

BEFORE THE
STATE OF NEW YORK
PUBLIC SERVICE COMMISSION

In the Matter of

Consolidated Edison Company of New York, Inc.

Cases 25-E-0072 and 25-G-0073

May 2025

Prepared Exhibits of:
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Cases 25-E-0072 and 25-G-0073

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Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Cases: 22-E-0064 & 22-G-0065

Response to DPS Interrogatories – Set DPS-1
Date of Response: January 31, 2025
Responding Witness: Customer Operations Panel

Question No. :56

For the last three rate years, provide the following information regarding the Company's low income bill discount program (Energy Affordability Program or EAP):

- a. the total number of customers enrolled in the EAP;
- b. the number of electric customers enrolled in the EAP;
- c. the number of gas customers enrolled in the EAP;
- d. the total electric expenditures incurred to provide such discounts; and
- e. and gas expenditures incurred to provide such discounts.

If the company's program provided other types of bill payment assistance during the last three rate years (i.e., arrears forgiveness or waivers of reconnection or other fees) specify such additional assistance, and for each type specified, state separately the number of electric and gas customers participating, and the total electric and gas expenditures incurred in each rate year."

Response

The number of customers enrolled in the EAP for the last three rate years is:

	2022	2023	2024
Total Customers Enrolled in the EAP	470,363	477,498	449,684
Electric Customers Enrolled in the EAP	466,731	475,431	447,871
Gas Customers Enrolled in the EAP	144,252	140,727	129,245

Some customers enrolled in the EAP are both electric and gas customers.

The electric and gas expenditures incurred to provide EAP discounts for the last three rate years are:

Values	2022	2023	2024
Total Electric Expenditures Incurred	\$133,828,309.08	\$219,176,532.62	\$259,098,999.30
Total Gas Expenditures Incurred	\$38,493,473.79	\$46,329,802.35	\$51,990,525.39

The Company provided electric and gas reconnection fee waivers in the last rate period. Some customers receiving fee waivers are both electric and gas customers (referred to here as

“combination” customers). The number of electric and gas customers participating and the total expenditures in each year are:

	2022	2023	2024
Number of Electric Fee Waiver Recipients	38	1,487	79
Number of Gas Fee Waiver Recipients	0	0	13
Number of Combination Fee Waiver Recipients	15	627	33
Electric Fee Waiver Expenditures	\$1,443.14	\$57,598.76	\$2,342.50
Gas Fee Waiver Expenditures	\$0	\$0	\$386.05

Combination customers who received fee waivers may not have yet had both services terminated before the terminated service was reconnected, and so did not cause the Company to incur fee waiver expenditures for both services.

Through the Electric and Gas Bill Relief Program (EGBR), the Company provided one-time bill credits to cover arrears accumulated during the pandemic to eligible customers enrolled in the EAP (Phase I) and eligible non-EAP residential and small commercial customers (Phase II). The Company tracked arrears relief for gas and electric customers together. The total arrears relief provided through EGBR Phases I and II and the number of customers participating were:

	2022	2023	2024
EGBR Phase I Recipients	172,720	7,139	0
EGBR Phase I Arrears Relief	\$279,856,070	\$12,400,546	\$0
EGBR Phase II Recipients - Residential	0	161,176	0
EGBR Phase II Arrears Relief - Residential	\$0	\$236,019,056	\$0
EGBR Phase II Recipients - Small Commercial	0	30,152	0
EGBR Phase II Arrears Relief - Small Commercial	\$0	\$91,997,742	\$0

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Cases: 22-E-0064 & 22-G-0065

Response to DPS Interrogatories – Set DPS-1
Date of Response: January 31, 2025
Responding Witness: Customer Operations Panel

Question No. :64

- a. For each of the previous five full calendar years, provide the Companys monthly granular data for the Customer Service Performance Indicator (CSPI) metrics reported pursuant to Case 15-M-0566. Include in your response the formulas used to calculate the monthly and annual performance results.
- b. Provide the number of employees, and their corresponding titles, who input, calculate, compile, review, and/or submit data related to the monthly CSPI and annual CSPI metrics.

Response

- a) See Attachment DPS-1-64 Attachment 1 5-Year CSPI Metric Data for the Company's monthly granular data for the Customer Service Performance Indicator (CSPI) metrics reported pursuant to Case 15-M-0566. Formulas used to calculate monthly and annual performance results are listed below.

Appointments Kept is calculated as follows:

$$\frac{\text{Number of Appointments Kept}}{\text{Number of Appointments Made}} \times 100$$

Where,

Appointments Kept: The utility arrives at the previously agreed upon location, date, and time window.

Appointments Made: A scheduled meeting between the utility and the customer (or customer representative) at the customer's premises in which a date and time or time frame is agreed upon by both parties. The measure only applies to appointments where the customer or his or her representative must be present to provide access.

Adjusted Bills is calculated as follows:

$$\frac{\text{Number of Bills Adjusted}}{\text{Number of Bills Issued}} \times 100$$

Where,

Adjusted Bills: An adjusted bill is a second or subsequent bill that is rendered to correct a previously rendered bill for service.

Bills Issued: Total number of bills issued for that month

Telephone Answer Response is calculated as follows:

$$\frac{\text{Number of agent calls answered within 30 seconds}}{\text{Number of agent calls answered}} \times 100$$

Where,

Agent Calls Answered ≤ 30 sec: Number of Agent calls answered within 30 seconds during the Incentive Period for the month.

Agent Calls Answered: Number of Agent calls answered during the Incentive Period for the month.

Estimated Bills is calculated as follows:

$$\frac{\text{Number of Estimated Bills}}{\text{Number of Scheduled Bills}} \times 100$$

Where,

Estimated Bills: An estimated bill occurs when the utility renders a bill based on an estimated reading because it did not obtain an actual reading at the time of a regularly scheduled meter reading.

Scheduled Bills: Total number of meters scheduled to be read in the Company's service territory.

Customer Satisfaction is calculated based on the results of the Non-Emergency Interactions and Emergency Interactions surveys. Surveys are conducted as a transaction-based survey via e-mail and includes transactions through the Web, IVR, Walk-in Centers and Agent calls. The survey score is based on a 5-point scale from 1 (Very Dissatisfied) to 5 (Very Satisfied).

- b) Approximately 11 employees input, calculate, compile, review, and/or submit data related to the monthly CSPI and annual CSPI metrics. See attached list of employees by title who are responsible for the creation and submission of the monthly CSPI and annual CSPI metrics.

Title	Role
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Documentation Specialist	Provide AMR/AMI data
Senior Specialist	Calculate/compile monthly CSPI
Section Manager	Provide appointment data
Senior Specialist	Provide appointment data
Systems Specialist	Provide adjusted bills data
Senior Specialist	Provide telephone answer response data
Systems Specialist	Provide estimated bills data
Survey Specialist	Provide customer satisfaction survey data
Section Manager	Review monthly CSPI
Manager	Responsible for Oracle Utility Analytics data
Section Manager	Responsible for Oracle Utility Analytics data

Con Edison Customer Service Performance Mechanism (CSPM) (Electric and Gas)				
Indicator	Con Edison Current CSPM (Electric and Gas)		Staff Recommended CSPM (Electric and Gas)	
	Target	NRA - Basis Points	Target	NRA - Basis Points
Commission Complaints	</=2.0	0.0	</=2.0	0
	>2.0-</=2.2	4.0	>2.0-</=2.2	5
	>2.2-</=2.4	7.0	>2.2-</=2.4	10
	>2.4	10.0	>2.4	15
Customer Satisfaction Surveys of Emergency Interactions	>/=3.57	0.0	>/=3.73	0.0
	<3.57 - >/=3.49	2.5	<3.73 - >/=3.65	2.5
	<3.49 - >/=3.41	5.0	<3.65 - >/=3.57	5.0
	<3.41	7.5	<3.57	7.5
Customer Satisfaction Surveys of Non-Emergency Interactions	>/=3.85	0.0	>/= 3.94	0.0
	<3.85 - >/=3.75	2.5	< 3.94 - >/=3.84	2.5
	<3.75 - >/=3.65	5.0	< 3.84 - >/=3.74	5.0
	<3.65	7.5	<3.74	7.5
Call Answer Rate	>/= 67.5	0.0	>/= 67.5	0
	<67.5 - >/=65.0	4.0	<67.5 - >/=65.0	5
	<65.0 - >/=62.5	7.0	<65.0 - >/=62.5	10
	< 62.5	10.0	< 62.5	15

CONSOLIDATED EDISON COMPANY OF NY

Item	INDICATOR	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
1. Appointments													
a.	Appointments made*	2,338	2,229	1,562	2	2	14	191	439	925	889	712	836
	Special Mtr Rdg	1,711	1,630	1,237	2	2	14	191	439	925	889	712	833
	DOS	330	293	160	0	0	0	0	0	0	0	0	3
	HB	297	306	165	0	0	0	0	0	0	0	0	0
b.	Appointments kept*	2,337	2,229	1,561	2	2	14	190	438	924	885	711	834
	Special Mtr Rdg	1,710	1,630	1,236	2	2	14	190	438	924	885	711	831
	DOS	330	293	160	0	0	0	0	0	0	0	0	3
	HB	297	306	165	0	0	0	0	0	0	0	0	0
c.	Percent of Appointments kept	100.0%	100.0%	99.9%	100.0%	100.0%	100.0%	99.5%	99.8%	99.9%	99.6%	99.9%	99.8%
2. Adjusted Bills													
a.	Total bills issued	4,860,863	4,861,796	4,793,121	4,702,397	4,776,300	4,803,974	4,850,010	4,878,412	4,870,640	5,117,920	4,951,126	4,836,000
b.	Total bills adjusted	1,013	1,368	916	889	1,229	1,115	1,305	1,250	1,336	1,690	1,613	1,086
c.	Percent of Total bills adjusted	0.02%	0.03%	0.02%	0.02%	0.03%	0.02%	0.03%	0.03%	0.03%	0.03%	0.03%	0.02%
3. Telephone Answer Response													
a.	Total incoming calls received	645,801	559,711	554,697	533,339	495,943	567,129	717,060	962,191	738,497	655,982	515,817	558,679
b.	Percent of calls answered	95.3	95.0	96.6	99.4	99.1	97.9	94.6	92.9	87.9	90.1	94.3	96.6
c.	Total incoming calls requesting a representative	300,486	268,677	251,747	197,823	188,864	228,707	278,296	296,396	274,870	251,993	206,923	236,906
d.	Percent of calls answered by a rep. within 30 sec.	58.4	58.9	73.9	97.6	93.9	87.2	61.0	53.5	48.9	51.6	60.3	71.6
4. Estimated Bills													
a.	Total meters scheduled to be read	4,675,069	4,654,837	4,633,031	4,576,758	4,587,153	4,581,960	4,594,156	4,601,961	4,578,961	4,831,914	4,641,927	4,574,542
b.	Total estimated readings made	790,192	762,644	1,324,692	1,886,238	1,480,666	1,175,525	953,779	1,234,556	746,671	762,618	724,546	759,934
c.	Percent of Estimated bills made	16.9%	16.4%	28.6%	41.2%	32.3%	25.7%	20.8%	26.8%	16.3%	15.8%	15.6%	16.6%
	Percent of AMR/AMI penetration	59.4	64.7	66.6	66.9	66.9	67.1	67.9	70.1	71.9	73.6	75.4	77.2
5. Customer Satisfaction													
	Percent of customers satisfied												
	Satisfaction Index												
a.	Customer Assistance Center Survey (Callers)*	89.6	89.6	89.6	89.6	89.6	N/A	N/A	N/A	N/A	N/A	N/A	N/A
b.	Electric Emergency Contact Survey*	89.2	89.2	89.2	89.2	89.2	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Gas Emergency Contact Survey *	92.3	92.3	92.3	92.3	92.3	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Service Center Survey (Visitors)*	90.5	90.5	90.5	90.5	90.5	N/A	N/A	N/A	N/A	N/A	N/A	N/A

INTERNAL

CONSOLIDATED EDISON COMPANY OF NY

Item	INDICATOR	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
1. Appointments													
a.	Appointments made*	778	826	1,023	993	1,098	1,267	1,067	1,160	853	1,087	1,089	1,078
	Special Mtr Rdg	636	573	722	644	676	762	652	756	432	616	679	649
	DOS	67	167	191	219	231	264	223	193	208	242	205	251
	HB	75	86	110	130	191	241	192	211	213	229	205	178
b.	Appointments kept*	778	825	1,022	992	1,096	1,266	1,067	1,160	850	1,085	1,085	1,077
	Special Mtr Rdg	636	572	721	643	674	761	652	756	429	614	675	648
	DOS	67	167	191	219	231	264	223	193	208	242	205	251
	HB	75	86	110	130	191	241	192	211	213	229	205	178
c.	Percent of Appointments kept	100.0%	99.9%	99.9%	99.9%	99.8%	99.9%	100.0%	100.0%	99.6%	99.8%	99.6%	99.9%
2. Adjusted Bills													
a.	Total bills issued	4,858,965	4,871,747	4,675,520	4,881,239	4,893,246	4,904,308	4,875,582	4,867,853	4,929,110	4,900,579	4,947,778	4,824,698
b.	Total bills adjusted	1,256	1,038	910	1,259	1,164	946	1,183	1,726	886	979	1,132	922
c.	Percent of Total bills adjusted	0.03%	0.02%	0.02%	0.03%	0.02%	0.02%	0.02%	0.04%	0.02%	0.02%	0.02%	0.02%
3. Telephone Answer Response													
a.	Total incoming calls received	559,123	597,557	722,139	606,122	530,517	616,156	581,756	636,348	652,496	622,566	510,294	600,021
b.	Percent of calls answered	91.9	91.0	90.7	93.2	92.8	93.1	93.0	92.6	89.2	89.1	95.0	94.3
c.	Total incoming calls requesting a representative	234,865	242,026	284,712	251,954	230,980	261,986	253,002	274,549	279,317	274,055	250,338	258,419
d.	Percent of calls answered by a rep. within 30 sec.	60.5	56.4	54.7	64.1	70.4	71.8	78.6	74.6	55.5	62.7	78.3	74.8
4. Estimated Bills													
a.	Total meters scheduled to be read	4,590,078	4,606,359	4,409,946	4,610,754	4,621,018	4,611,483	4,583,803	4,600,064	4,665,444	4,652,151	4,687,992	4,607,028
b.	Total estimated readings made	687,082	786,550	543,049	528,322	471,300	414,232	396,088	345,636	341,492	318,696	291,424	294,124
c.	Percent of Estimated bills made	15.0%	17.1%	12.3%	11.5%	10.2%	9.0%	8.6%	7.5%	7.3%	6.9%	6.2%	6.4%
	Percent of AMR/AMI penetration	78.5	79.9	82.0	83.9	85.5	87.1	88.4	89.7	90.6	91.4	92.3	93.0
5. Customer Satisfaction													
	Percent of customers satisfied												
	Satisfaction Index												
a.	Customer Assistance Center Survey (Callers)	N/A	N/A	N/A	N/A	N/A	88.6	88.6	88.6	88.6	88.6	88.6	89.8
b.	Electric Emergency Contact Survey	N/A	N/A	N/A	N/A	N/A	89.0	89.0	89.0	89.0	89.0	89.0	89.4
	Gas Emergency Contact Survey	N/A	N/A	N/A	N/A	N/A	93.9	93.9	93.9	93.9	93.9	93.9	92.6
	Service Center Survey (Visitors)*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

INTERNAL

CONSOLIDATED EDISON COMPANY OF NY

Item	INDICATOR	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
1. Appointments													
a.	Appointments made*	1,109	1,179	1,432	1,193	1,069	983	734	968	1,004	1,073	1,012	954
	Special Mtr Rdg	649	696	823	717	649	583	461	641	660	734	615	604
	DOS	252	216	261	213	243	238	162	206	176	156	165	212
	HB	208	267	348	263	177	162	111	121	168	183	232	138
b.	Appointments kept*	1,109	1,178	1,431	1,192	1,068	983	734	967	1,004	1,061	1,012	953
	Special Mtr Rdg	649	695	822	716	648	583	461	640	660	733	615	603
	DOS	252	216	261	213	243	238	162	206	176	153	165	212
	HB	208	267	348	263	177	162	111	121	168	175	232	138
c.	Percent of Appointments kept	100.0%	99.9%	99.9%	99.9%	99.9%	100.0%	100.0%	99.9%	100.0%	98.9%	100.0%	99.9%
2. Adjusted Bills													
a.	Total bills issued	4,874,894	4,855,899	4,852,337	4,880,214	4,895,013	4,880,901	4,953,319	4,875,847	4,941,961	4,922,727	4,951,074	4,881,933
b.	Total bills adjusted	1,109	805	849	1,140	1,003	934	1,224	1,121	1,197	1,597	1,087	1,088
c.	Percent of Total bills adjusted	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.03%	0.02%	0.02%
3. Telephone Answer Response													
a.	Total incoming calls received	664,885	831,791	770,728	599,643	585,021	620,981	647,440	741,405	654,273	619,279	574,213	513,449
b.	Percent of calls answered	90.6	91.0	91.0	91.9	91.0	90.7	90.7	93.2	93.7	92.2	91.7	98.6
c.	Total incoming calls requesting a representative	271,559	256,711	318,538	280,667	268,420	293,089	287,526	354,876	312,671	293,603	276,519	260,508
d.	Percent of calls answered by a rep. within 30 sec.	56.5	46.1	55.9	66.9	64.4	61.3	59.4	68.1	56.6	57.1	64.0	93.5
4. Estimated Bills													
a.	Total meters scheduled to be read	4,641,524	4,624,997	4,623,307	4,643,159	4,647,072	4,634,353	4,916,859	4,640,544	4,712,030	4,700,003	4,724,954	4,691,954
b.	Total estimated readings made	254,395	238,993	222,825	210,753	209,988	190,837	191,202	171,831	162,366	149,488	142,224	139,641
c.	Percent of Estimated bills made	5.5%	5.2%	4.8%	4.5%	4.5%	4.1%	3.9%	3.7%	3.5%	3.2%	3.0%	3.0%
	Percent of AMR/AMI penetration	93.4	93.8	94.2	94.5	94.6	95.0	95.2	95.5	95.7	95.9	96.2	96.4
5. Customer Satisfaction													
	Percent of customers satisfied												
	Satisfaction Index												
a.	Customer Assistance Center Survey (Callers)	89.8	89.8	89.8	89.8	89.8	89.1	89.1	89.1	89.1	89.1	89.1	90.6
b.	Electric Emergency Contact Survey	89.4	89.4	89.4	89.4	89.4	88.0	88.0	88.0	88.0	88.0	88.0	89.4
	Gas Emergency Contact Survey	92.6	92.6	92.6	92.6	92.6	91.7	91.7	91.7	91.7	91.7	91.7	92.6
	Service Center Survey (Visitors)*	N/A	N/A	N/A	N/A	N/A	N/A	93.9	93.9	93.9	93.9	93.9	92.4

INTERNAL

CONSOLIDATED EDISON COMPANY OF NY

Item	INDICATOR	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
1. Appointments													
a.	Appointments made*	1,079	1,055	1,105	791	824	705	603	834	658	861	606	504
	Special Mtr Rdg	730	757	795	510	534	460	457	573	310	475	169	168
	DOS	186	148	149	157	147	154	93	161	165	181	211	144
	HB	163	150	161	124	143	91	53	100	183	205	226	192
b.	Appointments kept*	1,073	1,051	1,105	790	824	705	603	832	658	859	606	504
	Special Mtr Rdg	728	754	795	509	534	460	457	572	310	474	169	168
	DOS	186	147	149	157	147	154	93	160	165	181	211	144
	HB	159	150	161	124	143	91	53	100	183	204	226	192
c.	Percent of Appointments kept	99.4%	99.6%	100.0%	99.9%	100.0%	100.0%	100.0%	99.8%	100.0%	99.8%	100.0%	100.0%
2. Adjusted Bills													
a.	Total bills issued	4,949,695	4,920,484	4,918,884	4,957,047	4,972,756	4,967,887	5,051,220	4,984,046	5,013,497	4,066,519	3,753,336	3,777,084
b.	Total bills adjusted	1,677	1,408	1,839	5,030	3,401	2,568	2,252	1,848	2,148	164,594	6,229	8,436
c.	Percent of Total bills adjusted	0.03%	0.03%	0.04%	0.10%	0.07%	0.05%	0.04%	0.04%	0.04%	4.05%	0.17%	0.22%
3. Telephone Answer Response													
a.	Total incoming calls received	577,180	546,253	577,594	456,991	556,228	533,996	581,307	678,406	605,628	779,748	498,000	459,561
b.	Percent of calls answered	94.5	93.9	97.5	98.6	95.9	96.4	94.5	93.6	92.5	85.6	94.1	97.8
c.	Total incoming calls requesting a representative	296,836	271,210	291,152	235,531	280,738	272,310	290,110	345,557	278,687	336,842	244,286	233,051
d.	Percent of calls answered by a rep. within 30 sec.	76.7	64.0	87.9	93.7	77.9	82.1	83.1	78.4	71.8	53.6	73.5	91.9
4. Estimated Bills													
a.	Total meters scheduled to be read	4,733,337	4,267,816	4,714,421	4,738,961	4,745,565	4,744,929	4,780,695	4,738,014	4,789,277	4,686,943	4,671,653	4,668,423
b.	Total estimated readings made	127,154	109,333	116,215	107,575	109,993	109,606	145,756	92,607	89,794	93,239	79,794	85,438
c.	Percent of Estimated bills made	2.7%	2.6%	2.5%	2.3%	2.3%	2.3%	3.1%	2.0%	1.9%	2.0%	1.7%	1.8%
d.	Percent of AMR/AMI penetration	96.6	96.8	97.0	97.1	97.3	97.5	97.3	97.4	N/A	98.29	98.3	98.4
5. Customer Satisfaction													
	Percent of customers satisfied												
	Satisfaction Index (Phone-based survey)												
	Customer Assistance Center Survey (Callers)	90.6	90.6	90.6	90.6	90.6	90.8						
	Electric Emergency Contact Survey	89.4	89.4	89.4	89.4	89.4	88.7						
	Gas Emergency Contact Survey	92.6	92.6	92.6	92.6	92.6	91.2						
	Service Center Survey (Visitors)*	92.4	92.4	92.4	92.4	92.4	92.1						
	Customer Satisfaction Survey (Email-based survey)												
a.	Non-Emergency Interactions	3.91	3.81	3.96	3.92	4.03	4.05	4.01	3.89	3.95	3.93	4.13	4.12
b.	Emergency Interactions	3.8	3.64	3.97	3.83	3.6	3.74	3.75	3.90	3.92	3.58	3.25	3.88

77.9

3.98

3.74

Footnotes:**1 Appointments**

Appointments reported include high bill, shared meter and special meter readings. Normal business hours are M-F: 9A to 5P, excluding holidays.

4 Estimated Bills

Item 4d not available for September reporting month due to a change in the Company's billing system.

5 Customer Satisfaction

The Satisfaction Index is derived from phone-based surveys conducted in the second quarter of 2023. The Company discontinued this survey after the second quarter, consistent with the Joint Proposal approved in Cases 22-E-0064 and 22-G-0065.

The Non-Emergency Interactions and Emergency Interactions surveys are conducted as a transaction-based survey via e-mail, including

Statewide Survey	1Q23		2Q23		3Q23		4Q23	
Survey Response Rate	2.88%		2.69%		2.89%		3.69%	
Surveys Issued	256,803		255,504		289,271		122,318	
Total Survey Responses	7405	100%	6876	100%	8363	100%	3,863	100%

INTERNAL

Very satisfied	3757	50.74%	3651	53.10%	4329	51.76%	2,057	53.25%
Satisfied	1611	21.76%	1611	23.43%	1824	21.81%	864	22.36%
Neither satisfied nor dissatisfied	586	7.91%	513	7.46%	632	7.56%	275	7.11%
Dissatisfied	538	7.27%	367	5.34%	505	6.04%	250	6.48%
Very dissatisfied	913	12.33%	734	10.67%	1073	12.83%	417	10.8%
This survey has been conducted as a transaction-based survey for Residential customers only via e-mail. It includes customer transactions through the Web, IVR, Walk-in center and Agent calls. E-mail surveys were sent to 10% of total customers' transactions with e-mail addresses.								

