete pipeline and gas supply agreements for Windsor and New Milford	
2	10 Add 125 new active customers	

HR/IT/Customer Service Department Goals

October 1, 2015 – September 30, 2016

Department Goals Established (% varies for each goal)

1. Create and implement an investor relations and a public relations program, includes print media, webpage, presentations, Facebook and Twitter. (10%)
2. Renew insurance policies for all enterprises on satisfactory terms and costs (25%)
3. Meet PSC requirements for customer service metrics (>83% satisfaction rating) and no NYSPSC penalties (20%)
4. Successfully implement a cybersecurity program across the enterprise (15%)
5. Maintain bad debt level at < 1.0% of revenue (15%)
6. Complete Employee Handbooks and Corporate Values program for the Enterprise (15%)

Employees in Plan



Operations Department 2016 Incentive Goals
October 1, 2015 – September 30, 2016

Department Goals

1. Meet PSC Mandates:

- a. Meet Leak Backlog targets (Total Type 1, 2 and 2A; target: 5 by December 31, 2016) and (Total leak backlog; target: 125 by December 31, 2016) as specified in the Gas Safety Metric targets in the current Rate Case (20% incentive: [REDACTED]); (20% incentive: [REDACTED])
- b. Meet Leak Prone Main and Service targets (9.6 miles main and 325 services replaced by December 31, 2016) as specified in the Gas Safety Metric targets in the current Rate Case. (20% incentive: [REDACTED]); (20% incentive: [REDACTED])
- c. Meet Emergency Response, Safety Violation Occurrences (Annual Record and Field Audit) and Damage Prevention targets (December 31, 2016) as specified in the Gas Safety Metric in the current Rate Case. (20% incentive: [REDACTED]); (20% incentive: [REDACTED])

Note: Will have to wait for December results to meet NYS PSC mandates.

- 2. Provide natural gas service to 95 new customers (20% incentive: [REDACTED]); (20% incentive: [REDACTED])
- 3. Complete installation of a new local production interconnect (20% incentive: [REDACTED]); (10% incentive: [REDACTED])
- 4. Construct Windsor and New Milford system for Leatherstocking Gas Company on time and budget. (0% incentive: [REDACTED]); (10% incentive [REDACTED])

Employees in plan

[REDACTED]

**STAFF OF THE DEPARTMENT OF PUBLIC SERVICE
INTERROGATORY/DOCUMENT REQUEST**

**Corning Natural Gas Corporation
Case 16-G-0369
Gas Rates**

Request No.: DPS-269 (MW-17)
Requested By: Molly Wright
Information Requested of: Sarhangi/DiValentino
Date of Request: August 12, 2016
Response Due Date: August 22, 2016
Subject: Incentive Comp

1. For years 2013 through 2015 provide the actual amount of incentive comp paid.

Response:

Amounts for performance in previous year paid in:

2015	\$ 68,355
2014	\$104,718
2013	\$ 52,434

2. For years 2013 through 2015 provide the maximum amount of incentive comp that could have been paid.

Response

2015	\$112,592
2014	\$104,718
2013	\$ 86,255

3. For years 2013 through 2015 describe what metrics were met to allow the payout of incentive comp.

Response:

The gateway goal of earnings was met. The departmental goals and achievement levels are shown in Attachment DPS-269(3). Please note that names of individual employees have been redacted.

Name of Respondent: L. Mario DiValentino
Position of Respondent: President, Moonstone Consulting LLC
Date of Response: September 2, 2016

Attachment DPS-269(3)

Incentive Comp Goals

2015

Operations Department Goals
October 1, 2014 – September 30, 2015

Department Goals

1. Meet PSC Mandates: Meet bare steel main and service replacement targets, meet or exceed Emergency Response targets, complete year with ten or less High Risk Code Sections and continue Line 6, 11 and 15 replacement programs by replacing at least 2.0 miles (35% incentive: [REDACTED]); (20% incentive: [REDACTED])

Results:

Bare steel Target: Main – 7.5 miles; Services – 350.

Bare Steel Replaced: Main 7.55 miles; Services – 470.

Emergency Response Target: Must respond to 75% of emergency/odor calls within 30 minutes; 90% within 45 minutes and 95% within 60 minutes.

Emergency Response Attained: 79% within 30 minutes; 96% within 45 minutes; 99% within 60 minutes.