CONSOLIDATED EDISON COMPANY OF NY

Item	INDICATOR	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
1. Appointments													
a.	Appointments made*	542	688	757	812	820	466	530	775	599	552	396	365
	Special Meter Reading	123	171	171	225	216	169	154	366	225	212	150	128
	Diversion of Service (DOS)	134	165	200	240	277	145	138	166	131	150	107	105
	High Bill (HBE)	285	352	386	347	327	152	238	243	243	190	139	132
b.	Appointments kept*	542	688	756	811	820	466	530	764	599	550	396	362
	Special Meter Reading	123	171	170	224	216	169	154	356	225	210	150	125
	Diversion of Service (DOS)	134	165	200	240	277	145	138	166	131	150	107	105
	High Bill (HB)	285	352	386	347	327	152	238	242	243	190	139	132
c.	Percent of Appointments kept	100.0%	100.0%	99.9%	99.9%	100.0%	100.0%	100.0%	98.6%	100.0%	99.6%	100.0%	99.2%
2. Adjusted Bills													
a.	Total bills issued	3,834,270	3,821,639	3,784,724	3,783,481	3,832,755	4,048,925	3,864,841	3,810,656	3,860,944	3,849,938	3,904,658	3,914,909
b.	Total bills adjusted	51,445	74,358	20,510	38,464	26,314	261,952	94,589	36,108	33,147	24,972	60,979	51,090
c.	Percent of Total bills adjusted	1.34%	1.95%	0.54%	1.02%	0.69%	6.47%	2.45%	0.95%	0.86%	0.65%	1.56%	1.31%
3. Telephone Answer Response													
a.	Total incoming calls received	545,399	516,316	537,318	691,048	701,338	671,285	813,423	776,480	652,370	591,962	544,190	566,737
b.	Percent of calls answered	98.0	97.4	97.0	92.6	92.4	90.5	89.1	85.9	90.6	97.8	97.1	97.4
c.	Total incoming calls requesting a representative	274,888	266,622	277,194	324,836	316,784	279,625	342,905	373,276	312,335	295,813	254,116	277,791
d.	Percent of calls answered by a rep. within 30 sec.	92.7	89.0	82.7	51.4	31.2	48.4	57.4	54.0	67.4	89.5	89.8	92.3
4. Estimated Bills													
a.	Total meters scheduled to be read	4,675,206	4,670,638	4,657,401	4,661,360	4,667,657	4,669,689	4,666,845	4,669,805	4,685,330	4,695,843	4,705,882	4,706,634
b.	Total estimated readings made	80,408	73,194	73,004	70,676	60,012	50,938	58,363	73,804	65,778	58,047	93,175	68,068
c.	Percent of Estimated bills made	1.7%	1.6%	1.6%	1.5%	1.3%	1.1%	1.3%	1.6%	1.4%	1.2%	2.0%	1.5%
d.	Percent of AMR/AMI penetration	98.4	98.5	98.6	98.7	98.8	99.0	99.0	98.9	98.8	98.8	98.8	98.9
5. Customer Satisfaction													
a.	Non-Emergency Interactions*	4.11	3.99	3.98	3.98	3.96	3.93	3.93	3.81	3.85	3.99	4.00	3.93
b.	Emergency Interactions*	3.81	3.82	4.00	3.82	3.82	3.87	3.67	3.70	3.46	3.86	3.69	3.64

70.5

4.0
3.8

Footnotes:

1 Appointments

Appointments reported include high bill, shared meter and special meter readings. Normal business hours are M-F: 9A to 5P, excluding holidays.

5 Customer Satisfaction

transactions through the Web, IVR, Walk-in Centers and Agent calls. The survey score is based on a 5 point scale from 1 (Very Dissatisfied) to 5 (Very Satisfied).

Statewide Survey	1Q24		2Q24		3Q24		4Q24	
Survey Response Rate	4.07%		3.37%		3.57%		2.79%	
Surveys Issued	129,295		197,297		177,991		160,422	
Total Survey Responses	5,265	100%	6,655	100%	6,367	100%	4,491	100%
Very satisfied	2,833	53.80%	3,607	54.20%	3,226	50.60%	2,401	53.50%
Satisfied	1,053	20%	1,246	18.70%	1,264	19.90%	915	20.40%
Neither satisfied nor dissatisfied	392	7.44%	429	6.44%	439	6.90%	316	7.00%
Dissatisfied	365	6.93%	466	7%	515	8.10%	312	6.90%
Very dissatisfied	622	11.81%	907	13.60%	923	14.50%	547	12.20%
This survey has been conducted as a transaction-based survey for Residential customers only via e-mail. It includes customer transactions through the Web, IVR, Walk-in center and Agent calls. E-mail surveys were sent to 10% of total customers' transactions with e-mail addresses.								

	2020	2021	2022	2023	2024	5-yr Avg.	3-year Avg	5 yr st. Dev.	3 yr st. Dev.
Call Answer Rate - %	68.1	66.9	62.5	77.9	70.5	69.2	70.3	5.1	6.3
Complaint Rate	1.6	2.0	1.9	1.5	2.0	1.8	1.8	0.2	0.2
Emergency Survey				3.74	3.76	3.75	3.75	0.01	0.01
Non-Emergency Survey				3.98	3.96	3.97	3.97	0.01	0.01
Estimated/Delayed Bill Metric 1 - %				1.18	0.89	1.035	1.035	0.145	0.145
Estimated/Delayed Bill Metric 2 - %				6.12	3.90	5.010	5.010	1.110	1.110

	Current Initial Target	Recommended Target		
Call Answer Rate - %	>= 67.5	57.7	No Change	Modify Calculation to match manual
Complaint Rate	<= 2.0	2.2	No Change	
Emergency Survey	>= 3.57	3.73	Change	
Non-Emergency Survey	>= 3.85	3.94	Change	
Estimated/Delayed Bill Metric 1 - %	<= 1.77	1.325	Change	
Estimated/Delayed Bill Metric 2 - %	<= 2.43	7.230	Maybe	

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Cases: 22-E-0064 & 22-G-0065

Response to DPS Interrogatories – Set DPS-1
Date of Response: January 31, 2025
Responding Witness: Customer Operations Panel

Question No. :65

- a. For each county within the Companys service territory, provide a list of all languages used for customer communications, including, but not limited to, bills, forms, letters, and notices.
- b. Provide a detailed breakdown, by percentage, of the languages used by customers in each county of the Companys service territory.

Response

a) See below for a list of languages used for customer communications, including, but not limited to, bills, forms, letters, and notices across all counties within the Company's service territory:

- English
- Spanish
- Chinese
- Russian
- Korean
- Polish
- Haitian Creole
- Hindi
- Bengali
- Urdu
- Yiddish
- Arabic
- Italian
- Portuguese (Brazilian)
- French

Languages and channels of communication for each program are determined based on regulatory orders, recent census data, and consultation with the Company's internal subject matter experts and vendors for communications and advertising. Translations are also available upon request and in consultation with local community-based organizations. As of Fall 2024, machine learning translations are also available in 134 languages for email communications, including those listed above.

b) Attachment 1 - NYS LEP Languages by County summarizes the top 10 languages spoken by Limited English Proficient (LEP) customers for each of the six counties in our service territory based on the NYS Office of Language Access Age Analysis Report at https://ogs.ny.gov/system/files/documents/2024/07/ola-aging-report_2024.pdf.

County	Language	Total LEP Individuals	% of county LEP
Queens	Spanish	262,591	41%
Queens	Chinese	146,800	23%
Queens	Bengali	41,626	7%
Queens	Korean	27,879	4%
Queens	Russian	15,916	3%
Queens	Polish	12,873	2%
Queens	Punjabi	11,910	2%
Queens	Haitian Creole	11,095	2%
Queens	Greek	7,962	1%
Queens	Italian	7,547	1%

County	Language	Total LEP Individuals	% of county LEP
Kings	Spanish	164,310	30%
Kings	Chinese	121,878	22%
Kings	Russian	87,591	16%
Kings	Yiddish	38,947	7%
Kings	Haitian Creole	22,795	4%
Kings	Arabic	14,427	3%
Kings	Urdu	11,039	2%
Kings	Bengali	10,995	2%
Kings	Polish	7,934	1%
Kings	Italian	6,694	1%

County	Language	Total LEP Individuals	% of county LEP
Bronx	Spanish	287,626	81%
Bronx	Bengali	10,597	3%
Bronx	French	9,028	3%
Bronx	Akan (Incl. Twi)	5,923	2%
Bronx	Albanian	3,983	1%
Bronx	Chinese	3,547	1%
Bronx	Arabic	3,211	1%
Bronx	Italian	2,186	1%
Bronx	Russian	1,857	1%
Bronx	Vietnamese	1,801	1%

County	Language	Total LEP Individuals	% of county LEP
New York	Spanish	135,441	61%
New York	Chinese	46,223	21%
New York	French	5,794	3%
New York	Japanese	4,960	2%
New York	Russian	4,135	2%
New York	Korean	3,099	1%
New York	Hebrew	2,096	1%
New York	Italian	1,900	1%
New York	Bengali	1,503	1%
New York	Arabic	1,488	1%

INTERNAL

County	Language	Total LEP Individuals	% of county LEP
Richmond	Spanish	15,363	26%
Richmond	Chinese	14,727	25%
Richmond	Russian	7,905	13%
Richmond	Albanian	3,628	6%
Richmond	Italian	2,607	4%
Richmond	Arabic	2,327	4%
Richmond	Polish	2,228	4%
Richmond	Korean	1,635	3%
Richmond	Urdu	1,274	2%
Richmond	Ukrainian	862	1%

County	Language	Total LEP Individuals	% of county LEP
Westchester	Spanish	79,507	68%
Westchester	Italian	5,415	5%
Westchester	Portuguese	3,690	3%
Westchester	Chinese	3,353	3%
Westchester	Japanese	2,373	2%
Westchester	Korean	2,054	2%
Westchester	Albanian	2,023	2%
Westchester	French	1,675	1%
Westchester	Arabic	1,583	1%
Westchester	Haitian Creole	1,553	1%

INTERNAL

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-11
Date of Response: March 07, 2025
Responding Witness: Customer Operations Panel

Question No. :345

Subject: SC3 Gas Heating Energy Affordability Program Exclusions

Regarding Pages 64 through 65 of the Company's Customer Operations Panel Testimony:

1. For the estimated 84 SC3 gas customers that would be removed from the Energy Affordability Program (EAP), provide the following:
 - a. A detailed description of this customer type.
 - b. Why these customers are ineligible for EAP.
 - c. If these customers do not meet eligible requirements, a description of how they were enrolled.
2. Provide any analysis the Company completed to identify these customers' enrollment in the EAP.

Response

1a. The estimate of 84 customers is the Company's projection of the number of customers in Rate Year 1 that (a) will be enrolled in the EAP, (b) will take gas heating service under Service Classification 3, and (c) are residential buildings with more than four dwelling units.

1b. These customers are eligible for the EAP today. The Company is proposing to exclude multifamily gas heating accounts from the EAP to avoid providing discounts to building-level heating service rather than individual residents.

1c. N/A.

2. The Company estimated this number by identifying customers in SC 3 that were enrolled in the EAP and had more than four dwelling units during the base year (October 2023 through September 2024), tallying the number of issued bills per month, and converting the number of days each month to a 30-day billing cycling using the formula below.

$$\text{Number of bills per month} \div (\text{number of billing days} \div 30 \text{ days})$$

The analysis also included econometric customer forecasts to determine what the future count of customers will be, including any growth or projected decline to adjust the base year count.

Using this methodology, the Company estimated that 1,010 bills would be issued in Rate Year 1 to customers in SC3 that were enrolled in the EAP and had more than four dwelling units.

Assuming customers receive one bill per month, this yields a forecast of 84 customers meeting these criteria in 2026.

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-11
Date of Response: March 11, 2025
Responding Witness: Customer Operations Panel

Question No. :347

Subject: Arrears Management Program – CFRs

Regarding the Company's Customer Operations Panel's discussion of the Arrears Management Program:

1. The Company states it is down 160 customer field representatives (CFRs) (less than half the number of full time equivalents (FTEs) compared to pre-pandemic levels). Provide a detailed description for why there was a significant reduction in FTEs, including if reduction is a result from other Company projects.
2. For the calendar years 2019 through 2024, provide by year, the number of CFRs FTEs dedicated to collection activities.
3. The Company states that it plans to have these FTEs hired prior to RY1. Provide the following:
 - a. Explain how the proposed FTEs are currently funded.
 - b. A detailed description for why additional funds are needed if the FTEs are already funded under current rates.
 - c. Is the RY1 funding request of \$26.77 million the total cost of the proposed FTEs? If no, provide details.
4. Explain what the estimated arrears reduction is by a CFR each month.
5. Regarding the Company's outreach efforts for customers in arrears, provide the following:
 - a. Describe how the Company measures effectiveness for outreach efforts.
 - b. Explain which of the Company's outreach efforts for customers with arrears tend to be the most effective.
 - c. Explain how many customers in the past five calendar years have received a text communication about outstanding arrears and have either made a payment or entered into a deferred payment agreement (DPA).
 - d. Explain what percentage of customers who have received a communication about outstanding arrears made a payment as a result of that communication

Response

1. The Company's testimony inadvertently omitted the word "from" from its statement that the Company was "down 160 field agents from before the pandemic." The Company should have said that it was down *from* that number, which included associated management employees. As documented in response to part 2, below, the Company had 160 collections personnel, including 145 customer field representatives (CFRs) and 15 management employees, in 2019. By 2024, the Company had 79 personnel working in collections, including 68 CFRs and 11 management employees, resulting in reductions of 53 percent (145 to 68) in the number of CFRs working in collections and 51 percent (160 to 79) in the total number of personnel working in collections.

From 2020 to 2024, the Company lost CFRs due to natural attrition as CFRs retired, left the Company, or transitioned to other roles within the Company. The Company did not backfill these open positions as it suspended collections activity for significant periods of time because of the COVID-19 pandemic and the launch of the Company's new customer service system. The Company also assigned 20 CFRs to assist with meter-reading activities in 2024.

2. Please see the table below for the number of CFR FTEs primarily working on collections activities:

Collections CFR Head Count by Year						
	2019	2020	2021	2022	2023	2024
Weekly (CFRs)	145	123	111	94	92	68*

**The Company had 88 CFRs who had primarily worked on collections activities but reassigned 20 of these CFRs to cycle meter reading in 2024, leaving 68 to continue working primarily on collections activities.*

From 2020 to 2024, due to limited collection activities, remaining CFRs assisted with other tasks, including meter reading, special survey projects, clear access routes, and appointments.

3. Regarding the FTEs hired or to be hired before RY1:
 - a. The FTEs that the Company has hired or plans to hire in 2025 are not currently funded in rates.
 - b. N/A.
 - c. No. The funding request of \$26.77 million includes both labor and non-labor costs. See Attachment 1 Arrears Management Program Request Details on page 7 of Exhibit___(CO-03) for a detailed breakdown of the total request for RY1, including labor and non-labor funding.

4. Based on past collections data, the Company forecasts that each team of two CFRs will collect approximately \$86,406 in arrears-reducing payments each month. This would equate to an estimated \$43,203 per CFR per month.
5. Regarding the Company's outreach efforts for customers in arrears:
 - a. The Company measures the effectiveness of outreach activities for customers in arrears on a campaign basis, through metrics such as email open and click rates, payments, and customer enrollment in payment agreements. The Company's Customer Outreach and Education Program also works directly with customers in the field and receives regular feedback directly from customers and via survey efforts, which aids in understanding the effectiveness of campaigns.
 - b. As shown in the table in the response to 5(d) below, field visits are the most effective communication for customers in arrears in driving payments within 7 days. However, the Company has also found digital outreach to be a cost-efficient supplement to in-person field collection visits. As detailed on page 4 of Exhibit__(CO-03)_Arrears Management Program, the Company's arrears-focused digital outreach campaigns in 2024 exceeded industry contact rate standards, with a 50% open rate and a 38% click rate on emails delivered. Overall, a multi-channel approach to customer communications will be the most effective, as individual customers may be more reachable by and responsive to certain channels of communication than to others.
 - c. The Company does not currently text customers regarding outstanding arrears, and has not done so in the last five calendar years. Customers may, however, opt in to receive reminders before payments are due or if they miss a payment by email or via text in MyAccount. These bill reminders are transactional communications sent via the Company's Customer Care and Billing (CC&B) system.
 - d. The below table shows the number of distinct customer contacts, the number of customer payment events within seven days of a customer contact, and the percentage of customers contacted who made a payment within seven days of contact in 2024. Note that the below table does not provide numbers of unique customers, as the same customer may be represented across multiple channels or more than once within a single channel.

Communications Channel	Total Customer Contacts	Total Customer Payment Events	% of Customers Paying Within 7 Days of Contact
Mail (Termination Notices)	1,242,682	534,901	43.0%
Outbound Calls	640,038	268,225	41.9%
Email	288,346	136,503	47.3%
Field Visits	57,462	30,503	53.1%

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-12
Date of Response: March 12, 2025
Responding Witness: Customer Operations Panel

Question No. :349

Subject: EAP - Reconnection Fee Waiver

1. Provide the number of reconnect fee waivers provided to Energy Affordability Program (EAP) electric participants in 2023 and 2024 and associated cost.
2. Provide the percent of electric EAP participants with a communicating Advanced Metering Infrastructure (AMI) meter. Include supporting data.
3. Provide the number of reconnect fee waivers for provided to EAP gas participants in 2023 and 2024 and associated cost.
4. Provide the number of electric EAP participants who received a reconnection fee waiver that have communicating AMI meters.

Response

1. Please see the Company's response to DPS-1-56 for number of reconnection fee waivers provided in 2023 and 2024 to electric EAP customers and associated costs.
2. As of March 6, 2025, 99.2% of electric EAP participants had a communicating AMI meter:

Meter Type	Number of Customers	Percent of Total
Customers with communicating AMI Meters	441,606	99.2%
Customers with noncommunicating AMI Meters	840	0.2%
Customers with legacy meters	2,694	0.6%
Total	445,140	100%

3. Please see the Company's response to DPS-1-56 for number of reconnection fee waivers provided in 2023 and 2024 to gas EAP customers and associated costs.
4. The Company does not charge reconnection fees for customers with communicating AMI meters.

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-13
Date of Response: March 14, 2025
Responding Witness: Customer Operations Panel

Question No. :379

1. Provide an organizational chart showing the Company's current Outreach and Education (O&E) team, job titles, salaries, and positions from the lowest to highest level of management, and identify the current positions dedicated to the Company's outreach and education activities.
2. For each year 2022 – 2024, provide the O&E budget broken down by component similar to the Company's response to DPS-60, Attachment 1. Provide an explanation for any variance +/- 20 percent compared actual spend.
3. Regarding the Company's proposal to implement Opower Affordability Suite. Provide the following:
 - a. The Company's current efforts to drive increased enrollment in its affordability programs including any collection activity analysis the Company conducts to identify customers financial assistance need.
 - b. Barriers the Company has identified to increase enrollment from its current efforts described in 2a.
 - c. A detailed description of how Opower Affordability Suite will increase affordability program enrollment including how it will provide solutions to the identified barriers in 2b.
 - d. Provide any estimates or analysis the Company has completed or is aware of related to the increase program enrollment resulting from the Opower Affordability Suite.
4. Provide the top 10 languages spoken in the Company's territory including percents of each. Confirm the Company's proposal to expand language access includes providing outreach materials in the top 10 languages.
5. On page 54 of the Customer Operations Panel testimony, it states that the Company's third-party email provider, Questline, is developing a program to translate emails into multiple languages. Provide the following:
 - a. Is the intent that program will translate an email to any language, provide clarification.
 - b. Provide a timeframe for when this will be complete.
 - c. Associated costs included in this rate filing.

Response

1. See DPS-13-379 Attachment 1 Customer Outreach and Education Organizational Chart.
2. See DPS-13-379 Attachment 2 Outreach and Education 2022-2024 Budget to Actuals.
3. Regarding the Company's proposal to implement Opower Affordability Suite:
 - a. The Company does not currently enroll customers in the Energy Affordability Program (EAP) based on any collection activity analysis. The Company currently communicates with its customers about the EAP via email and direct mail campaigns, instructional videos, targeted social media and advertising, website updates, social media posts, in-person events and presentations, community partnerships, customer surveys, and newsletters, among other channels.

Ongoing outreach activities designed to target EAP enrollment include, but are not limited to:

- EAP application translation into multiple languages including English, Spanish, Russian, Korean, Chinese, Polish, and Bengali – available for online download and distributed at in-person events.
- EAP inclusion in the Company's "New to New York" brochure, available at Con Edison Walk-In Centers in English, Spanish, Russian, Chinese, Korean, Polish, Hindi and Haitian-Creole.
- Seven monthly email campaigns in 2024 to new residential customers with information about the EAP program.
- Press releases highlighting the program, along with other programs and resources to help customers manage their bills. See, for example Energy Affordability Program Reduces Bills | Con Edison, at [https://www.coned.com/en/about-us/media-center/news/2024/12-09/energy-affordability-program-reduces-bills-up-to-\\$173-a-month-for-low-income-customers](https://www.coned.com/en/about-us/media-center/news/2024/12-09/energy-affordability-program-reduces-bills-up-to-$173-a-month-for-low-income-customers).
- Ongoing multilingual advertising across print, social, and digital channels targeted to case workers, friends, and relatives of EAP-eligible customers.
- Strategic collaborations with organizations like HeartShare, which administers the EnergyShare program
- Community outreach events, including many in disadvantaged communities (DACs) and communities with high Medicaid enrollment rates.
- Ongoing updates to the Company's low-income resource page at www.conEd.com/BillHelp.
- Driving customers in need of special attention to the Company's Resource Direct phone line and Senior Direct phone line for additional support.
- Piloting of a new personalized Financial Assistance Advisor tool to allow customers to see a list of bill help resources and programs

available to them in MyAccount, including both Con Edison programs and other digital benefits available through Access HRA.

b. The Company has identified the following barriers from its current efforts to increasing EAP enrollment:

- **Language Access:** Given the diverse population within the Company's service territory, language is and always will be to some extent a barrier to customer communications and EAP enrollments.
- **Human Resources:** Human resources are also a barrier, as the Outreach and Education team covers the Company's entire service territory of New York City and Westchester with 9 FTEs, as shown in Attachment 1. The Company takes a multi-channel approach to reach as many customers as possible but is limited in its ability to meet with customers in person to encourage further adoption of Company programs.
- **Stigma:** There is also a barrier around the stigma often associated with receiving help. The Company tries to reduce that stigma and partner with agencies like HRA to discuss the benefits of government assistance and how enrolling in these programs helps customers enroll in the EAP. Even so, social and cultural bias related to this stigma persist.

c. The Opower Affordability Suite increases affordability program enrollment by leveraging predictive analytics to identify low -to moderate-income customers who are likely eligible for assistance. It then reaches customers with thoughtfully crafted email communications, based on behavioral science techniques and in-depth user-experience research, to achieve maximum impact and engagement. An overview of how the Opower Affordability Suite finds, reaches, and enrolls customers in energy assistance programs is provided in DPS-13-379 Attachment 3 Opower Product Overview.

More specifically, the Opower Affordability Suite provide solutions to the barriers identified in 3(b) above in the following ways:

- **Language Access:** the Opower Affordability Suite can be translated into multiple languages. Language tags within the Company's internal systems can alert Opower to the language preference of each customer.
- **Human Resources:** the goal of the Opower Affordability Suite is to provide personalized insights on low- and moderate-income

customers' energy bills and usage in an automated, scalable fashion. In-person efforts will always be a key component of successful affordability program outreach, but human resources can be supplemented by individualized, data-based, and event-triggered communications, which can reach many more customers at once than in-person efforts at a lower per-customer cost.

- **Stigma:** Opower's user research and product design were focused on reducing the stigma of customers enrolling in affordability programs. Behavioral techniques such as "social proof" and testimonies are used frequently throughout the solution to highlight to customers that many others within their communities are already participating. Social proof is the concept that people are influenced by the actions of others and that highlighting other customers' behavior is an effective way to nudge customers to take a specific action. Within the Opower Affordability Suite, customers are shown the number of people in their community (city, state, or other locality) that are taking advantage of each affordability program. User research has indicated a strong positive customer reaction to this approach, as customers learn that programs are commonly used and inclusive and are thus more likely to apply for these programs themselves.
- d. See the Company's response to PULP-3-21(b) for details regarding Opower Affordability Suite analysis.
4. The top 10 languages other than English spoken within the Company's service territory are as follows.
- **New York City** – Spanish, Chinese, Russian, Bengali, Haitian-Creole, Korean, Arabic, Urdu, French, Polish
 - **Westchester** – Spanish, Italian, Portuguese, Chinese, Japanese, Korean, Albanian, French, Arabic, Haitian-Creole

For New York City, the top 10 languages are listed on the city government's website around language accessibility at <https://www.nyc.gov/site/immigrants/language-needs/language-and-disability-access.page>.