High Risk Code Section Target: 10 or less

High Risk Code Section Attained: less than 10

Line 6, 11 & 15 Replacement Target: 2 miles

Line 6, 11 & 15 Replacement Attained: 2 miles

Target met: 100%

35% incentive: [REDACTED]

20% incentive: [REDACTED]

2. Provide natural gas service to 85 new customers (25% incentive: [REDACTED] J Spear); (20% incentive: [REDACTED])

Results: Less than target.

Target met: 0%

3. Reduce leak backlog currently 250 (as of September 30, 2014) to 150 (25% incentive: [REDACTED]); (20% incentive: [REDACTED])

Results: Backlog as of 9/18/15 is 349, did not achieve results. The reason for this is that Operations performed a 100% leakage survey instead of a 33% survey this year resulting in an unprecedented 357 leaks discovered which represents a 68% increase over the average of the previous five years. Additionally, the 150 leak target was based on the matrix provided by DPS Staff during the 2014-15 Rate Case negotiation. This leak target was ultimately changed to 175 and was to be completed by calendar year 2015. Operations is working to and should meet this target by year end. Since September 1, 2014, we have successfully repaired over 270 leaks.

Target met: 0%

4. Successfully negotiate new Labor Agreement. (15% incentive: [REDACTED]; (20% incentive: [REDACTED])

Results: Labor contract successfully negotiated.

Target met: 100%

15% incentive: [REDACTED]

20% incentive: [REDACTED]

5. Engineer and build Elk Lake School District gas system and begin Engineering & permitting for Town of Windsor gas system on time and budget. (0% incentive [REDACTED]; (20% incentive [REDACTED])

Results: Elk Lake School District gas system successfully installed. Engineering and permitting initiated for Town of Windsor gas system on time and budget.

Target met: 100%

0% incentive: [REDACTED]

20% incentive: [REDACTED]

Total Achieved:

50% [REDACTED]

60% [REDACTED]

Employees in plan

[REDACTED]

HR/IT/Customer Service Department Goals

October 1, 2014 – September 30, 2015

Department Goals

1. Successfully negotiate new Labor Agreement - ACHIEVED
Pay rate increase average of 3.25% each of three year agreement, concession on retirement age for new hires and 1% concession potential on medical premiums
2. Renew insurance policies on satisfactory terms and costs – ACHIEVED
Insurance premium increase less than 2.3% excluding workers compensation and auto policy adjusted for vehicle updates.
3. Meet PSC requirements for customer service metrics – ACHIEVED
Penalty target is less than 83% while actual target achieved for 2015 is 89.3% satisfied customer rating
4. Complete approved capital improvement projects on time and on budget – ACHIEVED
New cooling tower and new customer service workstations installed on schedule and on budget

Total ACHIEVED – 100%

Employee in Plan



Gas Supply & Marketing Department Goals

October 1, 2014 – September 30, 2015

Department Goals**1. Holding Company Business Development**

Complete one of the identified goals below for 25% (10%) ACHIEVED

- a). Interconnect Agreement with Shell Lines 2,3 & 11 No
- b). JV agreement with Chesapeake Utilities one of the following projects
 - I). Header system No
 - II). Cayuga generation pipeline No
 - III). Gathering or distribution system acquisition Talisman Rush Interconnect in Process

2). Corning Natural Gas Corporation Growth

Complete the identified goals below for 25% (5%) ACHIEVED

- a). Connect 85 new residential/small commercial customers - 20% No
- b). Get commitment from 1 new commercial/industrial CHP application - 5% Yes

3). Leatherstocking Gas Company Growth

Complete the identified goals below for 25% (15%) ACHIEVED

- a). Commitment from New Milford elderly housing facility for gas connection – 5% Yes
- b). Execute DTE interconnect agreement – 5% No
- c). Execute Pentex Purchase Agreement – 5% Yes
- d). Execute Cargill Meat Solutions transportation agreement – 5% Yes
- e). Execute MPL interconnect agreement – 5% No

4). Corning Natural Gas Corporation Gas Supply and Asset Management

Complete the identified goals below for 25% (25%) ACHIEVED

- a). Increase off system sales incentive revenue to \$50,000 – 10% Yes
- b). No NYPSC penalties related to gas supply – 15% Yes

Total ACHIEVED – 55 %

Employees in the Plan

Accounting Department 2015 Incentive Goals

October 1, 2014 – September 30, 2015

Department Goals

1. Secure 60% of fiscal year 2015 capital budget with new Cap-Ex loans at acceptable interest rates (25%) ACHIEVED

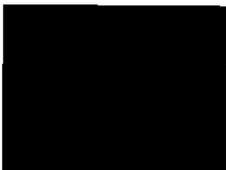
Our capital structure is currently comprised of \$8.5 million Line of Credit and \$17 million of term loans. Our term loans maturity ranges from 2015 to 2019, with a weighted average cost of debt of 4.31% with three different banks.