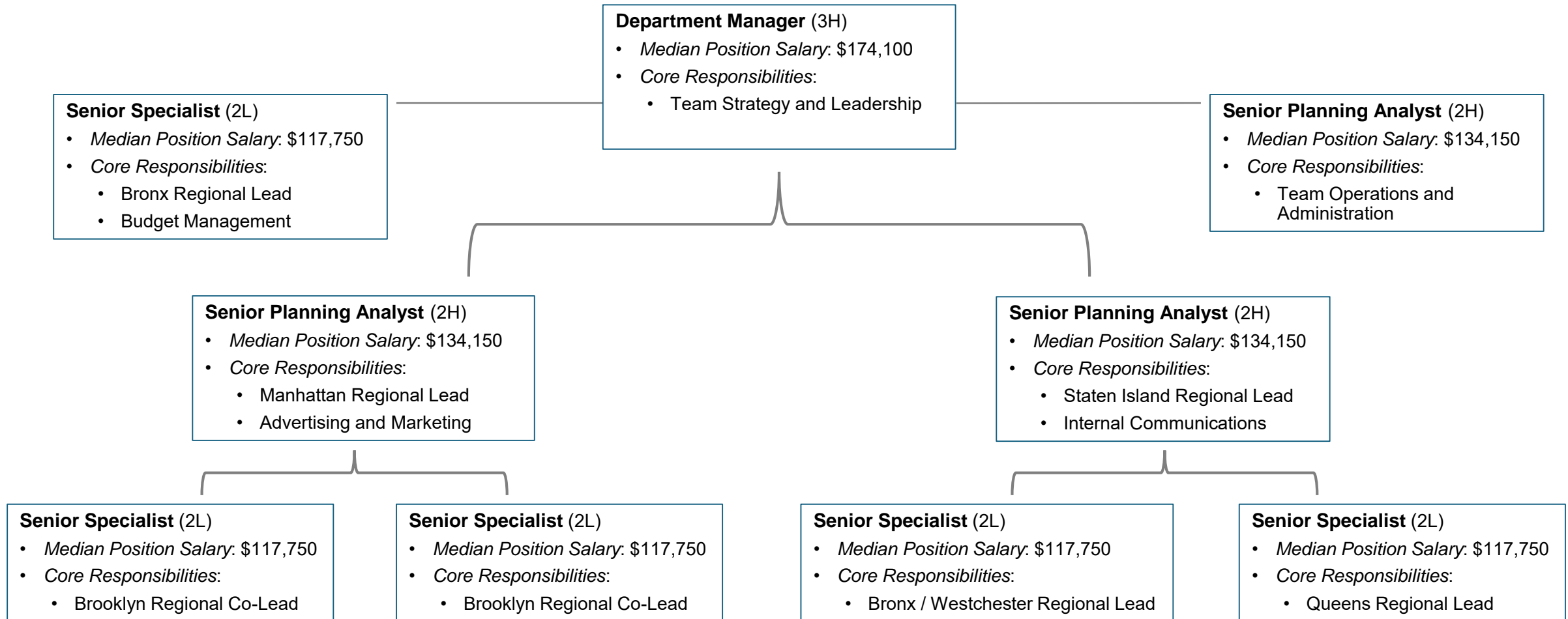
For Westchester, the top 10 languages are listed from the NYS Office of Language Access Age Analysis Report at https://ogs.ny.gov/system/files/documents/2024/07/ola-aging-report_2024.pdf.

The Company's language access plans include providing materials in all of these top languages, subject to available resources.

5.

- a. See DPS-13-379 Attachment 4 Questline Widget Translation Options for a list of the languages covered within the email translation widget. The intention for implementing the widget is for a customer to be able to translate any email they receive into the languages available within the widget.
- b. The program launched in Fall 2024 and requires ongoing maintenance.
- c. Questline widget costs in this rate filing include a monthly upkeep charge of \$8,000, which is embedded within the email communication line items in the request details prepared in Exhibit_(CO-08)_Customer Outreach_Attachment 1_Request Details.

Outreach and Education Organizational Chart (9 FTEs)



DPS-13-379 Attachment 2 – Outreach and Education 2022-2024 Budget to Actuals Comparison

Program Description	RYE 2022 – Budget	RYE 2022 – Actuals	Budget to Actuals Variance RYE 2022 (%)	RY2023 – Budget	RYE 2023 – Actuals	Budget to Actuals Variance RYE 2023 (%)	RYE 2024 – Budget	RYE 2024 – Actuals	Budget to Actuals Variance RYE 2024 (%)
Direct Mail									
Bill Inserts: Electric Safety, Rate Increase, ESCO Environmental Disclosure Notice, Welcome to Con Edison, Smell Gas. Act Fast., Rights and Responsibilities.	\$705,000	\$733,118	3.9%	\$781,000	\$835,866	7.02%	\$781,000	\$918,314	17.5%
Customer Outreach Events									
Energy and community-themed events at which Outreach staff distributes literature and promotional items and speaks with customers about the Energy Affordability Program, payment agreement plans, financial resources, energy efficiency, safety, additional programs and resources offered at Con Edison and other related topics. Newer events have included the use of translators to speak with customers in their language and additional staffing to help customers with one-on-one bill counseling.	\$198,000	\$199,000	0.5%	\$251,000	\$186,500	-25.8%	\$251,000	\$220,000	-12.3%
Educational Awareness/ Literature and Publications									
Customer News; Spotlight Newsletter for elderly, blind and disabled customers enrolled in the CONCERN Program; multilingual brochures, which are not sent as bill inserts (Save Money, Save Energy; Billing and Payment Options; Help for Those in Need; Customers with Special Needs; and New to New York); and the production of other flyers and pamphlets as needed.	\$136,000	\$52,151	-61.6%	\$139,000	\$86,439	-37.8%	\$141,000	\$245,000	73.7%
Educational Media Messaging									
Subway, billboard, print, digital and social media ads; web-based information campaigns (videos on smart meter usage and MyAccount and electric safety); email campaigns, which provide customers with energy efficiency, safety and other important information; Fall and Spring energy and safety educational programs for schoolchildren; and additional messaging as needed.	1,809,000	\$980,389	-45.8%	\$1,967,000	\$1,904,000	-3.2%	\$1,968,000	\$1,933,920	-1.73%
Energy Affordability Program Educational Media Messaging									
Information developed to promote the Energy Affordability Program, including emails, direct mail postcards for customers without email addresses, and multilingual enrollment forms (English, Spanish, Russian, Chinese, Korean, Polish, Bengali, Haitian-Creole); communications to low-income customers around Home Energy Analysis tools and high bill alerts; weatherization kits for Title I Schools; staffing of our Resource Direct Line.	\$668,000	\$535,000	-19.9%	\$668,000	\$686,000	2.69%	\$668,000	\$545,000	-18.4%
Employee Education									
eLearning modules for Company employees; consulting and course design for training related to enhancing customer relationships.	\$142,000	\$39,713	-72.0%	\$142,000	\$53,363	-62.4%	\$142,000	\$44,082	-68.9%
Market Research and Customer and Stakeholder Focus Groups									
Customer awareness and satisfaction surveys, surveys around specific email campaigns, and a focus group focusing on multilingual communications.	170,000	\$191,770	12.8%	\$170,000	\$192,000	12.9%	\$170,000	\$150,000	-11.7%
Website Improvements									
Maintenance and enhancements for MyEnergyCalculators (the Company's online bill analysis tools) and WINS Development.	139,000	\$30,000	-78.4%	\$196,000	\$24,000	-87.7%	\$203,000	\$82,000	-59.6%
Totals	\$3,967,000	\$2,761,141	-	\$4,314,000	\$3,968,168	-	\$4,324,000	\$4,138,316	-

Explanation of Variances +/- 20%

Program Description	Explanations of Variance +/- 20% Between Budget and Actuals (Per Table Above)
Customer Outreach Events	<ul style="list-style-type: none">Variance in 2023 from cutting back on purchasing promotional items to bring to events.
Educational Awareness/ Literature and Publications	<ul style="list-style-type: none">Variance in 2022 and 2023 from a decrease in costs due to shifts in working with in-house translations and brochure prints.Variance in 2024 due to increased paper and postage costs.
Educational Media Messaging	<ul style="list-style-type: none">Variance in 2022 attributed to transitioning out of COVID moratoriums, where the Company had fewer campaigns and email blasts for that year. Also, fewer pre-storm emergency email blasts were needed than were forecasted.
Employee Education	<ul style="list-style-type: none">Variances due to modified plans for conducting internal customer experience trainings.
Website Improvements	<ul style="list-style-type: none">Variances due to costs eliminated due to migration of energy calculators to DCX platform, as well as budget funds retained each year for as-needed for WINS maintenance.



Opower Affordability Solution

Help more low-to-moderate income (LMI) customers achieve energy affordability.

With trillions being invested in decarbonizing and modernizing energy supply infrastructure, energy prices grow more unaffordable for the most vulnerable low-to-moderate income (LMI) customers. These customers already face significant challenges and are disproportionately affected by these rising energy costs. As utilities strive to minimize operating costs associated with call volume, arrears, shutoffs, and collections, they look for cost-effective ways to proactively engage LMI customers. This includes helping these customers overcome the psychological and logistical barriers to seeking financial and bill management assistance.

A key focus for utilities is increasing program awareness, improving customer identification, and simplifying the coordination of program enrollments all while maintaining customer satisfaction. To effectively address these issues, utilities need tools and solutions tailored toward LMI customers. These solutions should provide personalized and empathetic outbound and digital experiences, designed to engage vulnerable customers throughout their energy journey. This includes connecting them to and making it easier to enroll in much-needed utility and government programs that provide financial and energy efficiency assistance.

Find, reach, and enroll LMI customers in energy assistance programs.

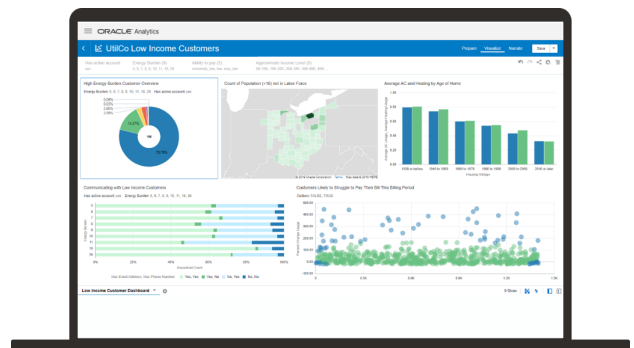
Opower's Affordability Solution revolutionizes the way you serve your most vulnerable customers. By leveraging cutting-edge predictive analytics, we find LMI customers who are likely eligible for assistance. We then reach customers with thoughtfully crafted email communications, designed with behavioral science techniques and in-depth user-experience research, to achieve maximum impact and engagement. Through these emails, we guide customers through a brief survey to predict their eligibility for energy assistance programs displayed in a streamlined one-stop-shop experience. Here, customers can effortlessly navigate their options, review important program requirements and details, and initiate the enrollment process.



Find LMI customers: Leveraging predictive analytics, Opower produces insights from multiple layered data sets that make it easier for utilities to identify their low-to-moderate income customers in their service area.



360-degree customer views: Employ Opower Analytics Visualization technology to gain in-depth insights into household-level energy burden, third-party data sets, and additional LMI insights. This powerful tool allows you to view important customer details, enhancing your ability to tailor your customer outreach effectively. By employing precise segmentation and targeting, you can ensure your campaigns are delivering the right message to the right customers at the right time.

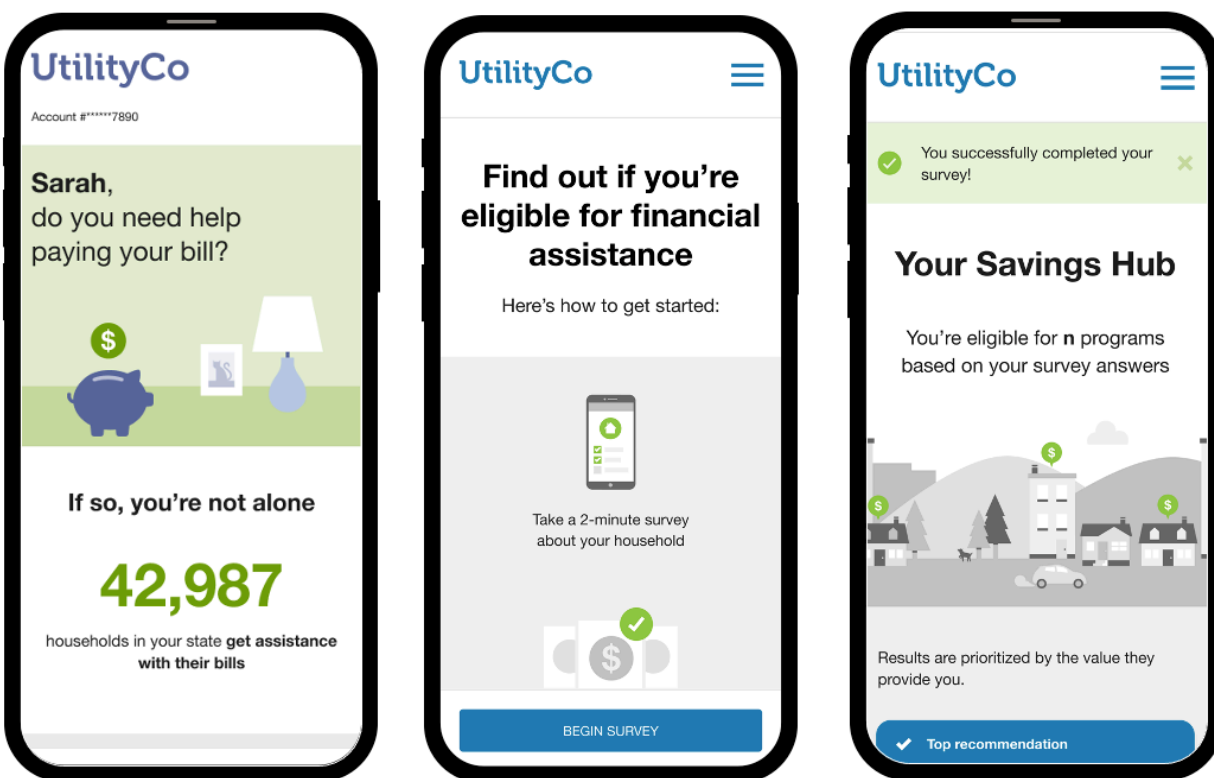




Reach customers with personalized communications: Customers will receive and engage with personalized emails and web experiences. User-experience research and behavioral science techniques are used to inform the design of these communications to maximize impact.



Enroll customers – Savings Hub: Customers answer a brief set of questions before entering the Savings Hub, a one-stop-shop to discover a personalized list of programs for which they are likely eligible. Here, they can learn how much they can save, gain detailed information about programs, and start the enrollment process. The Savings Hub is customizable – you choose which programs populate the tool.



Take a tour of the Opower Affordability solution [here](#).

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Select a language

Afrikaans	Dhivehi	Hungarian	Lithuanian	Portuguese (Portugal, Brazil)	Tamil
Albanian	Dogri	Icelandic	Luganda	Punjabi	Tatar
Amharic	Dutch	Igbo	Luxembourgish	Quechua	Telugu
Arabic	English	Ilocano	Macedonian	Romanian	Thai
Armenian	Esperanto	Indonesian	Maithili	Russian	Tigrinya
Assamese	Estonian	Irish	Malagasy	Samoan	Tsonga
Aymara	Ewe	Italian	Malay	Sanskrit	Turkish
Azerbaijani	Filipino (Tagalog)	Japanese	Malayalam	Scots Gaelic	Turkmen
Bambara	Finnish	Javanese	Maltese	Sepedi	Twi (Akan)
Basque	French	Kannada	Maori	Serbian	Ukrainian
Belarusian	Frisian	Kazakh	Marathi	Sesotho	Urdu
Bengali	Galician	Khmer	Meiteilon (Manipuri)	Shona	Uyghur
Bhojपुरी	Georgian	Kinyarwanda	Mizo	Sindhi	Uzbek
Bosnian	German	Konkani	Mongolian	Sinhala (Sinhalese)	Vietnamese
Bulgarian	Greek	Korean	Myanmar (Burmese)	Slovak	Welsh
Catalan	Guarani	Krio	Nepali	Slovenian	Xhosa
Cebuano	Gujarati	Kurdish	Norwegian	Somali	Yiddish
Chinese (Simplified)	Haitian Creole	Kurdish (Sorani)	Nyanja (Chichewa)	Spanish	Yoruba
Chinese (Traditional)	Hausa	Kyrgyz	Odia (Oriya)	Sundanese	Zulu (edited)
Corsican	Hawaiian	Lao	Oromo	Swahili	
Croatian	Hebrew	Latin	Pashto	Swedish	
Czech	Hindi	Latvian	Persian	Tagalog (Filipino)	
Danish	Hmong	Lingala	Polish	Tajik	

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-13
Date of Response: March 14, 2025
Responding Witness: Customer Operations Panel

Question No. :384

Subject: PSC Complaint and Rate Consultant Inquiry Handling

Regarding the Company's requested FTEs for PSC Complaint and Rate Consultant Inquiry Handling, referenced on pages 45-51 of the Customer Operations Panel testimony:

1. Provide analysis and all supporting documentation the Company has supporting the statement that rate consultant inquiries are typically more complex than conventional customer complaints.
2. Provide the average length of time it takes to address a rate consultant inquiry compared to the length of time to address a conventional customer inquiry.
3. For the QRS and SRS cases referenced on page 47 of the Customer Operations Panel testimony, provide the breakdown by complaint type for 2023 and 2024.
4. Does the Company conduct root cause analysis in its complaint handling process?
 - a. If so, provide examples of how the Company used the analysis to address the inquiry.
 - b. If not, explain why not.
5. On page 48, the Company states 6,000 inquiries were received from rate consultants in 2024. Confirm if these are unique inquiries received or an aggregated number of impacted customer accounts.
 - a. If these are not unique inquiries, provide the number of unique inquiries received and a detailed breakdown by inquiry type.
6. On page 50, the Company states its request is based on its experience of addressing backlogs of customer and rate consultant inquiries. Provide the following:
 - a. Number of inquiries in the backlogs for each group, customer inquiries and rate consultant inquiries
 - b. The average length of time the inquiries have been in the backlog.
 - c. All reasons for an inquiry not being addressed, including those not in the Company's control.
7. On page 50, the Company states it is proposing to strengthen its approach to complaint responses.
 - a. Why is the Company making a proposal to complete this and not implementing process improvements currently?
 - b. If applicable, provide any current processes the Company is currently implementing.

Response

1. The Company's experience, based on handling thousands of rate consultant inquiries annually, is that those inquiries are on average far more complex and resource-intensive than individual customer inquiries. An individual rate consultant inquiry can not only span multiple customer classes but may involve numerous accounts, sometimes numbering in the hundreds. Rate consultant inquiries also often involve one or more of the following components, including billing issues over a prolonged period of time, demand-based or other complex rates, large multi-family buildings, challenges to the Company's application of PSC regulations and provisions of the Company's tariffs, and discussion of PSC orders in previous customer appeals, thereby requiring extensive research, inter-departmental collaboration, and detailed analysis. Examples of such inquiries are provided on page 4 of Exhibit_(CO-07). In contrast, conventional customer inquiries typically involve a single account and meter and address routine issues like high bills or payment agreements.
2. The Company does not track the average length of time to address a rate consultant or conventional customer inquiry.
3. Please see DPS-13-384 Attachment 1 for the number of QRS and SRS cases in 2023 and 2024, broken down by complaint type. This data was sourced from the Consumer Complaint Activity monthly reports filed by the Department of Public Service under case number 19-00950. The numbers provided differ from those shared in the testimony. The testimony numbers reflect QRS/SRS cases at that specific point in time, which may change due to case escalations or reclassifications.
4. No.
 - a. N/A.
 - b. The Company does not currently conduct root cause analysis in its complaint handling process due to limited labor resources. Presently, full-time union employees handle the day-to-day processing of complaints and the supervisors review and approve their work, assign cases, and oversee the overall workflow. Given the current staffing levels relative to the number of rate consultant inquiries, the Company lacks the capacity to perform root cause analysis on incoming cases. Conducting such analysis would require dedicated time and specialized skills to thoroughly investigate inquiries and gather necessary data. The additional staff the Company is requesting will facilitate further process improvement and provide the necessary resources to conduct root cause analysis on a sample of accounts.
5. The 6,000 inquiries referred to on page 48 are unique inquiries received from rate consultants. Each unique inquiry may span from one to 400 accounts.
 - a. N/A.

6.
 - a. To date, the Company has 479 customer inquiries and 469 rate consultant inquiries in its backlog.
 - b. On average, QRS and SRS inquiries have been in backlog for two months and rate consultant inquiries have been in backlog for 12 months.
 - c. The Company defines backlog inquiries as those that have not been resolved within the respective amount of time, which varies by inquiry type. The Company has 14 days to resolve QRS cases, 11 days for SRS cases, and 30 days for rate consultant cases before they are considered backlog. Several factors can contribute to delays in addressing inquiries, including attrition and re-assignment within the dedicated group, as well as fluctuations in generation rates of these cases. The steps needed to resolve an inquiry also impact response times, as some cases involve permitting issues, setting up appointments for field visits that may require multiple attempts to contact the customer, or engaging in multiple conversations with consultants to gather necessary documentation. Based on the type of inquiry, investigation may require extensive research, inter-departmental collaboration, and detailed analysis to respond to the customer. In addition, there may be safety conditions at the premise which require resolution on the customer's end before the Company can continue with the investigation process. These cases remain open until a resolution is reached or they are escalated to the PSC. Additionally, the Company may engage in prolonged back-and-forth communications to resolve these inquiries, which can extend over several months to avoid escalations.
7.
 - a. The Company has and continues to strengthen its approach to complaint responses by implementing process improvements that are achievable with existing resources, as described in 7b below. With additional staffing, the Company can allocate resources to make process improvements that require ongoing activities, including conducting root cause analysis on a sample of accounts and using case closures to create reference libraries for back-office employees.
 - b. The Company has reviewed the end-to-end process for customer inquiries and implemented strategic improvements, including the following initiatives:

Staffing and Training

- Hired additional Customer Service Representatives (CSRs) to investigate and resolve complaints, with a dedicated management employee to monitor performance. This increase in staffing is not funded under the current rate plan.
- Paired CSRs with SCSRs who can provide deeper expertise and billing support as needed.
- Provided additional cross-departmental training regarding the complaint escalation process.

Customer Contact and Communication

- Redesigned the initial customer contact process to not only acknowledge complaints but also investigate and potentially resolve them during the first interaction.
- Improved customer communication by providing timelier and more detailed updates.
- Developed dedicated distribution lists to provide rate consultants with faster updates and centralize lines of communication.

Internal Process

- Implemented a tracking system to manage cases, thereby improving communication and coordination between departments.
- Introduced a new case numbering system to avoid clerical errors.

Analytics

- Leveraged enhanced analytics capabilities around customer calls to identify patterns and trends and enable many of the process improvements listed above. This included the development of five analytics products and reporting tools that provide visibility into new case creation, initial customer interactions post-case creation, case status tracking, escalations, and backlog management.
- In 2025, the Company will pilot the use of advanced machine learning models to identify customers likely to file a complaint based on past interactions with the Company. The output of these pilot models will be used for proactive customer communications to address concerns before customers request intervention from the PSC.

Although these process improvements have improved the customer experience and reduced the escalation rate from QRS and SRS, a permanent team is necessary to sustain these efforts.