We have negotiated a comprehensive debt restructuring package with M & T Bank (leading bank consortium). This will consolidate all long and short term debt along with the line of credit. The Term Sheet anticipates lowering the weighted average cost of long term debt from 4.31% to a fixed rate of 3.87% and the Line of Credit from 30 day Libor plus 2.75% to 30 day Libor plus 2.30%. This will save the company about \$75,000/yr. In addition, we will have access to \$4.2 million in new fixed rate five year debt for CAPEX.

2. Successfully conclude IRS audit (30%) ACHIEVED
IRS audit for 2012 was successfully concluded with a "no change" status for the Company. There was potential risk of over \$350,000 tax impact that was eliminated
3. No penalties or deficiencies for required PSC or SEC filings (15%) NOT ACHIEVED
Took a disallowance for property tax reconciliation..
4. Successfully conclude the rate extension (30%) ACHIEVED
A satisfactory Joint Proposal has been negotiated with the PSC Staff and approved by the Commission on October 15, 2015

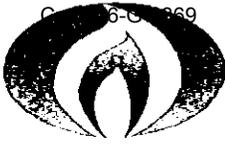
Total ACHIEVED – 85%

Employees in the Plan



Incentive Comp Goals

2014



Operations Department 2014 Incentive Results

Department Goals & Results

70% Incentive: [REDACTED]

76% Incentive: [REDACTED]

1. Meet PSC Mandates: Meet bare steel main and service replacement targets, meet or exceed Emergency Response targets and complete year with ten or less High Risk Code Sections (20% incentive: [REDACTED]); (16% incentive: [REDACTED])
Results: 4 high risk code violations, exceeded bare steel main and service targets and Emergency Response targets. 8.6 miles (Mandated Targets: 7.5 miles and 350 Services) of Leak Prone pipe and 425 services replaced. 20% incentive: [REDACTED]
[REDACTED]
2. Install two new local production interconnects (20% incentive: [REDACTED]); (16% incentive: [REDACTED])
Results: Installed one local production interconnect (Stuart Well). No other interconnect prospects presented itself during 2014. Therefore, 10% incentive: [REDACTED]
[REDACTED]
3. Provide natural gas service to 75 new customers (20% incentive: [REDACTED]); (16% incentive: [REDACTED])
Results: Exceeded goal, provided gas service to 80 customers. 20% incentive: [REDACTED]
[REDACTED]
4. Reduce leak backlog to 200 (20% incentive: [REDACTED]); (16% incentive: [REDACTED])
Results: Leak backlog, 234 leaks as of December 31, 2014. 0% Incentive
5. Continue Line 6, 11 and 15 replacement programs by replacing at least 2.5 miles in 2014. (20% incentive: [REDACTED]); (16% incentive: [REDACTED])
Results: Exceeded goal, replaced 3.3 miles of Lines 6, 11 & 15. 20% incentive: [REDACTED], 16% incentive: [REDACTED]
6. Engineer and build Montrose distribution system on time and budget. (0% incentive: [REDACTED]); (20% incentive [REDACTED])
Results: 6.5 miles installed, over 160 customers connected (including many commercial customers) with revenue being generated in 2014. Approximately 1.5 miles of main remaining to be installed at year end. What was installed was completed on time and under budget! Additionally, the Elk Lake School project construction began in 2014 along with the engineering and permitting process for two other franchises (Windsor, NY and New Milford, PA).
20% Incentive: [REDACTED]

The Operations Department did not meet the leak incentive because it simply ran out of time. We worked hard the entire year to repair a total of 254 leaks, while at the same time discovering an additional 222 leaks. Operations relocated an 800' section of Line 11 to accommodate a new track and soccer field for the Addison Central School District. This project was completed on time and per the District's strict requirements. We also replaced a distribution regulator station in the Village of Addison to improve reliability to that system. Three main extensions were also completed in 2014, Gridley Road and Thurber Road in the Town of Caton and River Road in the Town of Corning consisting of 2,500' of main and 9 services.