2023

QRS	Cases	SRS	Cases
100 - Svc Outage	99	100 - Svc Outage	3
107 - Delayed Repair	66	107 - Delayed Repair	8
110 - Voltage Levels / Gas Pressure	38	108 - Intermittent Out Of Svc.	3
112 - Property Restoration / Debris Removal	56	110 - Voltage Levels / Gas Pressure	4
118 - Missed Scheduled Appointment (other than repair/installation)	8	112 - Property Restoration / Debris Removal	10
122 - Street Light Problems	8	118 - Missed Scheduled Appointment (other than repair/installation)	2
125 - Tree Trimming	5	122 - Street Light Problems	3
130 - Delayed Service - New Service	239	125 - Tree Trimming	1
138 - Disconnected In Error	30	130 - Delayed Service - New Service	27
140 - Relocation Of Facilities	35	138 - Disconnected In Error	3
155 - Svc Disconnect Request Not Done	43	140 - Relocation Of Facilities	2
206 - Incorrect Reading	11	155 - Svc Disconnect Request Not Done	4
212 - Inaccurate Bill	1	200 - High Bill	67
219 - Wants Refund On Overpayment	57	205 - Estimated Bill	21
221 - Wants Breakdown Of Bill	30	206 - Incorrect Reading	1
235 - Cross Meter/Billing	74	212 - Inaccurate Bill	48
236 - Smart Meters	112	219 - Wants Refund On Overpayment	7
241 - Transfer Balance	50	221 - Wants Breakdown Of Bill	1
246 - Responsibility	49	230 - Diversion Of Svc	1
250 - Budget	19	234 - Net Metering	1
255 - Unmetered Svc	2	235 - Cross Meter/Billing	13
271 - Billed For Svc Doesn't Have/Didn't Order	64	236 - Smart Meters	7
275 - Bill Delay/Not Received	70	241 - Transfer Balance	6
278 - Back Billing	196	246 - Responsibility	5
300 - Dangerous Company Facility	35	250 - Budget	1
315 - Meter / Regulator Safety Inspection	86	271 - Billed For Svc Doesn't Have/Didn't Order	6
400 - Svc Class	62	275 - Bill Delay/Not Received	14
402 - Disputes Special Charge on Bill	47	278 - Back Billing	35
405 - Access Fee	67	300 - Dangerous Company Facility	1
410 - Late Payment Charge	9	315 - Meter / Regulator Safety Inspection	2
433 - New Construction Charges	1	320 - Gas Leak	1
501 - Dissatisfied With Rates	3	400 - Svc Class	6
502 - Credit Reporting	6	402 - Disputes Special Charge on Bill	4
510 - Claim	5	405 - Access Fee	4
515 - Bill Content/Format	7	515 - Bill Content/Format	1
520 - Authorized Payment Agency	2	556 - Life-Line/Low Income Program	4
530 - Poor Customer Service	4	590 - Other	4
531 - Can Not Contact Company	13	595 - Consultant Case	290
554 - Special Protection Programs	3	613 - Unclear Bill/Double Billing	1
556 - Life-Line/Low Income Program	20	800 - Deferred Payment Agreement	9
580 - Storms	3	802 - Life Support Equipment	1
590 - Other	66	805 - Extension For Payment	1
591 - LEP Other	3	815 - Svc. Terminated/ Limited	8
605 - ESCO Slamming/Alledged Slam	1	830 - Svc. Susp/Term/Block Threat	33
613 - Unclear Bill/Double Billing	2	840 - Application Denied	2
800 - Deferred Payment Agreement	133	865 - Deposit Request	4
802 - Life Support Equipment	1	870 - Deposit Refund	2
805 - Extension For Payment	9	872 - Threat of Termination w/in 72 hrs.	5
810 - Financial Statement Form	1	Grand Total	687
815 - Svc. Terminated/ Limited	180		
825 - No Termination Notice	2		
830 - Svc. Susp/Term/Block Threat	561		
835 - Paid Bill Not Restored	2		
840 - Application Denied	38		
850 - Medical Emergency	2		
865 - Deposit Request	70		
870 - Deposit Refund	16		
872 - Threat of Termination w/in 72 hrs.	73		
109 - Row/Easement	3		
320 - Gas Leak	2		
200 - High Bill - High Bill	656		
212 - Inaccurate Bill - Inaccurate Bill - Inaccurate Bill	343		
595 - Consultant Case - Consultant Case	330		
205 - Estimated Bill - Estimated Bill	113		
108 - Intermittent Out Of Svc	27		
234 - Net Metering - Net Metering	49		
225 - Meter Inaccuracy - Meter Inaccuracy	7		
450 - Taxes/Surcharges/Other Fees	3		
276 - Quoted Incorrect Rates	2		
470 - Interruptible Penalty	1		
611 - Difficulties In Returning to T&D/LDC - Delay in Cancellation of ESCO	1		
649 - Other ESCO Matters	1		
845 - Multiple Dwelling Issues	2		
511 - Preferred Name or Pronouns	1		
415 - Out Of Service Credit	1		
230 - Diversion Of Svc	1		
212 - Inaccurate Bill	36		
Grand Total	4474		

2024			
QRS		Cases	
100 - Svc Outage		97	
107 - Delayed Repair		82	
108 - Intermittent Out Of Svc.		42	
109 - Row/Easement		2	
110 - Voltage Levels / Gas Pressure		66	
112 - Property Restoration / Debris Removal		72	
115 - Gas, Water, Steam Quality		2	
118 - Missed Scheduled Appointment (other than repair/installation)		16	
122 - Street Light Problems		12	
125 - Tree Trimming		7	
130 - Delayed Service - New Service		268	
138 - Disconnected In Error		39	
140 - Relocation Of Facilities		23	
155 - Svc Disconnect Request Not Done		58	
200 - High Bill		866	
205 - Estimated Bill		109	
206 - Incorrect Reading		11	
212 - Inaccurate Bill		524	
219 - Wants Refund On Overpayment		52	
221 - Wants Breakdown Of Bill		91	
225 - Meter Inaccuracy		7	
231 - Shared Meter Svc		3	
234 - Net Metering		63	
235 - Cross Meter/Billing		128	
236 - Smart Meters		62	
241 - Transfer Balance		63	
246 - Responsibility		77	
250 - Budget		51	
255 - Unmetered Svc		3	
271 - Billed For Svc Doesn't Have/Didn't Order		47	
275 - Bill Delay/Not Received		340	
278 - Back Billing		220	
300 - Dangerous Company Facility		56	
315 - Meter / Regulator Safety Inspection		122	
320 - Gas Leak		1	
400 - Svc Class		93	
402 - Disputes Special Charge on Bill		39	
405 - Access Fee		50	
410 - Late Payment Charge		25	
433 - New Construction Charges		2	
450 - Taxes/Surcharges/Other Fees		4	
501 - Dissatisfied With Rates		2	
502 - Credit Reporting		2	
506 - False Advertising		1	
510 - Claim		21	
512 - Utility Harassment of Residential Customer		1	
515 - Bill Content/Format		6	
520 - Authorized Payment Agency		4	
530 - Poor Customer Service		10	
531 - Can Not Contact Company		18	
554 - Special Protection Programs		4	
556 - Life-Line/Low Income Program		19	
580 - Storms		2	
590 - Other		58	
591 - LEP Other		1	
595 - Consultant Case		199	
602 - Questionable Marketing Practices		2	
605 - ESCO Slamming/Alledged Slam		2	
613 - Unclear Bill/Double Billing		6	
649 - Other ESCO Matters		1	
800 - Deferred Payment Agreement		174	
802 - Life Support Equipment		5	
805 - Extension For Payment		10	
810 - Financial Statement Form		1	
815 - Svc. Terminated/ Limited		220	
825 - No Termination Notice		8	
830 - Svc. Susp/Term/Block Threat		841	
835 - Paid Bill Not Restored		5	
840 - Application Denied		43	
845 - Multiple Dwelling Issues		1	
850 - Medical Emergency		3	
865 - Deposit Request		68	
870 - Deposit Refund		15	
872 - Threat of Termination w/in 72 hrs.		71	
Grand Total		5719	
SRS		Cases	
100 - Svc Outage		9	
107 - Delayed Repair		12	
108 - Intermittent Out Of Svc.		5	
109 - Row/Easement		1	
110 - Voltage Levels / Gas Pressure		7	
112 - Property Restoration / Debris Removal		11	
118 - Missed Scheduled Appointment (other than repair/installation)		1	
122 - Street Light Problems		2	
130 - Delayed Service - New Service		37	
138 - Disconnected In Error		4	
140 - Relocation Of Facilities		3	
155 - Svc Disconnect Request Not Done		5	
200 - High Bill		106	
205 - Estimated Bill		19	
206 - Incorrect Reading		1	
212 - Inaccurate Bill		82	
219 - Wants Refund On Overpayment		5	
221 - Wants Breakdown Of Bill		12	
233 - Shared Meter - Designee		1	
234 - Net Metering		13	
235 - Cross Meter/Billing		39	
236 - Smart Meters		9	
241 - Transfer Balance		10	
246 - Responsibility		9	
250 - Budget		12	
271 - Billed For Svc Doesn't Have/Didn't Order		4	
275 - Bill Delay/Not Received		37	
278 - Back Billing		44	
300 - Dangerous Company Facility		6	
315 - Meter / Regulator Safety Inspection		8	
400 - Svc Class		21	
402 - Disputes Special Charge on Bill		9	
405 - Access Fee		11	
410 - Late Payment Charge		2	
450 - Taxes/Surcharges/Other Fees		1	
515 - Bill Content/Format		1	
520 - Authorized Payment Agency		1	
530 - Poor Customer Service		1	
531 - Can Not Contact Company		2	
554 - Special Protection Programs		1	
556 - Life-Line/Low Income Program		6	
590 - Other		9	
595 - Consultant Case		188	
602 - Questionable Marketing Practices		1	
613 - Unclear Bill/Double Billing		1	
713 - Conditional Turn-On		1	
800 - Deferred Payment Agreement		12	
802 - Life Support Equipment		1	
805 - Extension For Payment		1	
815 - Svc. Terminated/ Limited		6	
830 - Svc. Susp/Term/Block Threat		77	
840 - Application Denied		2	
865 - Deposit Request		8	
872 - Threat of Termination w/in 72 hrs.		4	
Grand Total		881	

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-14
Date of Response: March 17, 2025
Responding Witness: Customer Operations Panel

Question No. :401

Subject: Energy Affordability Program Resources

Refer to Pages 71 through 75 of the initial testimony of the Company's Customer Operations Panel:

1. On Page 71, the Company states that its current Public Assistance Central (PAC) team includes responsibilities for the Energy Affordability Program (EAP) and related programs. Provide the following:
 - a. A list of the related programs the PAC team is responsible for.
 - b. A breakdown of the percent of time of PAC team is dedicated to the EAP and each of the related programs.
 - c. A detailed job description for each member of the PAC team, including the one Supervisor, 10 customer service representatives, one Senior Specialist, and one Manager that were listed in the testimony.
2. Provide the accounting schedule and associated line item for where labor costs for the PAC team are reflected.
3. Explain how the labor costs for the PAC team are allocated for each program the team administers. For the related programs identified in in question 1.a, identify whether the labor costs for the PAC team members are accounted for in those program budget.
4. On Page 72, the Company states the proposed seven additional full-time equivalents (FTEs) will support EAP. Explain whether the additional FTEs will also support the related programs referenced above in Question 1(a). If yes, provide a breakdown of the percent of time the seven additional FTEs will be dedicated to the EAP and each of the related programs.
5. If the proposed additional FTEs will support other related programs besides the EAP, provide a detailed description of how the programs have expanded, such that they require additional support.
6. On Page 72, the Company states there are ongoing challenges to successfully automatically matching customers for EAP enrollment, and thus, manual enrollment is required for many customers. Provide the following:

- a. A description of the challenges referenced in the matching process.
Provide a detailed description of all possible automatic solutions for each of the challenges.
- b. For calendar years 2023 and 2024, the number of manual enrollments completed. Indicate how many customers were manually enrolled due to factors that otherwise prevented automatic enrollment.
- c. A detailed description of the manual enrollment process, including the average time to complete a manual enrollment for both the Company and the customers.

Response

1. a. In addition to the EAP, the PAC team is responsible for coordinating the Home Energy Assistance Program (HEAP), the Utility Guarantee (UG) program, and Direct Vendor (DV) program.
- b. 100% of the PAC team's time is dedicated to the EAP and coordinating the bill assistance programs listed in part (a), above. The Company does not track employee time separately for work related to EAP or the programs identified above.
- c. The PAC team comprises the following positions:

Manager

- Provide managerial oversight of the PAC team
- Advise specialist in collaborating with New York City Human Resources Administration (HRA) and Westchester Department of Social Services (DSS)
- Maintain program compliance with regulatory requirements and timelines
- Develop related Customer Services Procedures
- Review issues and identify opportunities for process efficiencies and automation in the Company's Customer Care & Billing system (CC&B) related to the EAP
- Lead process improvement initiatives
- Reporting and Analysis
 - Collect and maintain program data
 - Monitor budgets
 - Forecast trends
- Address ad hoc questions about the EAP and related programs

Sr. Specialist

- Lead application of public assistance benefits to customer accounts, including advising the PAC team in applying benefits and troubleshooting issues for the EAP, HEAP, and UG/DV programs

- Coordinate with technical teams to develop Robotic Process Automation (RPA) for EAP and related programs
- Conduct quality control and quality assurance checks for EAP quarterly match with HRA and DSS and application of public assistance program benefits for HEAP, UG and DV.
- Identify and escalate issues, including IT issues and those identified in QA/QC review, and test solutions prior to their implementation

Supervisor

- Maintain day-to-day program operations
- Develop and execute related Customer Service Procedures
- Monitor payments processed for HEAP and UG/DV to confirm that funds are applied to the appropriate accounts
- Provide overrides and approvals requiring Supervisor input in CC&B
- Conduct customer and agency supervisor callbacks
- Supervise Customer Service Representatives (CSRs)
 - Advise and provide guidance
 - Assign and manage work
 - Develop representatives
 - Monitor productivity and performance
 - Enforce processes and procedural compliance
 - Manage and approve timesheets, hours, and payroll
 - Manage attendance (e.g., schedule adherence, vacations)
 - Training

CSRs

- Process EAP and related program payments, payment adjustments, and refunds as needed
- Work with Con Edison Customer Assistance Centers and agencies (HRA, DSS) to address customer inquiries
- Review EAP self-certification applications and supporting documentation
- Work and resolve system issues referred to the PAC team (e.g., manually processing payments as needed, providing customer information requested by the agencies)
- Assist internal customers with EAP/HEAP information and cases

2. Please see Exhibit AP-E3 Schedule 6, Line 11 - Company Labor - Customer Operations for the PAC Labor Costs.
3. Labor costs for the PAC team are tracked together and include all activity related to the EAP, HEAP, and the UG/DV programs.
4. The Company expects that the three CSRs, two Senior Specialists, and one Senior Planning Analyst would work entirely on the EAP. The Company expects that the Senior Supervisor would work primarily on the EAP but may advise CSRs on issues related to HEAP or the UG/DV programs. The Company does not track employee time separately

for work dedicated to these bill assistance programs.

5. The Company is not aware of current changes to HEAP or the UG/DV programs, but the Senior Supervisor supervising CSRs who perform tasks related to those programs will provide support to those CSRs as necessary.
6. a. Customers participating in certain qualifying programs are not included in the automatic quarterly match process with HRA and DSS and thus must be manually enrolled in the EAP after applying to the program via the self-certification process. One such program is Medicaid, which is not included in the quarterly match because the agencies lack sufficient authority to share data required to conduct the match. To include customers in the automated quarterly match for these programs, the agencies would have to secure authority to share customer data (e.g., obtain customer consent and/or confirm state and federal regulatory protections).

For other qualifying public assistance programs, the Company understands that the agency does not have the data needed to conduct the match because the agency is not responsible for administering the program. To automate these enrollments, the Company would need to determine which programs fall into this category and request that program administrators provide customer data to the agencies for the automated match.

Please see Exhibit__(CO-10)_Energy Affordability Program for a detailed description of a requested fulltime resource to improve the EAP enrollment process, including expanding the scope of the automated match, where possible.

- b. Please see the Company's response to DPS-1-61(d) for the number of customers who enrolled through self-certification (i.e., manual enrollments) in 2023 and 2024.

All customers who enrolled manually did so because they were not included in the automatic quarterly match process with HRA and DSS.

- c. To self-certify (i.e., enroll manually), customers submit an application to the Company through the customer-facing MyAccount portal; via email, mail, or fax; or in person at a walk-in center. The customer must also submit supporting documentation demonstrating their enrollment in a qualifying program.

Once the Company receives the application, a CSR reviews the application and supporting documentation and, where necessary, follows up with the customer to seek clarification on applications or to request appropriate documentation. The CSR determines whether the application is approved and marks the case as approved or denied in the Company's PEGA system.

The Company estimates a CSR can review a typical EAP application in approximately three to five minutes. For approved applications received between August 1, 2024 and March 17, 2025, customers who were approved for the program were enrolled an average of 26 calendar days after their submission date.

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-16
Date of Response: March 26, 2025
Responding Witness: Customer Operations Panel

Question No. :DPS-410

Subject: Meter and Billing Resources

1. On page 29 of the Customer Operations Panel testimony, the Company states that new FTEs will be deployed in the meter to bill quality assurance team. How has the implementation of AMI impacted the work of the meter to bill quality assurance team?
 - a. Explain in detail why more FTEs for the meter to bill quality assurance team would be needed as there are more accurate and reliable meter readings from AMI meters.
2. On page 30 of the Customer Operations Panel testimony, the Company states that there are a small percentage of AMI meters that may result in estimated or delayed bills. What percentage of AMI meters have resulted in estimated or delayed bills in the past 2 years?
 - a. What total number of AMI meters have resulted in estimated or delayed bills in the past 2 years?
3. On page 30 of the Customer Operations Panel testimony, the Company states that there are 67,000 legacy and AMI meters that require a field visit to gain access. How many of these meters are legacy meters and how many are AMI meters?
4. On page 28 of the Customer Operations Panel testimony, the Company states that they need additional Retail Choice Account Support FTEs to meet the additional requirements of ESCOs in the Company's service territory. Are there any new requirements?
 - a. If so, explain them in detail and why the Company's proposed increase in FTEs will help the Company meet these new requirements.
5. On pages 35-36 of the Customer Operations Panel testimony, the Company states how it determined the requested staffing levels. Provide workpapers for each type of requested FTE and a detailed analysis of how and why the Company arrived at the proposed figure for each type of requested FTE.
 - a. On page 36, the Company states that the desired number of accounts per SCSR is 1,000-1,500. How did the Company determine this figure?
6. On page 32 of the Customer Operations Panel testimony, the Company discusses the Public Service Law amendments regarding utility customer billing. How long does the Company typically take to resolve a customer backbilling issue?
 - a. What percentage of backbilling disputes take longer than three months to resolve?

7. On page 33 of the Customer Operations Panel testimony, the Company states that the last rate plan included a Negative Revenue Adjustment mechanism for customer bills that have been estimated or delayed longer than 125 days. How many instances of a violation of this requirement occurred during the most recent rate period?

a. What was the total dollar amount of the NRA assessed for violation of this requirement in the most recent rate period?

Response

1. The implementation of AMI (Advanced Metering Infrastructure) has improved the Company's billing performance, particularly by reducing the need for estimated billing. But it has also introduced new complexities that require additional FTEs for the Meter to Bill Quality Assurance team. The transition to AMI has increased the volume of data generated from meter readings, which in turn requires more resources to manage and analyze the data effectively to maintain accuracy and reliability. While AMI provides more accurate readings, the Meter to Bill Quality Assurance team must monitor these readings closely to identify anomalies or errors that may arise, such as reading transmission failures, to prevent billing issues that can impact thousands of accounts. The expanded workflow also includes efforts to eliminate process roadblocks and identify potential processes improvements related to meter installations, removals, and exchanges, such as reducing the volume of field visits needed to verify that meters are removed, and systematic reviews of the Company's meter and billing systems across Customer Operations, Gas Operations, Electric Operations, AMI, and Information Technology.
2. Please refer to the Estimated and Delayed Billing Report, filed quarterly in Cases 22-E-0064 and 22-G-0065, for the percentage and total number of AMI meters that have resulted in estimated or delayed bills.
3. The number of legacy and AMI meters that require a field visit to gain access has decreased since filing to under 63,000. Legacy meters requiring a field visit include non-AMI meters, except for those where customers have opted out of AMI, and non-commissioned AMI meters. AMI meters include those that are not communicating or intermittently communicating and need to be replaced. A breakout is provided below.

Electric			
Area	Legacy	AMI	Total
Bronx	3,553	526	4,079
Brooklyn	13,338	1,282	14,620
Manhattan	8,910	652	9,562
Queens	5,059	431	5,490
Staten Island	95	29	124
Westchester	1,554	134	1,688
Total	32,509	3,054	35,563
Gas			
Area	Legacy	AMI	Total
Bronx	5,741	1,541	7,282
Manhattan	13,027	2,315	15,342
Queens	1,697	891	2,588
Westchester	1,407	584	1,991
Total	21,872	5,331	27,203
Grand Total	54,381	8,385	62,766

4. Yes.

- a. In December 2023, Governor Hochul signed into law a bill amending Section 41 of the Public Service Law and adding a new Section 66-w to the Public Service Law, which together require utilities to issue bills for service to residential and small commercial customers within three months of the end of the customer's billing period. This was a change from the prior law, which required utilities to issue a first bill for service to residential customers within six months of the service period and contained no analogous provision for nonresidential customers. This directly impacts Retail Choice accounts, because if the Company cannot resolve a billing or metering issue that prevents it from issuing a bill within the allowed timeframe, it cannot charge the customer for the commodity used. This law thus has increased the Company's need for back-office billing resources to ensure that the Company can resolve billing issues and render customer bills in a timely manner.

Additionally, ESCO interactions with the Company change as ESCOs have access to customer interval data. This data, which is more granular in nature, allows ESCOs to configure alternative rates and billing options for customers. These new rates, in turn, have driven more complex ESCO inquiries about how customers are billed. As a result, billing dispute investigations have become more time-consuming and labor-intensive, requiring additional FTEs.

5. The Company requests 35 Senior Customer Service Representatives (SCSRs) to keep pace with current and anticipated Corporate Customer Group (CCG) and Retail Choice billing and back-office work.

- Of these 35 SCSRs, 25 will be dedicated to CCG to achieve a ratio of 1,000-1,500 accounts per SCSR. SCSRs are responsible for all aspects of CCG account maintenance, including handling account exceptions, correspondence (email and telephone), and data requests. The Company conducted an analysis using available data and interviews where data was not available to investigate work generation by type and volume. This analysis was compared against completion rates by the existing CCG staff. As a result, the Company estimates a monthly work generation of 62,182 units (exceptions, correspondence, and billing). There are currently 26 SCSRs available to complete this work, addressing approximately 1,220 work units each, enabling 31,723 completions per month with a 40-hour work week. To handle the additional 30,459 work units per month while maintaining service levels and minimizing newly generated backlog, the Company requires an additional 25 SCSRs. Please see Attachment 1 - CCG FTE Analysis for the analysis of how the Company arrived at the proposed 25 SCSRs.
- The additional 10 SCSRs requested will be dedicated to Retail Choice. This staffing level was determined via an analysis of work volumes, which were estimated at a monthly generation of 1,574 work units. There are currently four SCSRs available to complete this work, addressing approximately 115 units each, enabling 458 completions per month. To handle the additional 1,116 work units per month while maintaining service levels and minimizing newly generated backlog, an additional 10 SCSRs are required. Please see Attachment 2 - Retail Choice FTE Analysis for the analysis of how the Company arrived at the proposed 10 SCSRs.

The Company requests 45 Customer Service Representatives (CSRs) dedicated to addressing billing inquiries, based on an analysis using available data on work volumes. This analysis was compared against completion rates by the existing CSR staff. The Company estimated a monthly work generation of 19,295 units. There are currently 55 CSRs available to complete this work, addressing approximately 194 units each, enabling 10,645 completions per month. To handle the additional 8,650 work units per month while maintaining service levels and minimizing newly generated backlog, an additional 45 CSRs are required. Please see Attachment 3 - Accounting CSR FTE Analysis for the analysis of how the Company arrived at the proposed 45 CSRs.

The five FTEs requested for the Meter to Bill Quality Assurance team include one dedicated FTE to serve as the point person for each of the five major organizations that play a significant role in meter-to-billing issues, including Electric Operations, Gas Operations, the AMI Operations Center, IT, and Customer Operations. The Meter to Bill process is a cross-collaborative effort that requires involvement and dedication from these key areas, as issues that arise in the lifecycle of the meter to bill process can stem from and/or impact these organizations. The current Meter Management Process Improvement Initiative (MMPI) team comprises workstream leads representing each of these five operating areas, which the Company has found effective in addressing issues in the meter to bill process and seeks to make permanent. In light of the small number of FTEs needed for this program and the recent implementation of a temporary team of

similar size to perform these functions, no further workpaper is available for these resources.

The Company requests 29 FTEs for the Meter No Access and Replevin Program, including 24 Senior Customer Field Representatives (SCFRs) and five management personnel. This request seeks to resolve the 67,000 legacy and AMI failed meters with no-access issues, which the Company is currently unable to field with existing resources. Of the 24 SCFR FTEs requested, 17 are required to perform field visits to resolve these no-access conditions over Rate Years 1-3. The calculation considers an expected 20% resolution rate without requiring a separate field visit, as customers respond to the Company's communications requesting access or provide access for other reasons. Additionally, the Company forecasts that approximately 15,000 existing meters will fail annually, also with an expected 20% resolution rate without fielding, requiring fielding of an additional 12,000 meter failures annually. As existing SCFRs can resolve 2,400 of these 12,000 failures annually, the Company requires seven additional SCFRs are required to resolve the balance of 9,600 failures. Existing failed meters with no-access issues and new failed meters must be fielded to prevent further estimated or delayed billing of these accounts.

Additionally, completion of these field visits without a customer response will enable the Company to enter the replevin process to remove and replace non-communicating AMI and legacy meters. Additional field visits will also be required to reinstall meters that were removed due to the replevin action.

The Company clarifies that only one SCFR is assigned to each Meter No Access and Replevin field visit, contrary to what was written on p. 36 of the Customer Operations Panel testimony in error.

Please see Attachment 4 - Meter No Access and Replevin FTE Analysis for the analysis of how the Company arrived at the proposed 29 FTEs.

- a. The ratio of 1,000 to 1,500 accounts per SCSR reflects the Company's historical business practices for maintaining staffing levels. The ratio represents an average, as the CCG account population is not always evenly distributed among the SCSRs. Each SCSR possesses "account responsibility," meaning they manage the CCG account throughout its entire lifecycle. They serve as the primary point of contact for the account holder, providing consistent and dedicated customer service.

Over the last approximately ten years, the volume of CCG accounts (excluding accounts associated with the New York Power Authority, which the Company proposes to assign to a new, dedicated group) increased by more than 30 percent, from about 60,000 accounts, with a manageable backlog and 1,000 to 1,500 accounts per SCSR, to 79,000 accounts, with an increased backlog. Accounts transitioned to CCG as they required special handling by SCSRs due to the introduction of various solar programs, complex rates, and demand response

programs. Currently, 26 SCSRs manage these 79,000 accounts at a ratio of about 3,000 accounts per SCSR. An additional 25 staff would reduce that ratio to slightly more than 1,500 accounts per SCSR, still above historical levels.

6. The average number of days to resolve a backbilling issue is 118 days.
 - a. Approximately 46% percent of backbilling disputes take longer than three months to resolve.
7. None.
 - a. \$0.

Table 1: 2024 Monthly Work Units

Work Units	Monthly Generation	Monthly Completion	Variance
Account Exceptions (delayed b	6,859	3,805	3,054
Correspondence (customer em	24,360	12,180	12,180
Offline Work (customer statem	30,450	15,225	15,225
Casework	61	61	0
Start/Stop Service Requests	452	452	0
Monthly Total	62,182	31,723	30,459

Table 2: Monthly Work Unit vs FTE Analysis

Work Generated	Work Completed	Variance	Current FTEs	Work Completed per FTE	Additional FTEs Needed
62,182	31,723	30,459	26	1,220	25

INTERNAL

Table 1: 2024 Monthly Work Units (Retail Choice)

Work Units	Monthly Generation	Monthly Completion	Variance
Correspondence	1,000	125	875
Account Exceptions	235	4	231
Portability	9	0	9
Discrepancies	328	328	0
Shell Account Maintenance	2	1	1
Monthly Total	1,574	458	1,116

Table 2: Monthly Work Units vs FTE Analysis

Work Generated	Work Completed	Variance	Current FTEs	Work Completed per FTE	Additional FTEs Needed
1,574	458	1,116	4	115	10

INTERNAL

Table 1: Monthly Work Units vs FTE Analysis

Work Generated	Work Completed	Variance	Current FTE	Work Completed per FTE	Additional FTEs Needed
19,295	10,645	8,650	55	194	45

INTERNAL

Table 1: SCFR FTE Analysis

SCFR Calculation	
67,000	Meters with No Access Issues*
13,400	20% Resolution Rate Without Field Visit
2.5	Assumed Average Number of Additional Field Visits per Meter Prior to Entering Replevin
134,000	Total Visits to Reach Resolution
2,640	Average Annual Field Visits Completed Per FTE
17	FTEs Needed to Perform Total Visits to Resolve Existing No-Access Issues Within Rate Years 1-3
15,000	New Annual Meter Failures
3,000	20% Resolution Rate Without Field Visit
12,000	Failed Meters Requiring Field Visit
200	Meter Issues Resolved Monthly with Existing Resources
2,400	Meter Issues Resolved Annually with Existing Resources
9,600	Remaining Failed Meters Annually Requiring Field Visit
2	Average Number of Field Visits per Meter**
19,200	Total Annual Field Visits for New Meter Failures
2,640	Average Annual Field Visits Completed Per FTE
7	Additional FTEs Required to Address New Annual Meter Failures
24	Total FTEs Required

* Combination of legacy and AMI meters from implementation

** New meter failures are AMI; this assumes that customers who have not opted out of AMI are more responsive to Company requests to resolve issues, requiring 2 instead of the 2.5 average field visits assumed for no access meters

Table 2: Non-Union FTE Analysis

3	Supervisors to achieve a SCFR to Supervisor ratio of 8 to 1
1	Sr Planning Analyst to track metrics and support day-to-day work
1	Sr Analyst to manage the program, including reporting and monitoring effectiveness

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-16
Date of Response: March 20, 2025
Responding Witness: Customer Operations Panel

Question No. :DPS-416

Subject: Arrears Management Program

Regarding the Company's Customer Operations Panel - Arrears Management Program:

1. On page 19, the Company states it estimated its staffing request based on historic staffing levels and projecting estimated arrears reduction per collector, alongside anticipated impact of non-field activities. Provide the calculations used to estimate the FTE request including supporting documentation with inputs in its original format.
2. Has a cost benefit analysis for FTE request been performed? If yes, provide the analysis. If not, explain why such an analysis has not been performed.
3. Proof of an actual hiring day for any employees that have already been hired and provide all related HR documents.
4. Explain whether the FTEs are hired from outside the Company or recruited from within. If the position was filled by hiring from within the Company, explain whether the vacated position was filled, or if it is expected to be filled?
5. Were there any resulting cost offsets in the HTY in reduced overtime or the elimination of the use of outside consultants associated with the hiring of the new employee during the Company's proposed three-year rate plan. Quantify the cost offset(s) for the HTY and provide all documentation and workpapers supporting the Company's response.

Response

1. See DPS-16-416 Attachment 1 Arrears Forecast and Reduction Initiatives - Confidential for the Company's initial arrears reduction and staffing forecast in Q4 2024. DPS-16-416 Attachment 2 Arrears 5 Year Forecast - Confidential, also from Q4 2024, provides the five-year forecast for arrears reduction initiatives outlined in the Customer Operations Panel's testimony. The tabs titled "Base Assumptions" and "Field" in DPS-16-416 Attachment 3 Arrears Model - Confidential contain underlying data that informed Attachments 1 and 2. Also provided is DPS-16-416 Attachment 4 Arrears Model v2 -

Confidential, which contains some assumptions that have been updated since the presentations at Attachments 1 and 2 were developed and is the latest model that the Company used to prepare its FTE request.

These attachments are marked as confidential and provided in their original format as requested. Please note that these documents provide preliminary forecasts based on assumptions at earlier points in time. Therefore, some of the staffing projections or underlying details may vary from the Company's requests in this rate proceeding.

2. The Company performed an analysis that anticipated that without incremental investments, arrears could grow to approximately \$2.3 billion by the end of 2025. This analysis is provided in DPS-16-416 Attachment 5 Arrears Reduction Analysis - Confidential.

As with the documents produced in response to Question 1 above, this document provides preliminary forecasts based on assumptions at earlier points in time. For this reason, details may vary from the Company's requests in this rate proceeding.

3. Con Edison objects to this request to the extent it calls for the production of human resources documents regarding the employment of individual Company employees on the grounds that the request is unduly burdensome, seeks the production of documents not relevant to this proceeding, and calls for the production of confidential information regarding individual Company employees. Subject to and notwithstanding those objections, the following table shows the start dates of Customer Field Representative (CFR) employees included in the FTE request in this rate case hired as of March 12, 2025, and the number of CFRs who started on each of those dates.

Start Date	# of Employees*
August 16, 2024	20
September 13, 2024	18
November 8, 2024	10
January 10, 2025	48
January 31, 2025	51
February 28, 2025	51

**This list excludes 1 resignation and 1 termination among the CFRs hired in 2024. Originally, the Company hired a total of 50 FTEs in 2024, rather than the 48 FTEs listed in the table above.*

4. All of the FTEs referenced in the Company's response to Question 3 were hired from outside the Company.
5. The Company interprets HTY to mean historic test year. There was no cost offset in the HTY.

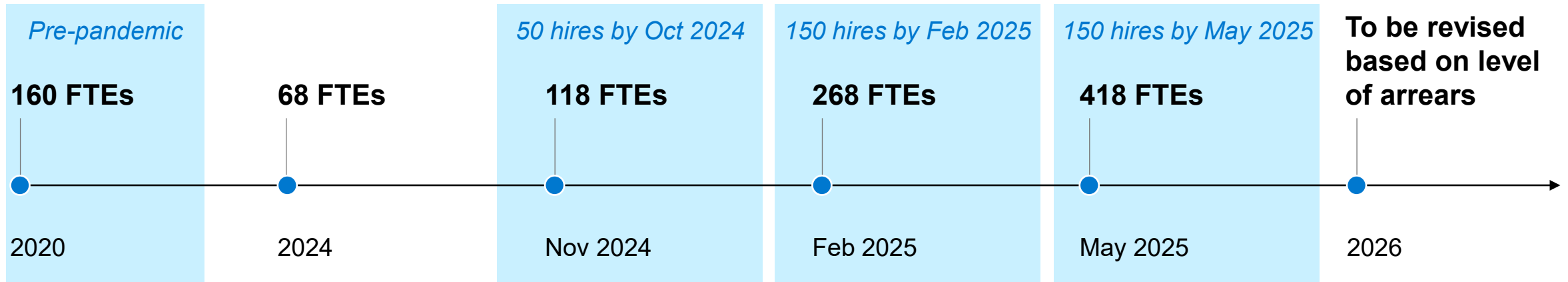


Arrears forecast and reduction initiatives

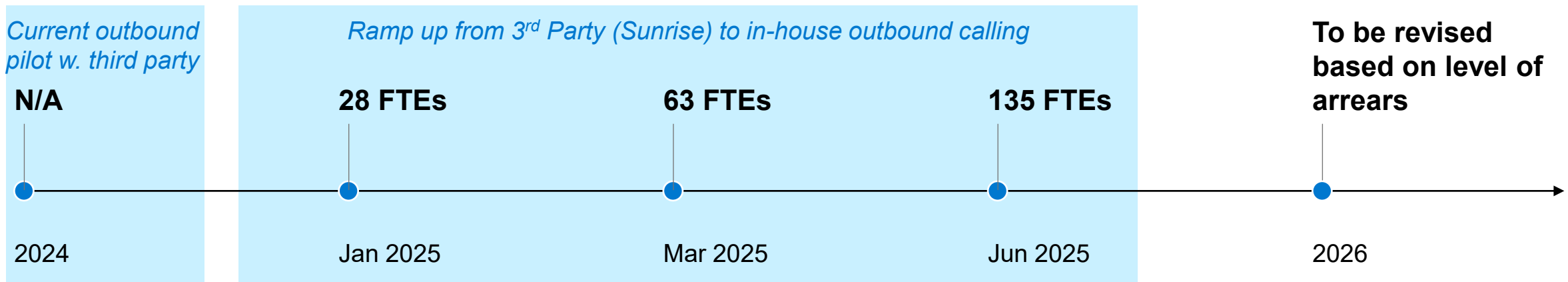


Collection initiatives will drive an increase in staffing levels across field collectors and outbound dialing teams

Field Collectors (#FTEs)



Outbound dialing (#FTEs)



Monthly Summary: Incremental field FTEs and key underlying indicators

PRELIMINARY – TO BE VALIDATED

Monthly summary of key indicators

xx Number of incremental field FTEs

	N/A	150	150	150	300	300	300	300	300	300	300	300
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Starting arrears, Bn	\$1.69	\$1.67	\$1.66	\$1.65	\$1.62	\$1.55	\$1.48	\$1.37	\$1.31	\$1.28	\$1.28	\$1.28
Baseline increase, Mn	\$17.6	\$45.6	\$41.9	\$34.5	\$28.2	\$43.9	\$5.4	\$43.3	\$57.0	\$75.9	\$76.8	\$48.5
% accts reached in month (field)	3.9%	16.7%	18.0%	20.0%	37.7%	39.9%	43.4%	51.2%	55.1%	53.7%	53.4%	54.0%
% accts reached in month (outbound)	12.0%	15.5%	17.2%	21.3%	24.0%	32.2%	35.9%	44.7%	51.4%	53.2%	54.8%	58.1%
Accounts in payment plans, 000's	30.4	46.3	59.7	74.2	90.3	109.9	123.7	131.1	134.6	140.9	150.9	158.2
Cash collected, Mn	\$30.7	\$42.5	\$46.8	\$53.4	\$59.8	\$71.6	\$75.1	\$69.6	\$60.8	\$56.3	\$57.0	\$55.3
Write-offs, Mn	\$7.5	\$7.6	\$7.6	\$7.6	\$40.5	\$45.7	\$37.4	\$31.9	\$26.5	\$21.8	\$16.9	\$16.3
EOM arrears, Bn	\$1.67	\$1.66	\$1.65	\$1.62	\$1.55	\$1.48	\$1.37	\$1.31	\$1.28	\$1.28	\$1.28	\$1.26

Key observations

- The initial jump in write-offs lags the ramp up in field agent hiring due to the ~3 months it takes for write-offs to be recognized
- Cash collected and write-offs increase initially as a result of hiring efforts, but level off as non-residential accounts are exhausted and collection efforts move to smaller accounts
- The number of accounts in payment plans continues to increase even as cash collected and write-offs level off, which is also a result of the smaller accounts being targeted
- The % of field accounts visited decreases MoM in some instances during the end of the year due to the workable population increasing MoM as a result of higher baseline growth than the reduction from collections

Key assumptions by channel

PRELIMINARY – TO BE VALIDATED

Channel	KPI	Assumption	Source	2025 monthly summary figures
Field	• Number of incremental field teams	• 100 (Feb 25), 175 (May 25)	Con Ed budget	~47K visits per month ~6.5K accounts paying per month ~5K accounts written-off per month
	• Accounts reached per team/month	• ~325 per team	Con Ed actuals + expected increase	
	• Average arrears reduction per visit (incl. both payment and write-offs)	• ~\$710 per visit	Based on Con Ed current payment and write-off rate + avg account size	
	• Starting payment rate ¹	• ~36%	Con Ed current payment rate	
	• Cost per field team	• \$9,094 / team	Con Ed actuals	
Outbound phone	• Number of accounts contacted per month	• ~74,000 per month	Con Ed budget	~74K accounts called per month ~26K accounts paying per month
	• Average dollars collected per account	• ~\$560 per account	Based on Con Ed current payment rate + avg account size	
	• Implied FTEs (after transition from Sunrise)	• 135 call center FTEs	Con Ed budget	
	• Starting payment rate ¹	• ~36%	Con Ed current payment rate	
	• Cost per call (blended)	• ~\$9 per call	Con Ed actuals	
Digital	• Number of accounts contacted per month	• ~33,000 per month	Con Ed budget	33K accounts reached per month 5K accounts paying per month
	• Average dollars collected per account	• ~\$220 per account	Based on Con Ed current payment rate + avg account size	
	• Starting payment rate ¹	• ~25%	Con Ed current payment rate	
	• Cost per email sent	• \$0.45 per email	Con Ed actuals	

1. Adjusted in the model to reflect account exhaustion (i.e., payment rate decreases once a high percentage of accounts have already been contacted)

Scenario 1: Given current forecasts, the staffing increase and initiative implementation reduce arrears to ~\$1.4B by YE 2025

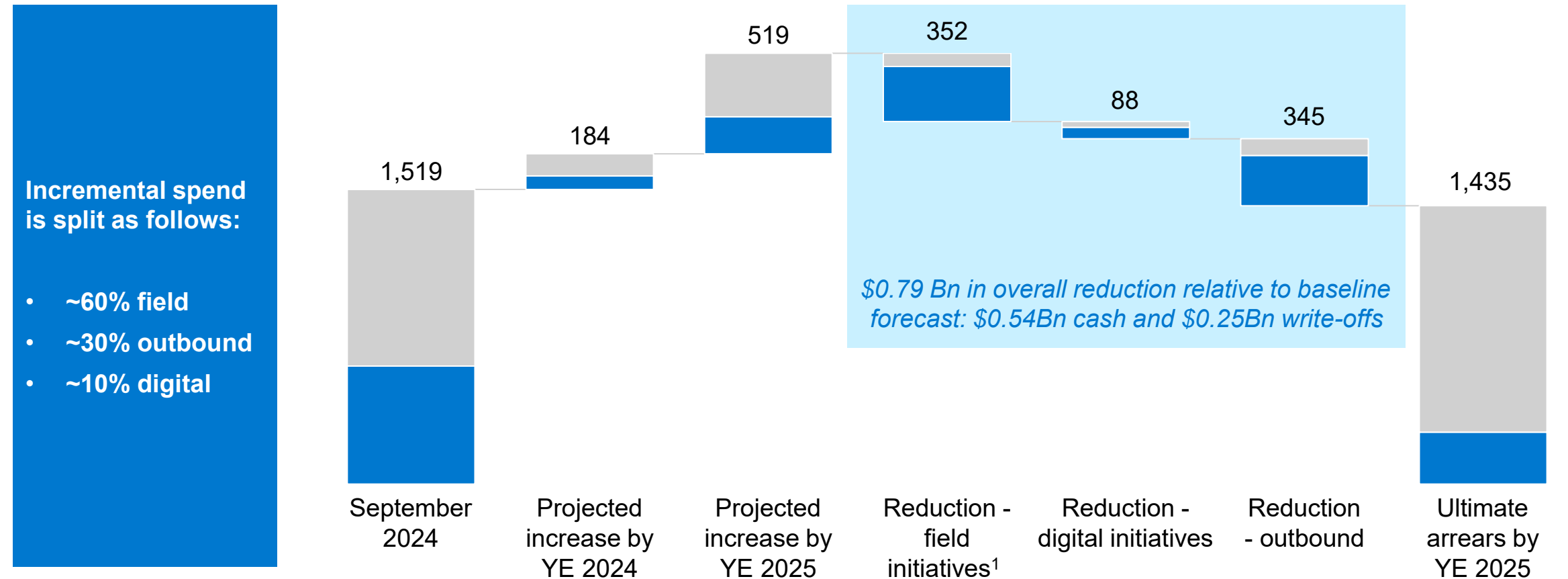
PRELIMINARY – TO BE VALIDATED

Incremental resource allocation

Jan 2025-Dec 2025

Arrears balance, millions (\$)

Residential Non-residential



1. Includes write-offs from incremental collections activities

Cases 25-E-0072 & 25-G-0073

Scenario 1: Investment breakdown across channels

Exhibit (SCSP-1)
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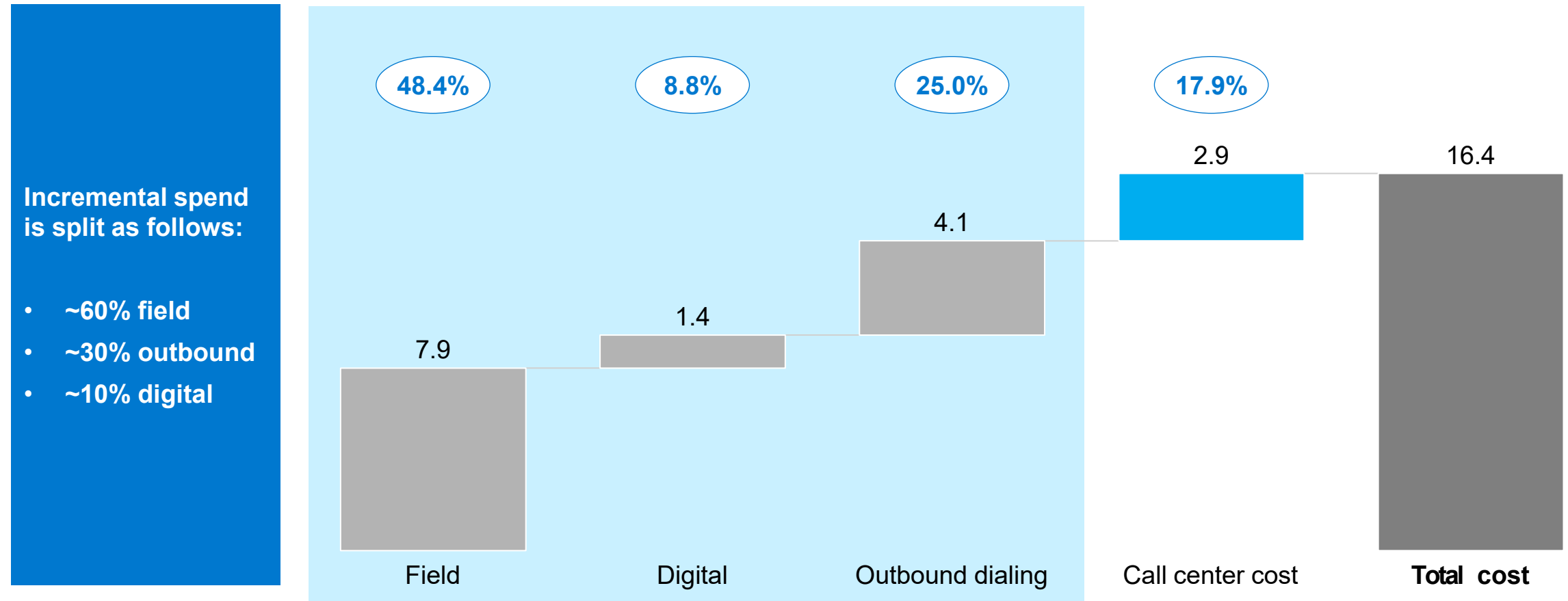
PRELIMINARY – TO BE VALIDATED

Incremental resource allocation

Jan 2025-Dec 2025

Annual cost breakdown balance (2025), \$Mn

Investment (excl. derived call center expenses) xx% % of total cost



Impact at the call center of increased staffing for outbound + higher inbound call volume to be assessed in integrated model

Scenario 2: Given current forecasts, the staffing increase and initiative implementation reduce arrears to ~\$1.25B by YE 2025

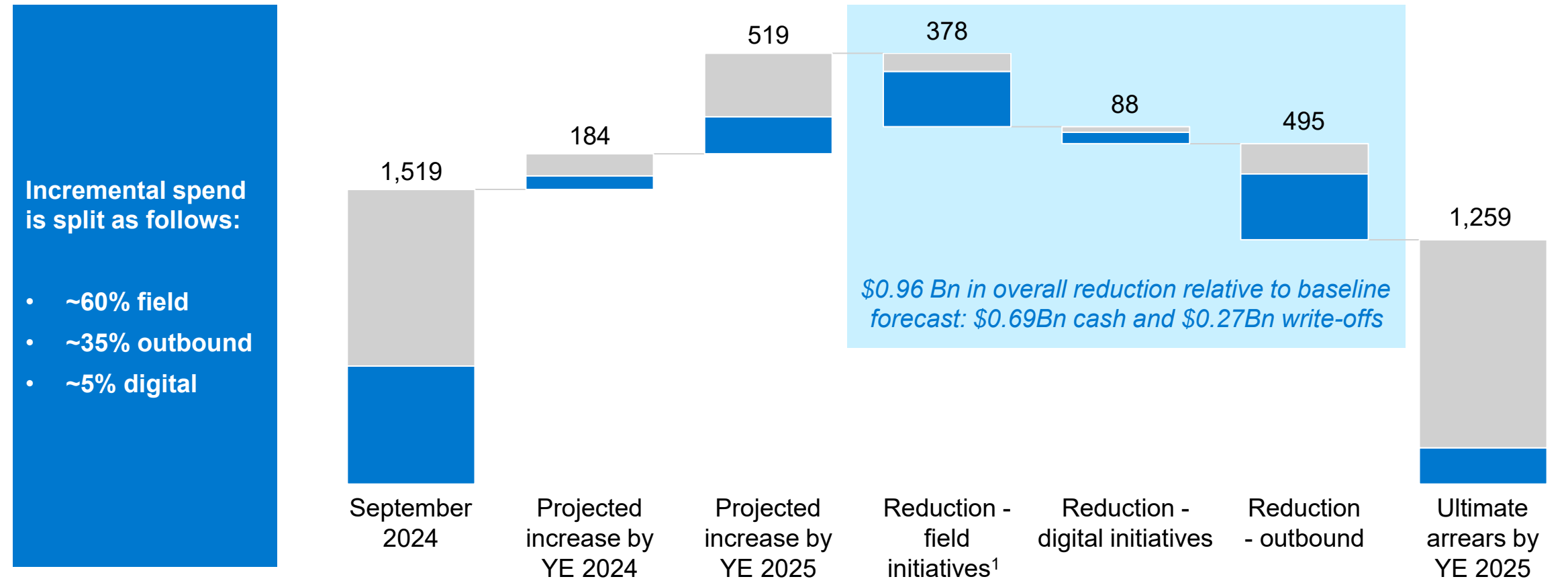
PRELIMINARY – TO BE VALIDATED

Incremental resource allocation

Jan 2025-Dec 2025

Arrears balance, millions (\$)