Accounting Department Goals Achieved

Accounting Department Incentive Goals for Calendar Year 2014

Department Goals

1. Secure new financing for Holding Corp./Corning Natural Gas Corp. to fund capital projects (debt and if necessary, equity). (25%) **Achieved – 25%**
2. Secure financing for Leatherstocking Gas & Pipeline for 2014 projects (10%) **Achieved 10%**
3. Complete the CIS/Accounting software operations (20%) **Achieved 20%**
4. No penalties or deficiencies for required PSC or SEC filings (20%) **Achieved 0%**
5. Successfully conclude IRS audit (25%) **Achieved 25%**

Total Goal Achievement is 80% of Targets

CNGC and LGC Gas Supply & Marketing Individual 2014 Goals
Fiscal Year 2014 Updated 9/9/14

Individual Goals – [REDACTED]

- 1) Connect three (3) new significant commercial/industrial transportation customers on the CNGC and or LGC systems – **Value 20% Earned 20%**

Potential Targets:

Lathrop Elementary School LGC **Completed**

Elk Lake School LGC **Completed**

New Hotel River St CNGC Hotel **not completed will be served by NG**

Stone Cutter LGC **Plan post poned by management**

Montrose Courthouse LGC **Completed**

Montrose Apartment Complex LGC ?

- 2) Acquire 75 new customers on the CNGC system – **Value 15% Completed with 80 Earned 15%**
- 3) Execute three tap agreements for LGC/CNGC system as need to accommodate system growth Eolin, Stuart

Potential Targets:

Millennium for Windsor LGC

Williams for Elk Lake LGC **Completed**

Eolin, Stuart, Moss or Kio CNGC **Completed Eolin & Stuart Moss and Kio no interest by TEUSA**

Value 25%, 15% for just 2 taps Earned 15%

- 4) Ensure compliance with all NYPSC, PAPUC, EPA and FERC requirements as they related to my responsibilities, no penalties – **Value 15% Completed Earned 15%**
- 5) Implement in-house asset management of CNGC pipeline and storage assets – **Value 25% Earned 25%**
Earned 90% out of 100% 1/19/15

Incentive Comp Goals

2013

Operations Department 2013 Incentive Results**General**

- a. Company must meet an Earnings Target of \$_____. No incentives paid if Company earning target not achieved.
- b. Incentive to be paid within 90 days of end of year.
- c. Extraordinary items, positive or negative, are to be excluded from determining whether targets are met.
- d. Individual incentives determined by amount of contribution to the attainment of group goals.

Employees in plan**Department Goals (25% each)**

1. Meet PSC Mandates: Meet bare steel main and service replacement targets (10% incentive), meet end of year leak repair requirements (5% incentive), meet or exceed Emergency Response targets (5% incentive) and complete year with ten or less High Risk Code Sections (5% incentive).
Results: Replaced 42,531 ft of main (36,960 ft required); 441 services replaced (350 required). Two leaks remained at year end (10 or less required). No High Risk Code Section violations occurred.
100% Met. 25% incentive.
2. Construct Line 15 reliability project (25% incentive).
Results: The 5.5 mile Inergy pipeline was completed and gassed-in on December 20, 2013. 100% Met.
25% Incentive
3. Provide natural gas service to 100 new customers (25% incentive).
Results: Service was provided to 104 new customers.
100% Met. 25% Incentive.
4. Reduce leak backlog to 250 (25% incentive).
Results: Leak backlog reduced to 242.
100% Met. 25% Incentive.


Comments:

Gas Operations met 100% of its incentive goal. In addition to completing the Inergy project as required it is worthy to note that the pipeline was completed under budget. The project was budgeted at \$4.5 million however it was constructed at a cost of \$3.25 million. During the Summer of 2013 the Operations Department was also responsible for the installation of a new (secondary) service to World Kitchen (Large Industrial Customer), service upgrade and relocation to the Corning Incorporated Diesel Plant (CNGC's largest Industrial Customer), main and service upgrades to both Corning -- Painted Post High Schools, two services to new dormitories at Corning Community College, and a main extension and service to the new Corning Hospital. This is in addition to our base-load work that included 441 services replaced, 8.1 miles of main replaced, and the reduction of outstanding leaks from 321 to 242.

was achieved by meeting our goals for 2013. The perspective of being with the Company since 1998, lets me to see that we have come a long way. It also shows that will the proper tools, a dedicated staff who have achieved all of the goals set before them with minimal additional resources. Rewarding goals achieved is an excellent way to reach even higher goals in the future.

This management team and staff began, in 2006, with the yoke of a significant financial loss and a perception in the community of being an incompetent, poorly managed company. In 2013, by achieving the five goals above, we have taken another step along the way to manage our "family friendly corporate environment" into a financially strong growth company.