Residential Non-residential



1. Includes write-offs from incremental collections activities

Cases 25-E-0072 & 25-G-0073

Scenario 2: Investment breakdown across channels

Exhibit (SCSP-1)
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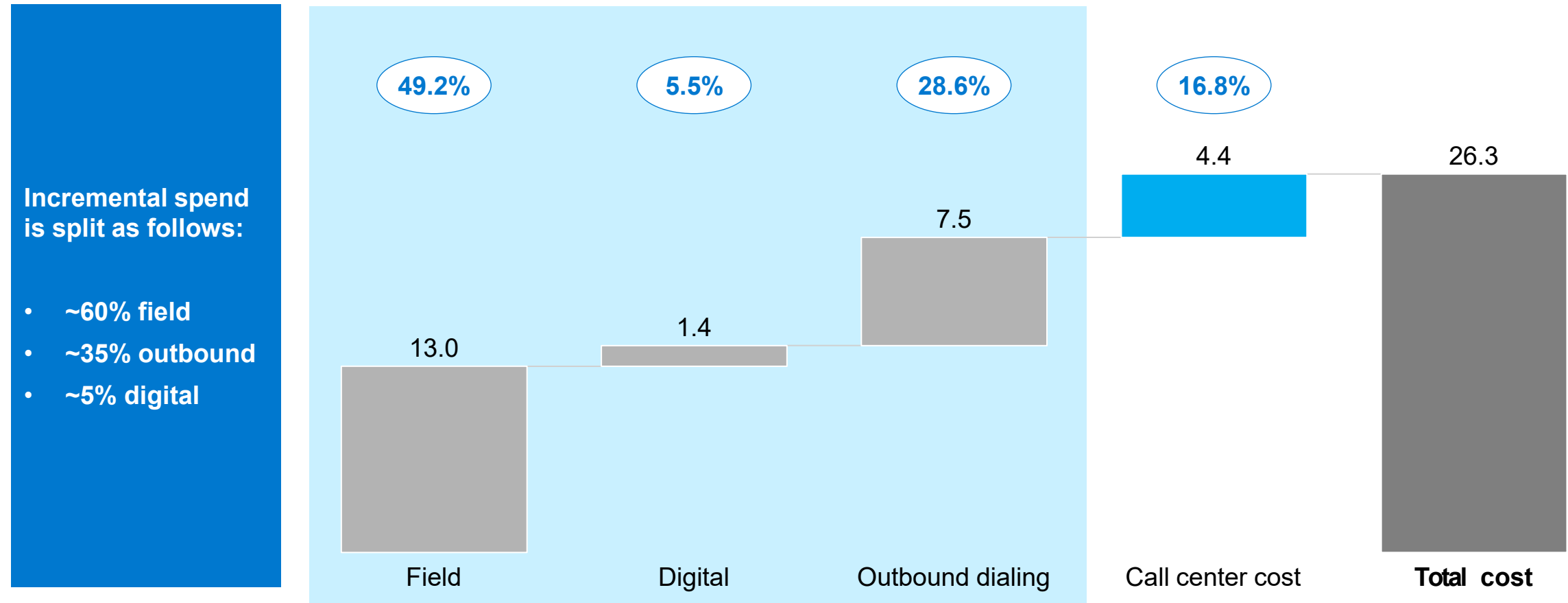
PRELIMINARY – TO BE VALIDATED

Incremental resource allocation

Jan 2025-Dec 2025

Annual cost breakdown balance (2025), \$Mn

Investment (excl. derived call center expenses) xx% % of total cost



Impact at the call center of increased staffing for outbound + higher inbound call volume to be assessed in integrated model



Arrears reduction forecast

Forecast 2025 - 2029

PRELIMINARY – TO BE VALIDATED

December 2024



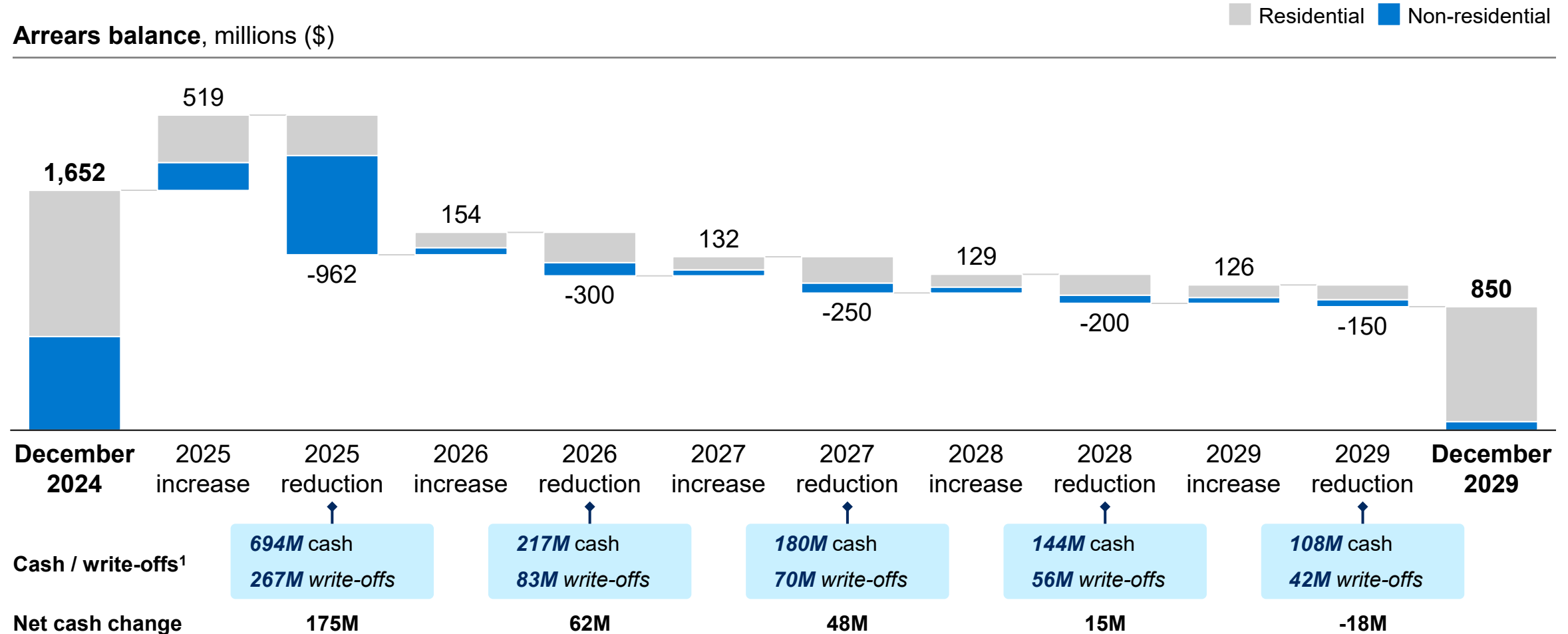
PRELIMINARY – TO BE VALIDATED

Executive Summary

- **From a projected level of \$1.5 - \$1.7B by EOY 2024, it may be feasible to reduce total arrears volume to a target of \$0.8-0.9B by EOY 2029**
- **This forecast assumes an incremental investment** in three collections channels (field, outbound phone, and digital), starting with an investment of **\$22M in 2025** and ramping down in subsequent years, to **~\$4M in 2029**
- **Based on this investment trajectory, reduction is expected to be highest in 2025**, with an **expected ~\$960M reduction** in arrears, ramping down to **~\$150-200M collected in 2028-2029** as the book continues to decrease in size and stabilize
- Assuming a 62/28 split of cash collected relative to write-offs, this implies **~\$964M in cash collected**, and **~\$267M in write-offs in 2025**, decreasing in outer years to **~\$108M cash** and **~42M write-offs** in 2029

Given current forecasts, staffing increase and initiative execution arrears are expected to reach \$0.8-0.9B by 2029

PRELIMINARY – TO BE VALIDATED

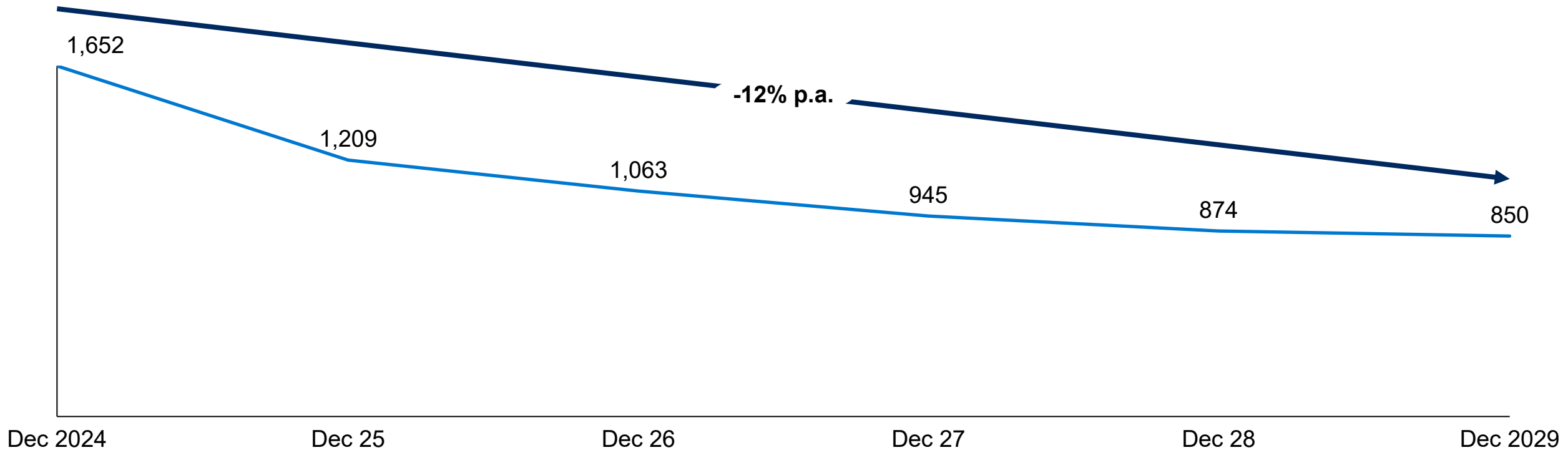


1. Assumes the 2025 write-off to cash collected ratio remains constant for 2026 and beyond, subject to revision post-2025

Forecasted arrears balance by YE 2029

PRELIMINARY – TO BE VALIDATED

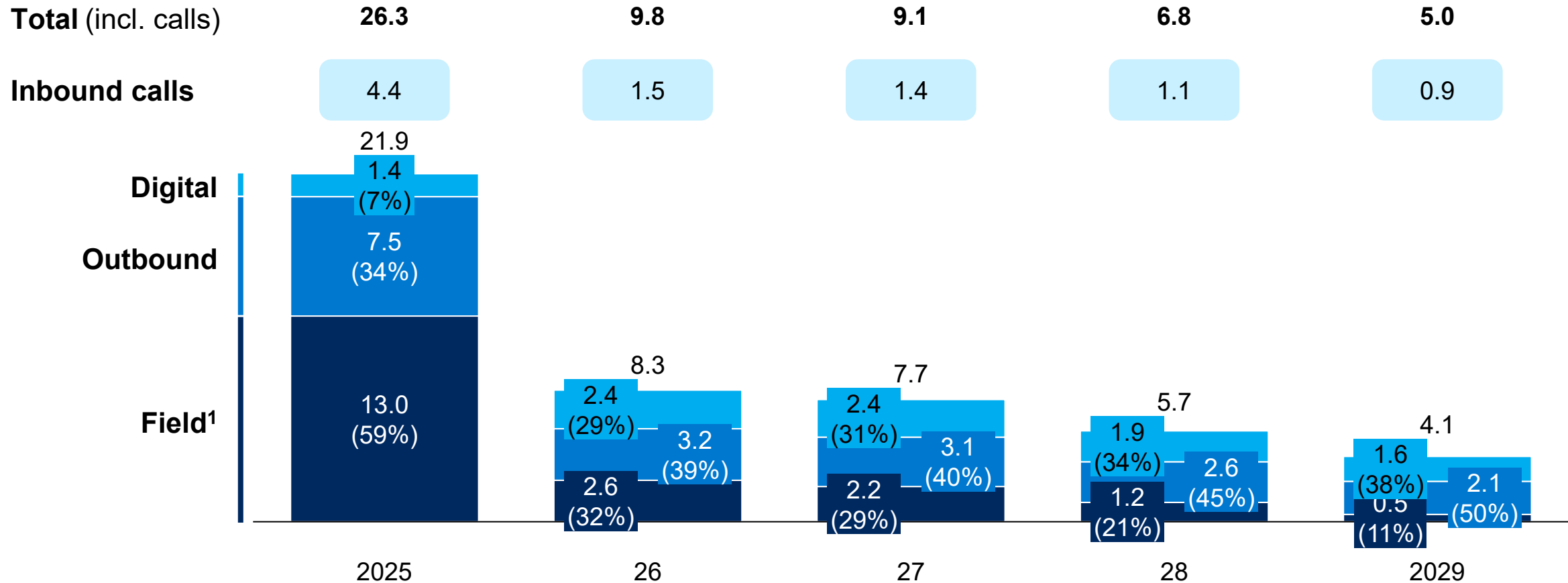
Arrears balance, millions (\$)



Investment breakdown across channels

PRELIMINARY – TO BE VALIDATED

Annual cost breakdown 2025-2029, \$M



1. Assumes only incremental Field FTEs, i.e., costs associated with 50 already hired FTEs are not included



Key assumptions used

PRELIMINARY – TO BE VALIDATED

NON-EXHAUSTIVE

Category	Assumption	Value	Rationale
Arrears annual growth			
	Macroeconomic factors contribution	2-3%	Depends on metrics deviation from historical avg Metrics considered: Disposable Income, CPI, PCE, Unemployment Rate, Average Rent Price
Arrears reduction plan	Workable population	70%	Based on 2025 forecast inputs
	Channel split by customer segment (Field-Outbound-Digital)	NR 60-180: 40-40-20 NR 181+: 80-20-0 R 60-180: 10-60-30 R 181+: 40-40-20	Channel split in line with the 2025 forecast
	Field - base collected per agent	\$2,193,161	Based on 2024 effectiveness
	Outbound - base collected per CSR	\$4,292,712	
Collection effectiveness	Digital - base collected per \$M spent	\$51,214,994	
Annual costs	Field agent cost per FTE	\$54,564	Based on 2024 data
	In-house CSR cost per FTE	\$53,165	
	Yearly inflation	3%	Based on U.S. Bureau of Labor Statistics average forecast

Assumptions															
Client data															
Calculations															
Outputs	0	0	0	0	0	1	2	3	4	5	6	7	8	9	10
	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Monthly investment	\$ -	\$ -	\$ -	\$ -	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000
Cost per team/month	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094
Teams added in 2024	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
Implied addtl teams	-	-	-	-	79	79	79	79	79	79	79	79	79	79	79
Implied max additional teams	79	79	79	79	79	79	79	79	79	79	79	79	79	79	79
Total teams	25	25	25	25	104	104	104	104	104	104	104	104	104	104	104
Accounts reached per team/month	300	300	300	300	308	318	330	330	330	330	330	330	330	330	330
NR maximum workable population	36,768	34,275	34,275	33,371	30,747	23,213	15,598	11,658	9,206	6,518	3,741	2,699	3,000	4,785	6,705
NR workable population: 60-180 days	17,149	16,060	17,891	17,552	15,220	11,876	6,685	5,994	5,596	3,773	1,098	799	699	3,178	6,285
NR workable population: 181+ days	19,619	18,215	16,384	15,820	15,527	11,337	8,913	5,664	3,610	2,744	2,643	1,900	2,301	1,607	420
R maximum workable population	148,737	154,930	160,646	160,091	153,694	153,051	148,897	141,985	139,272	135,544	122,837	118,697	122,143	124,320	124,347
R workable population: 60-180 days	62,990	71,098	80,073	78,264	65,209	64,472	61,116	59,520	63,487	62,403	51,041	49,393	53,210	60,535	67,494
R workable population: 181+ days	85,747	83,832	80,573	81,827	88,485	88,579	87,780	82,465	75,784	73,141	71,796	69,304	68,932	63,785	56,853
Implied accounts reached / month	7,500	7,500	7,500	7,500	32,032	33,126	34,376	34,376	34,376	34,376	34,376	34,376	34,376	34,376	34,376
NR Accounts	4,500	4,500	4,500	4,500	19,219	18,339	12,478	9,326	7,364	5,214	2,993	2,159	2,400	3,828	5,364
60-180 days	2,099	2,099	2,099	2,099	8,964	9,270	5,348	4,796	4,477	3,018	879	639	559	2,542	5,028
181+ days	2,401	2,401	2,401	2,401	10,256	9,069	7,130	4,531	2,888	2,196	2,114	1,520	1,841	1,286	336
R Accounts	3,000	3,000	3,000	3,000	12,813	14,787	21,898	25,050	27,012	29,162	31,384	32,217	31,977	30,548	29,012
60-180 days	1,270	1,270	1,270	1,270	5,426	5,612	5,823	5,823	5,823	5,823	5,823	5,823	5,823	5,823	5,823
181+ days	1,730	1,730	1,730	1,730	7,387	7,639	7,927	7,927	7,927	7,927	7,927	7,927	7,927	7,927	7,927
Baseline residential accounts	3,000	3,000	3,000	3,000	12,813	13,250	13,750	13,750	13,750	13,750	13,750	13,750	13,750	13,750	13,750
Additional residential accounts - 60-180 days	-	-	-	-	-	-	3,450	4,785	5,616	6,527	7,468	7,821	7,719	7,114	6,463
Additional residential accounts - 181+ days	-	-	-	-	-	1,536	4,697	6,514	7,645	8,885	10,166	10,646	10,507	9,684	8,799
Accounts that pay / month	2,671	2,671	2,671	2,671	7,986	7,016	5,786	5,562	5,422	5,269	5,111	5,051	5,068	5,170	5,280
NR Accounts	1,603	1,603	1,603	1,603	3,423	2,297	889	664	525	371	213	154	171	273	382
60-180 days	748	748	748	748	1,596	1,651	381	342	319	215	63	46	40	181	358
181+ days	855	855	855	855	1,826	646	508	323	206	156	151	108	131	92	24
R Accounts	1,069	1,069	1,069	1,069	4,564	4,719	4,898	4,898	4,898	4,898	4,898	4,898	4,898	4,898	4,898
60-180 days	453	453	453	453	1,933	1,999	2,074	2,074	2,074	2,074	2,074	2,074	2,074	2,074	2,074
181+ days	616	616	616	616	2,631	2,721	2,823	2,823	2,823	2,823	2,823	2,823	2,823	2,823	2,823
Avg \$ per account															
NR - 60-180 days	6,598	6,744	6,756	6,778	6,802	6,946	7,010	6,766	6,612	6,692	6,924	7,094	7,003	6,842	6,734
NR - 181+ days	10,046	10,212	10,248	10,269	10,409	10,519	10,656	10,860	11,108	11,205	11,114	11,060	11,128	11,373	11,536
R - 60-180 days	1,496	1,473	1,479	1,514	1,526	1,524	1,561	1,576	1,565	1,609	1,670	1,636	1,546	1,483	1,457
R - 181+ days	2,357	2,452	2,512	2,527	2,530	2,558	2,612	2,692	2,750	2,779	2,799	2,805	2,845	2,938	2,993
\$ collected (includes past classes)															
NR - 60-180 days	1,479,631	1,789,454	2,034,083	2,239,277	4,135,070	4,757,447	2,504,083	2,162,276	1,865,465	1,440,203	901,048	569,518	335,329	545,455	895,486
NR - 181+ days	2,577,557	3,102,731	3,530,626	3,883,419	7,226,551	4,338,026	3,853,491	3,026,277	2,323,923	1,802,775	1,442,071	955,845	881,955	674,008	382,625
R - 60-180 days	101,555	120,188	139,353	159,435	516,271	614,144	724,458	811,145	885,282	970,712	1,058,450	1,115,117	1,146,453	1,168,335	1,193,525
R - 181+ days	217,797	269,873	318,085	360,622	1,164,653	1,398,450	1,647,336	1,868,328	2,074,686	2,261,088	2,433,055	2,587,849	2,744,562	2,899,408	3,034,493
Reduction in arrears/month	\$ 4,376,540	\$ 5,282,246	\$ 6,022,147	\$ 6,642,753	\$ 13,042,545	\$ 11,108,067	\$ 8,729,368	\$ 7,868,026	\$ 7,149,357	\$ 6,474,777	\$ 5,834,625	\$ 5,228,328	\$ 5,108,298	\$ 5,287,207	\$ 5,506,129
Writeoffs	1,035	1,035	1,035	1,035	5,481	5,908	5,185	4,474	4,032	3,547	3,046	2,859	2,913	3,235	3,581
NR - 60-180 days	386	386	386	386	2,144	2,217	1,575	1,412	1,318	889	259	188	165	748	1,480
NR - 181+ days	442	442	442	442	2,453	2,670	2,099	1,334	850	646	622	447	542	378	99
R - 60-180 days	88	88	88	88	374	387	640	732	789	852	917	941	934	893	848
R - 181+ days	119	119	119	119	510	633	871	996	1,074	1,160	1,248	1,282	1,272	1,215	1,154
\$ per writeoff															
NR - 60-180 days	\$ 6,722	\$ 6,765	\$ 6,747	\$ 6,810	\$ 6,795	\$ 7,097	\$ 6,924	\$ 6,609	\$ 6,615	\$ 6,769	\$ 7,079	\$ 7,109	\$ 6,897	\$ 6,787	\$ 6,681
NR - 181+ days	\$ 10,162	\$ 10,262	\$ 10,234	\$ 10,305	\$ 10,513	\$ 10,525	\$ 10,787	\$ 10,932	\$ 11,284	\$ 11,126	\$ 11,103	\$ 11,017	\$ 11,238	\$ 11,507	\$ 11,565
R - 60-180 days	\$ 1,476	\$ 1,471	\$ 1,488	\$ 1,540	\$ 1,513	\$ 1,535	\$ 1,588	\$ 1,564	\$ 1,565	\$ 1,653	\$ 1,686	\$ 1,586	\$ 1,506	\$ 1,461	\$ 1,453
R - 181+ days	\$ 2,413	\$ 2,491	\$ 2,534	\$ 2,519	\$ 2,541	\$ 2,574	\$ 2,650	\$ 2,734	\$ 2,766	\$ 2,792	\$ 2,806	\$ 2,804	\$ 2,887	\$ 2,990	\$ 2,996
\$ written off															
NR - 60-180 days	\$ 2,596,046	\$ 2,612,648	\$ 2,605,471	\$ 2,629,891	\$ 14,569,145	\$ 15,736,512	\$ 10,902,092	\$ 9,330,412	\$ 8,718,071	\$ 6,015,641	\$ 1,830,894	\$ 1,337,816	\$ 1,134,838	\$ 5,079,254	\$ 9,890,068
NR - 181+ days	\$ 4,489,796	\$ 4,533,792	\$ 4,521,607	\$ 4,552,878	\$ 25,789,158	\$ 28,101,141	\$ 22,642,869	\$ 14,582,491	\$ 9,593,514	\$ 7,191,494	\$ 6,909,993	\$ 4,929,006	\$ 6,090,358	\$ 4,355,068	\$ 1,143,092
R - 60-180 days	\$ 129,386	\$ 128,911	\$ 130,440	\$ 134,982	\$ 568,488	\$ 594,299	\$ 1,015,933	\$ 1,144,906	\$ 1,235,254	\$ 1,408,930	\$ 1,546,125	\$ 1,493,253	\$ 1,407,383	\$ 1,303,905	\$ 1,232,047
R - 181+ days	\$ 287,953	\$ 297,288	\$ 302,359	\$ 300,647	\$ 1,295,218	\$ 1,629,868	\$ 2,308,498	\$ 2,723,892	\$ 2,972,466	\$ 3,238,849	\$ 3,502,862	\$ 3,593,583	\$ 3,671,604	\$ 3,633,197	\$ 3,458,031
\$ written off	\$ 7,503,181	\$ 7,572,639	\$ 7,559,877	\$ 7,618,398	\$ 42,220,009	\$ 46,061,819	\$ 36,869,393	\$ 27,781,701	\$ 22,519,305	\$ 17,854,914	\$ 13,789,875	\$ 11,353,658	\$ 12,304,182	\$ 14,371,422	\$ 15,723,239

Call rate - lower bound	-	-	-	-	46%	46%	46%	46%	46%	46%	46%	46%	46%	46%	46%	46%
Call rate - upper bound	-	-	-	-	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Calls triggered - lower bound	-	-	-	-	14,709	15,211	15,785	15,785	15,785	15,785	15,785	15,785	15,785	15,785	15,785	15,785
Calls triggered - upper bound	-	-	-	-	28,829	29,814	30,939	30,939	30,939	30,939	30,939	30,939	30,939	30,939	30,939	30,939
Cost per call - lower bound	\$ -	\$ -	\$ -	\$ -	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6
Cost per call - upper bound	\$ -	\$ -	\$ -	\$ -	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11
Increase in call expense/month - lower bound	\$ -	\$ -	\$ -	\$ -	\$ 88,254	\$ 91,267	\$ 94,711	\$ 94,711	\$ 94,711	\$ 94,711	\$ 94,711	\$ 94,711	\$ 94,711	\$ 94,711	\$ 94,711	\$ 94,711
Increase in call expense/month - upper bound	\$ -	\$ -	\$ -	\$ -	\$ 327,499	\$ 338,681	\$ 351,462	\$ 351,462	\$ 351,462	\$ 351,462	\$ 351,462	\$ 351,462	\$ 351,462	\$ 351,462	\$ 351,462	\$ 351,462
Increase in call expense/month - midpoint	\$ -	\$ -	\$ -	\$ -	\$ 207,876	\$ 214,974	\$ 223,087	\$ 223,087	\$ 223,087	\$ 223,087	\$ 223,087	\$ 223,087	\$ 223,087	\$ 223,087	\$ 223,087	\$ 223,087
Total cost increase - lower bound	\$ -	\$ -	\$ -	\$ -	\$ 808,254	\$ 811,267	\$ 814,711	\$ 814,711	\$ 814,711	\$ 814,711	\$ 814,711	\$ 814,711	\$ 814,711	\$ 814,711	\$ 814,711	\$ 814,711
Total cost increase - upper bound	\$ -	\$ -	\$ -	\$ -	\$ 1,047,499	\$ 1,058,681	\$ 1,071,462	\$ 1,071,462	\$ 1,071,462	\$ 1,071,462	\$ 1,071,462	\$ 1,071,462	\$ 1,071,462	\$ 1,071,462	\$ 1,071,462	\$ 1,071,462
Quarterly - lower bound					\$ 1,619,521				\$ 2,444,134			\$ 2,444,134			\$ 2,444,134	
Quarterly - upper bound					\$ 2,106,180				\$ 3,214,386			\$ 3,214,386			\$ 3,214,386	
ROI - lower bound (excl. write-offs)					16.14x	13.69x	10.71x	9.66x	8.78x	7.95x	7.16x	6.42x	6.27x	6.49x	6.76x	
ROI - upper bound (excl. write-offs)					12.45x	10.49x	8.15x	7.34x	6.67x	6.04x	5.45x	4.88x	4.77x	4.93x	5.14x	