While it is clear that we will have challenges ahead, our capital investment in technology, security, training and infrastructure will serve us well.

Our team achievements are but one piece. The shareholders are being rewarded, our company is rewarded by increases in earnings each year and it is We now are beginning to establish procedures, rules and policies that will allow us to develop a family friendly corporate environment in which to grow.

The administrative team, in conjunction with the other departments of the company, have begun to set benchmarks in several areas. Examples in our goals achieved in 2013 were focused on keeping bad debt in line, setting targets for customer satisfaction that will keep our image of a very friendly and customer oriented environment in fact. We also set a goal to train or staff in order to improve their ability to interact with customers and to get the customer needs met satisfactorily, for every interaction and finally, we have established job descriptions that will better assist management and each employee to know what skills are expected for their position and what

Accounting Department Goals

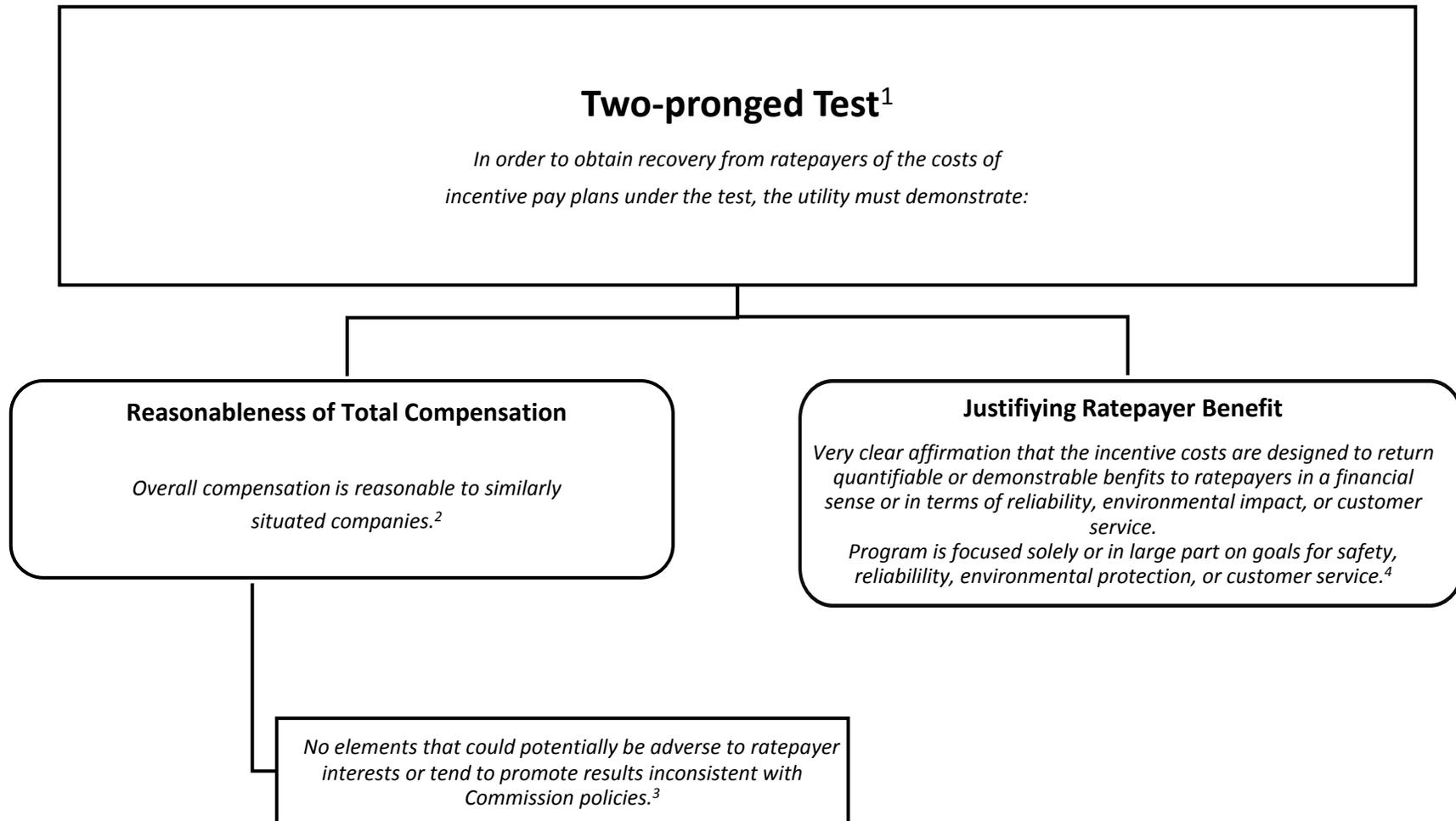
Accounting Department Incentive Goals for Calendar Year 2013

Department Goals

1. Secure \$2 million Cap-Ex loan
Result: Secured \$4 million Cap-Ex Loan at a very favorable rate (4.18%) and term.
100% Met.
2. Re-finance existing long term debt
Result: Re-financed Great West (7.9%), and two M&T loans (6.5% and 5.76%) with much lower interest rate (4.2% and 4.5%) and much better terms. Also, secured \$1.8 million loan for Leatherstocking, and released the Rabbi Trust from the pledged security.
100% Met.
3. Successfully conclude the Holding Company petition
Holding Company petition was filled and successfully concluded.
100% Met.
4. Finish installation of Accounting and CIS software systems
Result: all modules of accounting software were installed by year end. Through testing, and communication with PSC we had to make changes to the Fixed Asset module. The Fixed Asset module is currently not being used and is being modified to meet the PSC requirement that was determined in February of 2014. The new accounting system was installed by year end and helped to produce the 10K. CIS software was also installed by year end.
100%Met.

Comments:

Setting individual goals for each department is important in prioritizing what needs to be done. Of course, for all of us, the main priority is to work together as (we all have different expertise and talent) a team to make the company a better, more efficient, better run, and more profitable organization. In my capacity, I concentrate in promoting our company inside and in the community, improving efficiency, managing cost, re-organizing and consolidating debt (at much better rates and terms), working with local lenders as well as improving and working closely with the PSC and PUC staff at all times are my priorities and goals to make us a much stronger organization.



¹13-W-0295, June 26, 2014 Order, Page 22

²10-E-0362, June 17, 2011 Order, Page 39

³10-E-0362, November 21, 2011 Order, Page 3

⁴10-E-0362, June 17, 2011 Order, Page 38-39

Relative Weight of Financial Performance Incentives

Weighted by # of Employees							
Goal Incentive Allocation		Accounting	Gas Sup & Mkt	HR/IT/CS	Operations		
Financial		100%	25%	65%			
CS, Envi, Safety, Reliability			20%	35%	100%		
Leatherstocking			30%				
CNG Holding Corp			25%				
# of Individuals		4	1	4	5		
Financial/Unrelated		4	0.8	2.6	0	7.4	53%
CS, Envi, Safety, Reliability		0	0.2	1.4	5	6.6	47%

Revenue Requirement							
Department	Accounting	Gas Sup & Mkt	HR/IT/CS	Operations	Total		
Total \$ Allocation	\$ 19,089.00	\$ 19,993.74	\$ 8,352.00	\$ 20,920.00	\$ 68,354.74		
Financial/Unrelated	\$ 19,089.00	\$ 12,995.93	\$ 6,264.00	\$ -	\$ 38,348.93		56%
CS, Envi, Safety, Reliability	\$ -	\$ 6,997.81	\$ 20,920.00	\$ 2,088.00	\$ 30,005.81		44%

Assumes each goal within a department has the same incentive dollar amount								
Department	Accounting	Gas Sup & Mkt	HR/IT/CS	Operations	Total			
Total \$ Allocation	\$ 19,089.00	\$ 19,993.74	\$ 8,352.00	\$ 20,920.00	\$ 68,354.74			
Weighting Financial/Unrelated	1	0.8	0.65	0				
Weighting CS, Envi, Safety, Reliability	0	0.2	0.35	1				
Incentive \$ Financial/Unrelated	\$ 19,089.00	\$ 15,994.99	\$ 5,428.80	\$ -	\$ 40,512.79			59%
Incentive \$ CS, Envi, Safety, Reliability	\$ -	\$ 3,998.75	\$ 2,923.20	\$ 20,920.00	\$ 27,841.95			41%