Total payment by vintage

NR - 60-180 days

Month 0	\$ 1,479,631	\$ 277,061	\$ 235,758	\$ 194,455	\$ 153,152	\$ 111,849	\$ 70,546	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 1	\$ -	\$ 1,512,393	\$ 283,196	\$ 240,978	\$ 198,760	\$ 156,543	\$ 114,325	\$ 72,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 2	\$ -	\$ -	\$ 1,515,130	\$ 283,708	\$ 240,791	\$ 198,606	\$ 156,421	\$ 114,236	\$ 72,052	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 3	\$ -	\$ -	\$ -	\$ 1,520,136	\$ 284,646	\$ 240,449	\$ 198,324	\$ 156,199	\$ 114,074	\$ 71,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ 3,257,721	\$ 610,008	\$ 519,071	\$ 428,133	\$ 337,196	\$ 246,258	\$ 155,321	\$ -	\$ -	\$ -	\$ -	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,439,992	\$ 644,138	\$ 548,113	\$ 452,088	\$ 356,062	\$ 260,037	\$ 164,011	\$ -	\$ -	\$ -	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 801,258	\$ 150,035	\$ 127,669	\$ 105,302	\$ 82,936	\$ 60,569	\$ 38,202	\$ -	\$ -	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 693,451	\$ 129,849	\$ 110,491	\$ 91,134	\$ 71,777	\$ 52,419	\$ 33,062	\$ -	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 632,538	\$ 118,443	\$ 100,786	\$ 83,129	\$ 65,472	\$ 47,815	\$ 30,158	\$ -
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 431,696	\$ 80,835	\$ 68,785	\$ 56,734	\$ 44,683	\$ 32,633	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ 24,343	\$ 20,714	\$ 17,085	\$ 13,456	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 96,905	\$ 18,146	\$ 15,440	\$ 12,735	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,642	\$ 15,662	\$ 13,327	\$ -
Month 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 371,708	\$ 69,602	\$ -
Month 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 723,575	\$ -

NR - 181+ days

Month 0	\$ 2,577,557	\$ 482,647	\$ 410,696	\$ 338,745	\$ 266,794	\$ 194,843	\$ 122,892	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 1	\$ -	\$ 2,620,083	\$ 490,611	\$ 417,472	\$ 344,334	\$ 271,196	\$ 198,058	\$ 124,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 2	\$ -	\$ -	\$ 2,629,320	\$ 492,340	\$ 418,944	\$ 345,548	\$ 272,152	\$ 198,756	\$ 125,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 3	\$ -	\$ -	\$ -	\$ 2,634,861	\$ 493,378	\$ 419,827	\$ 346,276	\$ 272,726	\$ 199,175	\$ 125,624	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ 5,703,100	\$ 1,067,906	\$ 908,707	\$ 749,508	\$ 590,309	\$ 431,110	\$ 271,911	\$ -	\$ -	\$ -	\$ -	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,038,706	\$ 381,748	\$ 324,838	\$ 267,929	\$ 211,020	\$ 154,110	\$ 97,201	\$ -	\$ -	\$ -	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,623,658	\$ 304,030	\$ 258,706	\$ 213,383	\$ 168,059	\$ 122,736	\$ 77,412	\$ -	\$ -	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,051,500	\$ 196,893	\$ 167,541	\$ 138,189	\$ 108,837	\$ 79,485	\$ 50,133	\$ -	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 685,550	\$ 128,369	\$ 109,233	\$ 90,096	\$ 70,959	\$ 51,822	\$ 32,686	\$ -
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 525,728	\$ 98,442	\$ 83,767	\$ 69,092	\$ 54,416	\$ 39,741	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 502,126	\$ 94,023	\$ 80,007	\$ 65,990	\$ 51,973	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 359,185	\$ 67,257	\$ 57,231	\$ 47,204	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 437,743	\$ 81,967	\$ 69,748	\$ -
Month 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 312,448	\$ 58,506	\$ -
Month 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82,767	\$ -

R - 60-180 days

Month 0	\$ 101,555	\$ 20,190	\$ 19,066	\$ 17,943	\$ 16,819	\$ 15,696	\$ 14,572	\$ 13,449	\$ 12,325	\$ 11,202	\$ 10,078	\$ 8,955	\$ 7,831	\$ -	\$ -	\$ -
Month 1	\$ -	\$ 99,999	\$ 19,880	\$ 18,774	\$ 17,668	\$ 16,561	\$ 15,455	\$ 14,349	\$ 13,243	\$ 12,136	\$ 11,030	\$ 9,924	\$ 8,818	\$ 7,711	\$ -	\$ -
Month 2	\$ -	\$ -	\$ 100,406	\$ 19,961	\$ 18,851	\$ 17,740	\$ 16,629	\$ 15,518	\$ 14,407	\$ 13,297	\$ 12,186	\$ 11,075	\$ 9,964	\$ 8,854	\$ 7,743	\$ -
Month 3	\$ -	\$ -	\$ -	\$ 102,757	\$ 20,429	\$ 19,292	\$ 18,155	\$ 17,018	\$ 15,881	\$ 14,745	\$ 13,608	\$ 12,471	\$ 11,334	\$ 10,198	\$ 9,061	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ 442,505	\$ 87,972	\$ 83,077	\$ 78,182	\$ 73,286	\$ 68,391	\$ 63,496	\$ 58,600	\$ 53,705	\$ 48,809	\$ 43,914	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 456,882	\$ 90,831	\$ 85,776	\$ 80,722	\$ 75,667	\$ 70,613	\$ 65,559	\$ 60,504	\$ 55,450	\$ 50,395	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 485,739	\$ 96,568	\$ 91,194	\$ 85,820	\$ 80,447	\$ 75,073	\$ 69,699	\$ 64,326	\$ 58,952	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 490,285	\$ 97,471	\$ 92,048	\$ 86,624	\$ 81,200	\$ 75,776	\$ 70,352	\$ 64,928	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 486,752	\$ 96,769	\$ 91,384	\$ 85,999	\$ 80,614	\$ 75,229	\$ 69,845	\$ -
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,637	\$ 99,529	\$ 93,991	\$ 88,452	\$ 82,914	\$ 77,375	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 519,456	\$ 103,271	\$ 97,524	\$ 91,777	\$ 86,031	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 509,000	\$ 101,192	\$ 95,561	\$ 89,930	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 481,039	\$ 95,633	\$ 90,311	\$ -

[illegible][illegible][illegible]

Month 0	\$	224	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	-	\$	-
Month 1	\$	-	\$	221	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	-
Month 2	\$	-	\$	-	\$	222	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105
Month 3	\$	-	\$	-	\$	-	\$	227	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107
Month 4	\$	-	\$	-	\$	-	\$	-	\$	229	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108
Month 5	\$	-	\$	-	\$	-	\$	-	\$	229	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	234	\$	111	\$	111	\$	111	\$	111	\$	111
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	236	\$	112	\$	112	\$	112	\$	112
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	235	\$	111	\$	111	\$	111
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	241	\$	114	\$	114
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	250	\$	118	\$	118
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	245	\$	116	\$	116

R-60-180 days															
Month 0	453	191	180	169	159	148	138	127	116	106	95	84	74	-	-
Month 1	-	453	191	180	169	159	148	138	127	116	106	95	84	74	-
Month 2	-	-	453	191	180	169	159	148	138	127	116	106	95	84	74
Month 3	-	-	-	453	191	180	169	159	148	138	127	116	106	95	84
Month 4	-	-	-	-	1,933	814	768	723	678	633	587	542	497	451	406
Month 5	-	-	-	-	-	1,999	841	795	748	701	654	607	561	514	467
Month 6	-	-	-	-	-	-	2,074	873	825	776	727	679	630	582	533
Month 7	-	-	-	-	-	-	-	2,074	873	825	776	727	679	630	582
Month 8	-	-	-	-	-	-	-	-	2,074	873	825	776	727	679	630
Month 9	-	-	-	-	-	-	-	-	-	2,074	873	825	776	727	679
Month 10	-	-	-	-	-	-	-	-	-	-	2,074	873	825	776	727
Month 11	-	-	-	-	-	-	-	-	-	-	-	2,074	873	825	776

Month 12	-	-	-	-	-	-	-	-	-	-	-	-	-	2,074	873	825
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,074	873
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,074

R - 181+ days																
Month 0	616	259	245	230	216	202	187	173	158	144	129	115	101	-	-	-
Month 1	-	616	259	245	230	216	202	187	173	158	144	129	115	101	-	-
Month 2	-	-	616	259	245	230	216	202	187	173	158	144	129	115	101	101
Month 3	-	-	-	616	259	245	230	216	202	187	173	158	144	129	115	115
Month 4	-	-	-	-	2,631	1,108	1,046	984	923	861	799	738	676	615	553	553
Month 5	-	-	-	-	-	2,721	1,145	1,082	1,018	954	890	827	763	699	636	636
Month 6	-	-	-	-	-	-	2,823	1,189	1,123	1,056	990	924	858	792	726	726
Month 7	-	-	-	-	-	-	-	2,823	1,189	1,123	1,056	990	924	858	792	792
Month 8	-	-	-	-	-	-	-	-	2,823	1,189	1,123	1,056	990	924	858	858
Month 9	-	-	-	-	-	-	-	-	-	2,823	1,189	1,123	1,056	990	924	924
Month 10	-	-	-	-	-	-	-	-	-	-	2,823	1,189	1,123	1,056	990	990
Month 11	-	-	-	-	-	-	-	-	-	-	-	2,823	1,189	1,123	1,056	1,056
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	2,823	1,189	1,123	1,123
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	2,823	1,189	1,189
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,823

Workable population (for field eligibility)

Workable population - NR	298,456,308	Oct 2024 data
Workable population - R	456,232,403	Oct 2024 data

Arrears reduction forecasting - General assumptions

Available investment per month	\$	1,200,000	
Investment breakdown			
Field		60%	
Email		10%	
Outbound		30%	
Output start date		Oct-2024	<i>Do not change</i>
Start date of channels			
Field		Jan-2025	
Email		Jan-2025	
Outbound		Jan-2025	
Cost per call to the call center - lower bound		\$6	Source: Adrian Soto
Cost per call to the call center - upper bound		\$11	Source: Adrian Soto
Payment plan			
Down payment - NR		30%	Based on Con Ed current guidelines (standard plan)
Payment timeline (months) - NR		6	Based on Con Ed current guidelines (standard plan)
Down payment - R		15%	Based on Con Ed current guidelines (standard plan)
Payment timeline (months) - R		12	Based on Con Ed current guidelines (standard plan)
Scope (for new arrears)			
Field_NR		49.9%	of all new accounts
Field_R		33.9%	of all new accounts
Email		68.8%	of all new accounts
Sunrise		87.5%	of all new accounts

INTERNAL

Increase in scope for field (for workable population)	10.0%
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Relapse: Accounts 60-180 days

Month 1 relapse - NR	52%
Month 1 relapse - R	58%
% of accounts that pay in full - NR	12% <i>From team analysis</i>
% of accounts that pay in full - R	16% <i>From team analysis</i>
Monthly relapse - NR	7%
Monthly relapse - R	2%

Relapse: Accounts 181+ days

Month 1 relapse - NR	52% <i>From team analysis</i>
Month 1 relapse - R	58% <i>From team analysis</i>
% of accounts that pay in full - NR	12% <i>From team analysis</i>
% of accounts that pay in full - R	16% <i>From team analysis</i>
Monthly relapse - NR	7%
Monthly relapse - R	2%

Discount in payment rates by accumulated book

> 50%	50%
> 80%	80%

Increase in write-off rate by accumulated book

> 50%	30%
> 80%	60%

Other field assumptions

Field agents added in Sep and Oct 2024	50
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Workable accounts (Oct 2024)

Non-residential	36,768 <i>As of Oct 21</i>
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INTERNAL

Residential	148,737	As of Oct 21
% accounts that pay		
NR: 60-180 days	36%	
NR: 181+ days	36%	
R: 60-180 days	36%	
R: 181+ days	36%	
Monthyl cost per field team	\$ 9,094	Source: Adrian Soto
Accounts reached per team/month	300	
Field visits_NR	60%	
Field visits_R	40%	
Cap to activate volume adjustment from NR to R	80%	
Cap to activate volume decrease for R	80%	
% accounts visited written off		
NR: 60-180 days	18.4%	
NR: 181+ days	18.4%	
R: 60-180 days	6.9%	
R: 181+ days	6.9%	
Call volume - lower bound	46%	To be reviewed
Call volume - upper bound	90%	To be reviewed
Breakdown between 60-180 and 181+		
NR - 60-180 days	47%	
NR - 181+ days	53%	
R - 60-180 days	42%	
R - 181+ days	58%	

INTERNAL

Other email assumptions

Workable accounts	40,800
% accounts that pay	
NR: 60-180 days	25% <i>Average of May - July</i>
NR: 181+ days	25% <i>Average of May - July</i>
R: 60-180 days	25% <i>Average of May - July</i>
R: 181+ days	25% <i>Average of May - July</i>
Cost per customer reached by email	\$0.45 <i>Source: Adrian Soto</i>
Call rate per account reached	3.0%
Number of monthly emails sent per account	8
NR customers as % of reached	36.0%
R customers as % of reached	64.0%
Breakdown between 60-180 and 181+	
NR - 60-180 days	47%
NR - 181+ days	53%
R - 60-180 days	42%
R - 181+ days	58%

Other outbound assumptions

Workable accounts (Oct 2024)	
Non-residential	65,500

INTERNAL

Residential	263,000
% accounts that pay	
NR: 60-180 days	36% <i>Average of May - July</i>
NR: 181+ days	36% <i>Average of May - July</i>
R: 60-180 days	36% <i>Assumption</i>
R: 181+ days	36% <i>Assumption</i>
Sunrise - Cost per account reached	\$16 <i>Source: Adrian Soto</i>
Collection in residential accounts (vs NR)	10.0%
NR accounts reached	30.0%
R accounts reached	70.0%
Call rate per account reached	9.0%
Breakdown between 60-180 and 181+	
NR - 60-180 days	30%
NR - 181+ days	70%
R - 60-180 days	30%
R - 181+ days	70%

INTERNAL

Assumptions												
Client data												
Calculations												
Inputs	0	1	2	3	4	5	6	7	8	9	10	11
Monthly investment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Cost per customer	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00
Total workable population	40,800	55,882	72,861	76,454	57,418	63,417	61,579	58,927	61,444	63,087	47,210	65,483
NR maximum workable population	14,688	14,610	17,855	19,387	17,172	16,440	14,788	14,468	14,556	13,466	11,303	13,316
NR workable population: 60-180 days	6,850	6,907	10,052	11,613	8,827	8,864	6,391	7,507	8,607	7,743	5,271	7,502
NR workable population: 181+ days	7,838	7,703	7,803	7,862	8,355	7,636	8,377	6,959	5,909	5,713	6,132	5,814
R maximum workable population	26,112	41,253	55,458	56,888	40,246	46,957	46,811	42,262	46,228	49,621	34,329	56,887
R workable population: 60-180 days	11,058	26,581	47,480	45,307	14,944	17,004	13,828	10,880	27,613	29,181	10,003	11,739
R workable population: 181+ days	15,054	12,682	7,548	11,579	25,292	29,953	32,984	27,281	19,315	20,439	24,326	38,295
Implied accounts reached / month	-	-	-	-	-	-	-	-	-	-	-	-
NR Accounts	-	-	-	-	-	-	-	-	-	-	-	-
60-180 days	-	-	-	-	-	-	-	-	-	-	-	-
181+ days	-	-	-	-	-	-	-	-	-	-	-	-
R Accounts	-	-	-	-	-	-	-	-	-	-	-	-
60-180 days	-	-	-	-	-	-	-	-	-	-	-	-
181+ days	-	-	-	-	-	-	-	-	-	-	-	-
Accounts that pay / month	-	-	-	-	-	-	-	-	-	-	-	-
NR Accounts	-	-	-	-	-	-	-	-	-	-	-	-
60-180 days	-	-	-	-	-	-	-	-	-	-	-	-
181+ days	-	-	-	-	-	-	-	-	-	-	-	-
R Accounts	-	-	-	-	-	-	-	-	-	-	-	-
60-180 days	-	-	-	-	-	-	-	-	-	-	-	-
181+ days	-	-	-	-	-	-	-	-	-	-	-	-
Avg \$ per account	-	-	-	-	-	-	-	-	-	-	-	-
NR: 60-180 days	6,598	6,744	6,758	6,778	6,802	6,846	7,010	6,768	6,812	6,882	6,934	7,084
NR: 181+ days	10,132	10,148	10,268	10,409	10,519	10,656	11,104	11,200	11,218	11,371	11,579	11,538
R: 60-180 days	1,496	1,473	1,479	1,514	1,536	1,524	1,561	1,576	1,565	1,609	1,670	1,638
R: 181+ days	2,917	2,432	2,152	2,537	2,530	2,558	2,612	1,880	2,750	2,778	2,788	2,885
\$ collected (includes post classes)	-	-	-	-	-	-	-	-	-	-	-	-
NR: 60-180 days	-	-	-	-	-	-	-	-	-	-	-	-
NR: 181+ days	-	-	-	-	-	-	-	-	-	-	-	-
R: 60-180 days	-	-	-	-	-	-	-	-	-	-	-	-
R: 181+ days	-	-	-	-	-	-	-	-	-	-	-	-
Reduction to earnings/month	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Call rate per acct reached												
Call attempts	-	-	-	-	-	-	-	-	-	-	-	-
Cost per call - lower bound	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost per call - upper bound	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Increases in call expense/months - lower bound	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Increases in call expense/months - upper bound	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Increases in call expense/months - mid-point	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total cost increase - lower bound	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total cost increase - upper bound	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Quarterly - lower bound	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Quarterly - upper bound	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI - lower bound (incl. with effs)	54.53%	48.73%	48.40%	50.48%	58.12%	55.33%	55.55%	61.84%	58.87%	55.61%	77.48%	78.94%
ROI - upper bound (incl. with effs)	62.58%	49.43%	48.43%	58.35%	63.80%	63.74%	63.84%	67.40%	67.40%	63.84%	79.43%	79.72%

May-July actuals (calls per day multiplied by number of days, divided by total customers reached)

Total expense by category

NR: 60-180 days												
Month 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NR: 181+ days												
Month 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

R: 60-180 days												
Month 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

R: 181+ days												
Month 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Payment per account by savings

[illegible]

NR - 60-180 days

[illegible]

NR - 60-180 days																		
Month 0	\$	1,979	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770
Month 1	\$	-	\$	2,023	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787
Month 2	\$	-	\$	-	\$	2,027	\$	788	\$	786	\$	786	\$	786	\$	786	\$	786
Month 3	\$	-	\$	-	\$	-	\$	2,034	\$	791	\$	785	\$	785	\$	785	\$	785
Month 4	\$	-	\$	-	\$	-	\$	-	\$	2,041	\$	794	\$	794	\$	794	\$	794
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,084	\$	810	\$	810	\$	810
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,103	\$	818	\$	818
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,030	\$	789
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,984	\$	771
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,008
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,077
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,128
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,101
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

NR - 181+ days																		
Month 0	\$	3,014	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	1,172
Month 1	\$	-	\$	3,064	\$	1,191	\$	1,191	\$	1,191	\$	1,191	\$	1,191	\$	1,191	\$	1,191
Month 2	\$	-	\$	-	\$	3,074	\$	1,196	\$	1,196	\$	1,196	\$	1,196	\$	1,196	\$	1,196
Month 3	\$	-	\$	-	\$	-	\$	3,081	\$	1,198	\$	1,198	\$	1,198	\$	1,198	\$	1,198
Month 4	\$	-	\$	-	\$	-	\$	-	\$	3,123	\$	1,214	\$	1,214	\$	1,214	\$	1,214
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,156	\$	1,227	\$	1,227	\$	1,227
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,197	\$	1,243	\$	1,243
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,258	\$	1,267
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,332	\$	1,296
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,361	\$	1,307
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,334
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,318
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,338
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

R-60-180 days																		
Month 0	\$	224	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106
Month 1	\$	-	\$	221	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104
Month 2	\$	-	\$	-	\$	222	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105
Month 3	\$	-	\$	-	\$	-	\$	227	\$	107	\$	107	\$	107	\$	107	\$	107
Month 4	\$	-	\$	-	\$	-	\$	-	\$	229	\$	108	\$	108	\$	108	\$	108
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	229	\$	108	\$	108	\$	108
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	234	\$	111	\$	111
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	236	\$	112
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	235	\$	111
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	241
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	250
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	245
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	232
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	223
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	219

R - 181+ days																		
Month 0	\$	354	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167
Month 1	\$	-	\$	368	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174
Month 2	\$	-	\$	-	\$	377	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178
Month 3	\$	-	\$	-	\$	-	\$	379	\$	179	\$	179	\$	179	\$	179	\$	179
Month 4	\$	-	\$	-	\$	-	\$	-	\$	380	\$	179	\$	179	\$	179	\$	179
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	384	\$	181	\$	181	\$	181
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	392	\$	185	\$	185
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	404	\$	191
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	413	\$	195
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	417
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	420
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	421
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	427
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	441
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	449

NR - 60-180 days																
Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	421	203	172	142	112	82	52	-	-	-	-	-	-
Month 4	-	-	-	-	768	370	315	260	204	149	94	-	-	-	-	-
Month 5	-	-	-	-	-	983	473	403	332	262	191	121	-	-	-	-
Month 6	-	-	-	-	-	-	1,172	564	480	396	312	228	144	-	-	-
Month 7	-	-	-	-	-	-	-	1,439	693	589	486	383	280	176	-	-
Month 8	-	-	-	-	-	-	-	-	1,842	887	755	623	490	358	226	-
Month 9	-	-	-	-	-	-	-	-	-	1,842	887	755	623	490	358	-
Month 10	-	-	-	-	-	-	-	-	-	-	1,842	887	755	623	490	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	1,842	887	755	623	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	1,842	887	755	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	1,842	887	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,842	-
NR - 181+ days																
Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	982	473	402	332	261	191	120	-	-	-	-	-	-
Month 4	-	-	-	-	1,792	863	734	606	477	348	220	-	-	-	-	-
Month 5	-	-	-	-	-	2,293	1,104	940	775	610	446	281	-	-	-	-
Month 6	-	-	-	-	-	-	2,735	1,317	1,120	924	728	532	335	-	-	-
Month 7	-	-	-	-	-	-	-	3,357	1,616	1,375	1,134	893	652	412	-	-
Month 8	-	-	-	-	-	-	-	-	4,299	2,070	1,761	1,453	1,144	836	527	-
Month 9	-	-	-	-	-	-	-	-	-	4,299	2,070	1,761	1,453	1,144	836	-
Month 10	-	-	-	-	-	-	-	-	-	-	4,299	2,070	1,761	1,453	1,144	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	4,299	2,070	1,761	1,453	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	4,299	2,070	1,761	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	4,299	2,070	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,299	-
R - 60-180 days																
Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	982	413	390	367	344	321	298	275	252	229	206	183	-
Month 4	-	-	-	-	1,792	754	712	670	628	586	544	502	460	419	377	-
Month 5	-	-	-	-	-	2,293	966	912	858	804	751	697	643	589	536	-
Month 6	-	-	-	-	-	-	2,735	1,151	1,087	1,023	959	895	831	767	703	-
Month 7	-	-	-	-	-	-	-	3,357	1,413	1,335	1,256	1,177	1,099	1,020	941	-
Month 8	-	-	-	-	-	-	-	-	4,299	1,810	1,709	1,609	1,508	1,407	1,306	-
Month 9	-	-	-	-	-	-	-	-	-	4,299	1,810	1,709	1,609	1,508	1,407	-
Month 10	-	-	-	-	-	-	-	-	-	-	4,299	1,810	1,709	1,609	1,508	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	4,299	1,810	1,709	1,609	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	4,299	1,810	1,709	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	4,299	1,810	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,299	-
R - 181+ days																
Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	2,291	965	911	857	804	750	696	643	589	535	482	428	-
Month 4	-	-	-	-	4,181	1,760	1,662	1,564	1,466	1,368	1,270	1,172	1,074	977	879	-
Month 5	-	-	-	-	-	5,351	2,253	2,128	2,002	1,877	1,751	1,626	1,501	1,375	1,250	-
Month 6	-	-	-	-	-	-	6,381	2,686	2,537	2,387	2,238	2,088	1,939	1,789	1,640	-
Month 7	-	-	-	-	-	-	-	7,833	3,297	3,114	2,931	2,747	2,564	2,380	2,197	-
Month 8	-	-	-	-	-	-	-	-	10,031	4,223	3,988	3,753	3,518	3,283	3,048	-
Month 9	-	-	-	-	-	-	-	-	-	10,031	4,223	3,988	3,753	3,518	3,283	-
Month 10	-	-	-	-	-	-	-	-	-	-	10,031	4,223	3,988	3,753	3,518	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	10,031	4,223	3,988	3,753	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	10,031	4,223	3,988	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	10,031	4,223	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,031	-