Adjustments to Internet Survey Based Compensation Benchmarking Analysis

<i>IR DPS-205 (Company Initial)</i>			Average	CNG	Base Wage with	Base W/	Base W/	Base W/	Base W/	
Job Title	2016 PayScale.com	2016 CareerBuilder.com	Research Income	2016 Base Wage	8 % Bonus Opportunity	Bonus as % of Average	Bonus as % PayScale.com	Bonus as % Career Builder.com	Bonus as % Salary.com	
President & CEO	\$ 464,292.00	\$ 555,000.00	\$ 684,594.00	\$ 567,962.00	\$ 170,000.00	\$ 183,600.00	32%	40%	33%	27%
VP Operations/Engineering	233,487.00	225,000.00	252,319.00	236,935.33	130,000.00	140,400.00	59%	60%	62%	56%
Manager Operations & Engineering	112,971.00	600,000.00	132,381.00	281,784.00	92,600.00	100,008.00	35%	89%	17%	76%
Gas Construction Manager	135,958.00	75,000.00	125,526.00	112,161.33	81,750.00	88,290.00	79%	65%	118%	70%
Safety Manager	105,272.00	97,000.00	92,065.00	98,112.33	71,700.00	77,436.00	79%	74%	80%	84%
Compliance Manager	129,900.00	75,000.00	90,069.00	98,323.00	76,300.00	82,404.00	84%	63%	110%	91%
Chief Financial Officer	273,954.00	220,000.00	310,154.00	268,036.00	131,000.00	141,480.00	53%	52%	64%	46%
Senior Regulatory Accountant	145,265.00	72,000.00	84,838.00	100,701.00	60,000.00	64,800.00	64%	45%	90%	76%
Regulatory Accountant	89,052.00	65,000.00	66,860.00	73,637.33	56,000.00	60,480.00	82%	68%	93%	90%
Accountant	72,286.00	43,000.00	58,710.00	57,998.67	48,000.00	51,840.00	89%	72%	121%	88%
VP - Administration	216,453.00	175,000.00	300,329.00	230,594.00	123,000.00	132,840.00	58%	61%	76%	44%
Customer Service Manager	86,335.00	85,000.00	76,958.00	82,764.33	67,500.00	72,900.00	88%	84%	86%	95%
IT Manager	139,572.00	125,000.00	111,308.00	125,293.33	63,000.00	68,040.00	54%	49%	54%	61%
HR Manager	98,135.00	139,000.00	96,241.00	111,125.33	50,000.00	54,000.00	49%	55%	39%	56%
VP Gas Supply & Marketing	244,355.00	250,000.00	219,663.00	238,006.00	121,000.00	130,680.00	55%	53%	52%	59%

<i>IR DPS-329 (Company Updated)</i>			Average	CNG	Base Wage with	Base W/	Base W/	Base W/
Job Title	2016 PayScale.com	2016 Salary.com	Research Income	2016 Base Wage	8 % Bonus Opportunity	Bonus as % of Average	Bonus as % PayScale.com	Bonus as % Salary.com
President & CEO	\$ 464,292.00	\$ 684,594.00	\$ 574,443.00	\$ 170,000.00	\$ 183,600.00	32%	40%	27%
VP Operations/Engineering	233,487.00	252,319.00	242,903.00	130,000.00	140,400.00	58%	60%	56%
Manager Operations & Engineering	112,971.00	132,381.00	122,676.00	92,600.00	100,008.00	82%	89%	76%
Gas Construction Manager	135,958.00	125,526.00	130,742.00	81,750.00	88,290.00	68%	65%	70%
Safety Manager	105,272.00	92,065.00	98,668.50	71,700.00	77,436.00	78%	74%	84%
Compliance Manager	129,900.00	90,069.00	109,984.50	76,300.00	82,404.00	75%	63%	91%
Chief Financial Officer	273,954.00	310,154.00	292,054.00	131,000.00	141,480.00	48%	52%	46%
Senior Regulatory Accountant	145,265.00	84,838.00	115,051.50	60,000.00	64,800.00	56%	45%	76%
Regulatory Accountant	89,052.00	66,860.00	77,956.00	56,000.00	60,480.00	78%	68%	90%
Accountant	72,286.00	58,710.00	65,498.00	48,000.00	51,840.00	79%	72%	88%
VP - Administration	216,453.00	300,329.00	258,391.00	123,000.00	132,840.00	51%	61%	44%
Customer Service Manager	86,335.00	76,958.00	81,646.50	67,500.00	72,900.00	89%	84%	95%
IT Manager	139,572.00	111,308.00	125,440.00	63,000.00	68,040.00	54%	49%	61%
HR Manager	98,135.00	96,241.00	97,188.00	50,000.00	54,000.00	56%	55%	56%
VP Gas Supply & Marketing	244,355.00	219,663.00	232,009.00	121,000.00	130,680.00	56%	53%	59%

Staff Adjusted									
Job Title	Median(Base+Bonus) 2016 PayScale.com	Median(Base+Bonus) 2016 Salary.com	Average Research Income	CNG 2016 Base Wage	Base Wage with 8 % Bonus Opportunity	Base W/ Bonus as % of Average	Base W/ Bonus as % PayScale.com	Base W/ Bonus as % Salary.com	Base W/ Bonus as % Salary.com
President & CEO	\$ 232,760.00	\$ 938,901.00	\$ 585,830.50	\$ 170,000.00	\$ 183,600.00	31%	79%	20%	
VP Operations/Engineering	144,101.00	331,631.00	237,866.00	130,000.00	140,400.00	59%	97%	42%	
Manager Operations & Engineering	68,156.00	142,535.00	105,345.50	92,600.00	100,008.00	95%	147%	70%	
Gas Construction Manager	83,237.00	132,586.00	107,911.50	81,750.00	88,290.00	82%	106%	67%	
Safety Manager	70,843.50	96,926.00	83,884.75	71,700.00	77,436.00	92%	109%	80%	
Compliance Manager	83,372.50	97,064.00	90,218.25	76,300.00	82,404.00	91%	99%	85%	
Chief Financial Officer	154,920.02	424,190.00	289,555.01	131,000.00	141,480.00	49%	91%	33%	
Senior Regulatory Accountant	100,281.00	89,015.00	94,648.00	60,000.00	64,800.00	68%	65%	73%	
Regulatory Accountant	61,895.00	70,515.00	66,205.00	56,000.00	60,480.00	91%	98%	86%	
Accountant	50,788.00	60,073.00	55,430.50	48,000.00	51,840.00	94%	102%	86%	
VP - Administration	123,338.88	373,888.00	248,613.44	123,000.00	132,840.00	53%	108%	36%	
Customer Service Manager	56,230.50	81,822.00	69,026.25	67,500.00	72,900.00	106%	130%	89%	
IT Manager	89,599.74	115,279.00	102,439.37	63,000.00	68,040.00	66%	76%	59%	
HR Manager	66,836.50	100,894.00	83,865.25	50,000.00	54,000.00	64%	81%	54%	
VP Gas Supply & Marketing	165,796.50	263,756.00	214,776.25	121,000.00	130,680.00	61%	79%	50%	

Independent Benchmarking Analysis

ID #	Corning Job Title	CNG Total Comp	PG Total Comp	% of PG Median	Geographic Adjustment Factor	% of geographically adjusted PG Median
1	President & CEO	\$ 258,921.99				
2	VP Operations/Engineering	\$ 197,999.17	\$ 309,390.00	64%	0.797	80%
3	Manager Operations & Engineering	\$ 141,036.33	\$ 152,500.00	92%	0.797	116%
4	Gas Construction Manager	\$ 124,511.01	\$ 141,000.00	88%	0.797	111%
5	Safety Manager	\$ 109,204.15	\$ 168,995.00	65%	0.797	81%
6	Compliance Manager	\$ 116,210.28	\$ 169,690.00	68%	0.797	86%
7	Chief Financial Officer	\$ 199,522.21	\$ 272,790.00	73%	0.797	92%
8	Senior Regulatory Accountant	\$ 91,384.23	\$ 143,745.00	64%	0.797	80%
9	Regulatory Accountant	\$ 85,291.95	\$ 124,390.00	69%	0.797	86%
10	Accountant	\$ 73,107.38	\$ 107,790.00	68%	0.797	85%
11	VP - Administration	\$ 187,337.67	\$ 367,640.00	51%	0.797	64%
12	Customer Service Manager	\$ 102,807.26	\$ 169,690.00	61%	0.797	76%
13	IT Manager	\$ 95,953.44	\$ 169,690.00	57%	0.797	71%
14	HR Manager	\$ 76,153.53	\$ 154,000.00	49%	0.797	62%
15	VP Gas Supply & Marketing	\$ 184,291.53	\$ 328,590.00	56%	0.797	70%
			average	66%	average	83%

Sources of Comparative Compensation: National Grid 16-G-0058, Orange & Rockland 14-G-0494, Con Edison 13-G-0031

Geographic Adjustment Factor is the Pittsburgh-New Castle, PA average pay relative divided by the New York-Newark-Bridgeport, NY-NJ-CT-PA average pay relative published by the Bureau of Labor Statistics for different metropolitan areas across the country. The pay relatives reflect the averages of the following BLS categories:

Management, Business, and Financial

Professional and Related

Office and Administrative Support

Source: <http://www.bls.gov/ncs/ocs/sp/nctb1893.pdf>