Assumptions																
Client data																
Calculations																
Outputs	0	0	0	0	1	2	3	4	5	6	7	8	9	10	11	
	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	
Monthly investment	\$ -	\$ -	\$ -	\$ 620,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	
Cost per account reached - Sunrise	\$ -	\$ -	\$ -	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	
Cost per account reached - in-house outbound	\$ -	\$ -	\$ -	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7	\$ 7	
Sunrise as % of outbound	0%	0%	0%	80%	71%	60%	40%	20%	0%	0%	0%	0%	0%	0%	0%	
In-house as % of outbound	0%	0%	0%	20%	29%	40%	60%	80%	100%	100%	100%	100%	100%	100%	100%	
			\$ 14.20	\$ 13.35	\$ 12.40	\$ 10.60	\$ 8.80	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	
Total workable population	328,500	343,562	360,781	364,154	337,421	328,251	309,691	284,130	266,619	238,654	191,947	166,799	161,305	156,380	147,663	
NR maximum workable population	65,500	65,422	68,467	70,379	65,304	60,058	53,148	46,331	39,538	29,308	18,237	11,047	8,018	8,163	9,073	
NR workable population: 60-180 days	19,650	19,707	23,420	24,415	21,465	20,205	16,637	15,942	15,241	11,938	6,899	4,182	2,685	4,978	8,054	
NR workable population: 181+ days	45,850	45,715	45,047	45,965	43,840	39,853	36,511	30,389	24,297	17,370	11,338	6,865	5,333	3,185	1,020	
R maximum workable population	263,000	278,141	292,314	293,774	272,117	268,193	256,543	237,799	227,081	209,346	173,710	158,751	153,287	148,217	138,590	
R workable population: 60-180 days	78,900	96,432	115,721	113,149	84,397	83,481	77,055	74,003	82,140	78,581	54,315	48,873	56,559	70,340	83,297	
R workable population: 181+ days	184,100	181,708	176,593	180,625	187,720	184,712	179,488	163,795	144,941	130,765	119,395	105,878	96,728	77,877	55,292	
Implied accounts reached / month	-	-	-	43,665	52,428	56,460	66,055	68,211	85,771	85,771	85,771	85,771	85,771	85,771	85,771	
NR Accounts	-	-	-	13,099	15,728	16,938	19,817	20,463	25,731	25,090	18,237	11,047	8,018	8,163	8,739	
60-180 days	-	-	-	3,930	4,719	5,081	5,945	6,139	7,719	7,719	6,899	4,182	2,685	4,978	7,719	
181+ days	-	-	-	9,170	11,010	11,857	13,872	14,324	18,012	17,370	11,338	6,865	5,333	3,185	1,020	
R Accounts	-	-	-	30,565	36,700	39,522	46,239	47,747	60,040	60,040	60,040	60,040	60,040	60,040	60,040	
60-180 days	-	-	-	9,170	11,010	11,857	13,872	14,324	18,012	18,012	18,012	18,012	18,012	18,012	18,012	
181+ days	-	-	-	21,396	25,690	27,665	32,367	33,423	42,028	42,028	42,028	42,028	42,028	42,028	42,028	
Accounts that pay / month	-	-	-	16,107	19,518	21,235	25,322	26,641	34,120	33,865	31,139	28,279	27,074	27,132	27,361	
NR Accounts	-	-	-	4,832	5,855	6,371	7,596	7,992	10,236	9,981	7,255	4,395	3,190	3,247	3,476	
60-180 days	-	-	-	1,450	1,757	1,911	2,279	2,398	3,071	2,744	1,664	1,068	1,980	3,071		
181+ days	-	-	-	3,382	4,099	4,459	5,318	5,595	7,165	6,910	4,510	2,731	2,121	1,267	406	
R Accounts	-	-	-	11,275	13,663	14,865	17,725	18,649	23,884	23,884	23,884	23,884	23,884	23,884	23,884	
60-180 days	-	-	-	3,382	4,099	4,459	5,318	5,595	7,165	7,165	7,165	7,165	7,165	7,165	7,165	
181+ days	-	-	-	7,892	9,564	10,405	12,408	13,054	16,719	16,719	16,719	16,719	16,719	16,719	16,719	
Avg \$ per account																
NR - 60-180 days	6,598	6,744	6,756	6,778	6,802	6,946	7,010	6,766	6,612	6,692	6,924	7,094	7,003	6,842	6,734	
NR - 181+ days	10,046	10,212	10,248	10,269	10,409	10,519	10,656	10,860	11,108	11,205	11,114	11,060	11,128	11,373	11,536	
R - 60-180 days	1,496	1,473	1,479	1,514	1,526	1,524	1,561	1,576	1,609	1,609	1,670	1,636	1,546	1,483	1,457	
R - 181+ days	2,357	2,452	2,512	2,527	2,530	2,558	2,612	2,692	2,750	2,779	2,799	2,805	2,845	2,938	2,993	
\$ collected (includes past classes)																
NR - 60-180 days	-	-	-	2,947,846	4,136,756	5,119,911	6,494,428	7,173,210	8,881,938	9,533,973	9,433,497	7,446,870	5,852,837	7,128,962	9,134,283	
NR - 181+ days	-	-	-	10,420,667	14,750,216	18,129,058	23,042,649	26,412,781	33,961,055	35,758,167	29,021,930	22,559,289	18,887,572	14,147,739	8,983,713	
R - 60-180 days	-	-	-	768,082	1,091,147	1,350,147	1,759,876	2,054,462	2,632,506	2,956,212	3,287,894	3,512,235	3,649,068	3,776,416	3,910,952	
R - 181+ days	-	-	-	2,991,009	4,224,483	5,275,395	6,865,494	8,123,852	10,626,052	11,840,876	12,970,224	13,997,885	15,036,904	16,150,058	17,135,362	
Reduction in arrears/month	\$ -	\$ -	\$ -	\$ 17,127,604	\$ 24,202,601	\$ 29,874,510	\$ 38,162,447	\$ 43,764,304	\$ 56,101,550	\$ 60,089,229	\$ 54,713,545	\$ 47,516,278	\$ 43,426,380	\$ 41,203,175	\$ 39,164,310	
Call rate per acct reached	-	-	-	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	
Calls triggered	-	-	-	3,927	4,715	5,078	5,941	6,135	7,714	7,714	7,714	7,714	7,714	7,714	7,714	
Cost per call - lower bound	\$ -	\$ -	\$ -	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	
Cost per call - upper bound	\$ -	\$ -	\$ -	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	
Increase in call expense/month - lower bound	\$ -	\$ -	\$ -	\$ 23,564	\$ 28,293	\$ 30,469	\$ 35,646	\$ 36,810	\$ 46,286	\$ 46,286	\$ 46,286	\$ 46,286	\$ 46,286	\$ 46,286	\$ 46,286	
Increase in call expense/month - upper bound	\$ -	\$ -	\$ -	\$ 44,614	\$ 53,568	\$ 57,687	\$ 67,491	\$ 69,693	\$ 87,635	\$ 87,635	\$ 87,635	\$ 87,635	\$ 87,635	\$ 87,635	\$ 87,635	
Increase in call expense/month - midpoint	\$ -	\$ -	\$ -	\$ 34,089	\$ 40,930	\$ 44,078	\$ 51,569	\$ 53,251	\$ 66,961	\$ 66,961	\$ 66,961	\$ 66,961	\$ 66,961	\$ 66,961	\$ 66,961	
Total cost increase - lower bound	\$ -	\$ -	\$ -	\$ 643,564	\$ 728,293	\$ 730,469	\$ 735,646	\$ 636,810	\$ 646,286	\$ 646,286	\$ 646,286	\$ 646,286	\$ 646,286	\$ 646,286	\$ 646,286	
Total cost increase - upper bound	\$ -	\$ -	\$ -	\$ 664,614	\$ 753,568	\$ 757,687	\$ 767,491	\$ 669,693	\$ 687,635	\$ 687,635	\$ 687,635	\$ 687,635	\$ 687,635	\$ 687,635	\$ 687,635	
Quarterly - lower bound					\$ 2,102,325				\$ 2,018,742			\$ 1,938,859			\$ 1,938,859	
Quarterly - upper bound					\$ 2,175,869				\$ 2,124,819			\$ 2,062,905			\$ 2,062,905	
ROI - lower bound (excl. write-offs)				26.61x	33.23x	40.90x	51.88x	68.72x	86.81x	92.98x	84.66x	73.52x	67.19x	63.75x	60.60x	
ROI - upper bound (excl. write-offs)				25.77x	32.12x	39.43x	49.72x	65.35x	81.59x	87.39x	79.57x	69.10x	63.15x	59.92x	56.96x	
Total payment by vintage																
NR - 60-180 days																
Month 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Month 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

[illegible][illegible]

Month 3	\$	-	\$	-	\$	-	\$	2,034	\$	791	\$	785	\$	785	\$	785	\$	785	\$	-	\$	-	\$	-	\$	-	\$	-
Month 4	\$	-	\$	-	\$	-	\$	-	\$	2,041	\$	794	\$	794	\$	794	\$	794	\$	794	\$	-	\$	-	\$	-	\$	-
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,084	\$	810	\$	810	\$	810	\$	810	\$	810	\$	-	\$	-	\$	-
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,103	\$	818	\$	818	\$	818	\$	818	\$	818	\$	-	\$	-
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,030	\$	789	\$	789	\$	789	\$	789	\$	789	\$	-
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,984	\$	771	\$	771	\$	771	\$	771	\$	771
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,008	\$	781	\$	781	\$	781	\$	781
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,077	\$	808	\$	808	\$	808
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,128	\$	828	\$	828
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,101	\$	817
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,053
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,020

NR - 181+ days

Month 0	\$	3,014	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 1	\$	-	\$	3,064	\$	1,191	\$	1,191	\$	1,191	\$	1,191	\$	1,191	\$	1,191	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 2	\$	-	\$	-	\$	3,074	\$	1,196	\$	1,196	\$	1,196	\$	1,196	\$	1,196	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 3	\$	-	\$	-	\$	-	\$	3,081	\$	1,198	\$	1,198	\$	1,198	\$	1,198	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 4	\$	-	\$	-	\$	-	\$	-	\$	3,123	\$	1,214	\$	1,214	\$	1,214	\$	1,214	\$	1,214	\$	1,214	\$	-	\$	-	\$	-
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,156	\$	1,227	\$	1,227	\$	1,227	\$	1,227	\$	1,227	\$	1,227	\$	-	\$	-
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,197	\$	1,243	\$	1,243	\$	1,243	\$	1,243	\$	1,243	\$	1,243	\$	-
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,258	\$	1,267	\$	1,267	\$	1,267	\$	1,267	\$	1,267	\$	-
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,332	\$	1,296	\$	1,296	\$	1,296	\$	1,296	\$	1,296
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,361	\$	1,307	\$	1,307	\$	1,307	\$	1,307
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,334	\$	1,297	\$	1,297	\$	1,297
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,318	\$	1,290	\$	1,290
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,338	\$	1,298
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,412
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,461

R - 60-180 days

Month 0	\$	224	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	-	\$	-
Month 1	\$	-	\$	221	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	-
Month 2	\$	-	\$	-	\$	222	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105
Month 3	\$	-	\$	-	\$	-	\$	227	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107
Month 4	\$	-	\$	-	\$	-	\$	-	\$	229	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	229	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	234	\$	111	\$	111	\$	111	\$	111	\$	111	\$	111	\$	111	\$	111
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	236	\$	112	\$	112	\$	112	\$	112	\$	112	\$	112	\$	112
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	235	\$	111	\$	111	\$	111	\$	111	\$	111	\$	111
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	241	\$	114	\$	114	\$	114	\$	114	\$	114
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	250	\$	118	\$	118	\$	118	\$	118
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	245	\$	116	\$	116	\$	116
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	232	\$	110	\$	110
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	223	\$	105
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	219

R - 181+ days

Month 0	\$	354	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	-	\$	-
Month 1	\$	-	\$	368	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	-
Month 2	\$	-	\$	-	\$	377	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178
Month 3	\$	-	\$	-	\$	-	\$	379	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179
Month 4	\$	-	\$	-	\$	-	\$	-	\$	380	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	384	\$	181	\$	181	\$	181	\$	181	\$	181	\$	181	\$	181	\$	181	\$	181
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	392	\$	185	\$	185	\$	185	\$	185	\$	185	\$	185	\$	185	\$	185
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	404	\$	191	\$	191	\$	191	\$	191	\$	191	\$	191	\$	191
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	413	\$	195	\$	195	\$	195	\$	195	\$	195	\$	195
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	417	\$	197	\$	197	\$	197	\$	197	\$	197
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	420	\$	198	\$	198	\$	198	\$	198
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	421	\$	199	\$	199	\$	199
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	427	\$	202	\$	202
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	441	\$	208
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	449

Number of accounts that pay by vintage

NR - 60-180 days

Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	-	-	1,450	698	594	490	386	282	178	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 4	-	-	-	-	-	-	1,757	846	720	594	468	341	215	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Month 5	-	-	-	-	-	1,911	920	783	646	509	371	234	-	-	-
Month 6	-	-	-	-	-	-	2,279	1,097	934	770	607	443	279	-	-
Month 7	-	-	-	-	-	-	-	2,398	1,154	982	810	638	466	294	-
Month 8	-	-	-	-	-	-	-	-	3,071	1,479	1,258	1,038	817	597	376
Month 9	-	-	-	-	-	-	-	-	-	3,071	1,479	1,258	1,038	817	597
Month 10	-	-	-	-	-	-	-	-	-	-	2,744	1,321	1,124	927	730
Month 11	-	-	-	-	-	-	-	-	-	-	-	1,664	801	682	562
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	1,068	514	438
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	1,980	954
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,071
NR - 181+ days															
Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	3,382	1,629	1,386	1,143	900	657	415	-	-	-	-	-
Month 4	-	-	-	-	4,099	1,974	1,679	1,385	1,091	797	503	-	-	-	-
Month 5	-	-	-	-	-	4,459	2,147	1,827	1,507	1,187	867	547	-	-	-
Month 6	-	-	-	-	-	-	5,318	2,560	2,179	1,797	1,415	1,034	652	-	-
Month 7	-	-	-	-	-	-	-	5,595	2,694	2,292	1,891	1,489	1,087	686	-
Month 8	-	-	-	-	-	-	-	-	7,165	3,450	2,936	2,421	1,907	1,393	878
Month 9	-	-	-	-	-	-	-	-	-	6,910	3,327	2,831	2,335	1,839	1,343
Month 10	-	-	-	-	-	-	-	-	-	-	4,510	2,172	1,848	1,524	1,200
Month 11	-	-	-	-	-	-	-	-	-	-	-	2,731	1,315	1,119	923
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	2,121	1,021	869
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	1,267	610
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	406
R - 60-180 days															
Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	3,382	1,424	1,345	1,266	1,186	1,107	1,028	949	869	790	711	632
Month 4	-	-	-	-	4,099	1,726	1,630	1,534	1,438	1,341	1,245	1,149	1,053	957	861
Month 5	-	-	-	-	-	4,459	1,877	1,773	1,668	1,564	1,460	1,355	1,251	1,146	1,042
Month 6	-	-	-	-	-	-	5,318	2,239	2,114	1,990	1,865	1,740	1,616	1,491	1,367
Month 7	-	-	-	-	-	-	-	5,595	2,355	2,224	2,093	1,962	1,831	1,700	1,569
Month 8	-	-	-	-	-	-	-	-	7,165	3,017	2,849	2,681	2,513	2,345	2,177
Month 9	-	-	-	-	-	-	-	-	-	7,165	3,017	2,849	2,681	2,513	2,345
Month 10	-	-	-	-	-	-	-	-	-	-	7,165	3,017	2,849	2,681	2,513
Month 11	-	-	-	-	-	-	-	-	-	-	-	7,165	3,017	2,849	2,681
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	7,165	3,017	2,849
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	7,165	3,017
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,165
R - 181+ days															
Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	7,892	3,323	3,138	2,953	2,768	2,583	2,398	2,213	2,028	1,844	1,659	1,474
Month 4	-	-	-	-	9,564	4,026	3,802	3,578	3,354	3,130	2,906	2,682	2,458	2,234	2,010
Month 5	-	-	-	-	-	10,405	4,381	4,137	3,893	3,649	3,406	3,162	2,918	2,674	2,430
Month 6	-	-	-	-	-	-	12,408	5,224	4,933	4,642	4,352	4,061	3,770	3,480	3,189
Month 7	-	-	-	-	-	-	-	13,054	5,496	5,190	4,884	4,578	4,273	3,967	3,661
Month 8	-	-	-	-	-	-	-	-	16,719	7,039	6,647	6,255	5,864	5,472	5,080
Month 9	-	-	-	-	-	-	-	-	-	16,719	7,039	6,647	6,255	5,864	5,472
Month 10	-	-	-	-	-	-	-	-	-	-	16,719	7,039	6,647	6,255	5,864
Month 11	-	-	-	-	-	-	-	-	-	-	-	16,719	7,039	6,647	6,255
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	16,719	7,039	6,647
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	16,719	7,039
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,719

Arrears reduction forecasting - General assumptions

Available investment per month	\$	1,200,000	
Investment breakdown			
Field		60%	
Email		10%	
Outbound		30%	
Output start date	Oct-2024	Do not change	
Start date of channels			
Field	Jan-2025		
Email	Jan-2025		
Outbound	Jan-2025		
Cost per call to the call center - lower bound	\$6	Source: Adrian Soto	
Cost per call to the call center - upper bound	\$11	Source: Adrian Soto	
Payment plan			
Down payment - NR	30%	Based on Con Ed current guidelines (standard plan)	
Payment timeline (months) - NR	6	Based on Con Ed current guidelines (standard plan)	
Down payment - R	15%	Based on Con Ed current guidelines (standard plan)	
Payment timeline (months) - R	12	Based on Con Ed current guidelines (standard plan)	
Scope (for new arrears)			
Field_NR	49.9%	of all new accounts	
Field_R	33.9%	of all new accounts	
Email	68.8%	of all new accounts	
Sunrise	87.5%	of all new accounts	
Increase in scope for field (for workable population)	10.0%		
Relapse: Accounts 60-180 days			
Month 1 relapse - NR	52%		
Month 1 relapse - R	58%		
% of accounts that pay in full - NR	12%	From team analysis	
% of accounts that pay in full - R	16%	From team analysis	
Monthly relapse - NR	7%		
Monthly relapse - R	2%		
Relapse: Accounts 181+ days			
Month 1 relapse - NR	52%	From team analysis	
Month 1 relapse - R	58%	From team analysis	
% of accounts that pay in full - NR	12%	From team analysis	
% of accounts that pay in full - R	16%	From team analysis	
Monthly relapse - NR	7%		
Monthly relapse - R	2%		
Discount in payment rates by accumulated book			
> 50%	50%		
> 80%	80%		
Increase in write-off rate by accumulated book			
> 50%	30%		
> 80%	60%		
Other field assumptions			
Field agents added in Sep and Oct 2024	50		
Workable accounts (Oct 2024)			
Non-residential	36,768	As of Oct 21	
Residential	148,737	As of Oct 21	
% accounts that pay			
NR: 60-180 days	36%		
NR: 181+ days	36%		
R: 60-180 days	36%		
R: 181+ days	36%		
Monthly cost per field team	\$	9,094	Source: Adrian Soto
Accounts reached per team/month	300		
Field visits_NR	60%		
Field visits_R	40%		
Cap to activate volume adjustment from NR to R	80%		
Cap to activate volume decrease for R	80%		
% accounts visited written off			
NR: 60-180 days	18.4%		
NR: 181+ days	18.4%		
R: 60-180 days	6.9%		
R: 181+ days	6.9%		
Call volume - lower bound	46%	To be reviewed	
Call volume - upper bound	90%	To be reviewed	
Breakdown between 60-180 and 181+			
NR - 60-180 days	47%		
NR - 181+ days	53%		
R - 60-180 days	42%		
R - 181+ days	58%		
Other email assumptions			
Workable accounts	40,800		
% accounts that pay			
NR: 60-180 days	25%	Average of May - July	
NR: 181+ days	25%	Average of May - July	

R: 60-180 days	25%	Average of May - July
R: 181+ days	25%	Average of May - July
Cost per customer reached by email	\$0.45	Source: Adrian Soto
Call rate per account reached	3.0%	
Number of monthly emails sent per account	8	
NR customers as % of reached	36.0%	
R customers as % of reached	64.0%	
Breakdown between 60-180 and 181+		
NR - 60-180 days	47%	
NR - 181+ days	53%	
R - 60-180 days	42%	
R - 181+ days	58%	

Other outbound assumptions

Workable accounts (Oct 2024)		
Non-residential	65,500	
Residential	263,000	
% accounts that pay		
NR: 60-180 days	36%	Average of May - July
NR: 181+ days	36%	Average of May - July
R: 60-180 days	36%	Assumption
R: 181+ days	36%	Assumption
Sunrise - Cost per account reached	\$16	Source: Adrian Soto
Collection in residential accounts (vs NR)	10.0%	
NR accounts reached	30.0%	
R accounts reached	70.0%	
Call rate per account reached	9.0%	
Breakdown between 60-180 and 181+		
NR - 60-180 days	30%	
NR - 181+ days	70%	
R - 60-180 days	30%	
R - 181+ days	70%	

Assumptions															
Client data															
Calculations															
Outputs															
	0	0	0	0	0	1	2	3	4	5	6	7	8	9	10
	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Monthly investment	\$ -	\$ -	\$ -	\$ -	\$ 682,075	\$ 682,075	\$ 682,075	\$ 1,364,150	\$ 1,364,150	\$ 1,364,150	\$ 1,364,150	\$ 1,364,150	\$ 1,364,150	\$ 1,364,150	\$ 1,364,150
Cost per team/month	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094	\$ 9,094
Teams added in 2024	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
Implied addtt teams	-	-	-	-	75	75	75	150	150	150	150	150	150	150	150
Implied max additional teams	79	79	79	79	79	79	79	79	79	79	79	79	79	79	79
Total teams	25	25	25	25	100	100	100	175	175	175	175	175	175	175	175
Accounts reached per team/month	300	300	300	300	308	318	330	330	330	330	330	330	330	330	330
NR maximum workable population	36,768	34,275	34,275	33,371	30,747	23,534	16,024	11,959	9,419	6,668	3,847	2,774	3,053	4,822	6,731
NR workable population: 60-180 days	17,149	16,060	17,891	17,552	15,220	12,026	6,990	6,210	5,748	3,881	1,174	853	737	3,205	6,304
NR workable population: 181+ days	19,619	18,215	16,384	15,820	15,527	11,508	9,034	5,749	3,671	2,787	2,673	1,921	2,316	1,618	427
R maximum workable population	148,737	154,930	160,646	160,091	153,694	153,269	149,379	142,782	135,142	126,483	108,842	101,986	104,431	103,380	100,195
R workable population: 60-180 days	62,990	71,098	80,073	78,264	65,209	64,564	61,304	59,841	61,722	58,549	45,098	43,581	47,535	52,768	57,635
R workable population: 181+ days	85,747	83,832	80,573	81,827	88,485	88,704	88,075	82,941	73,420	67,934	63,744	58,406	56,896	50,612	42,560
Implied accounts reached / month	7,500	7,500	7,500	7,500	30,750	31,800	33,000	57,750	57,750	57,750	57,750	57,750	57,750	57,750	57,750
NR Accounts	4,500	4,500	4,500	4,500	18,450	18,105	12,819	9,567	7,535	5,335	3,078	2,219	2,442	3,858	5,385
60-180 days	2,099	2,099	2,099	2,099	8,605	8,899	5,592	4,968	4,589	3,105	940	682	589	2,564	5,043
181+ days	2,401	2,401	2,401	2,401	9,845	9,206	7,227	4,599	2,936	2,230	2,138	1,537	1,853	1,294	342
R Accounts	3,000	3,000	3,000	3,000	12,300	13,695	20,181	48,183	50,215	52,415	54,672	55,531	55,308	53,892	52,365
60-180 days	1,270	1,270	1,270	1,270	5,209	5,387	5,590	9,783	9,783	9,783	9,783	9,783	9,783	9,783	9,783
181+ days	1,730	1,730	1,730	1,730	7,091	7,333	7,610	13,317	13,317	13,317	13,317	13,317	13,317	13,317	13,317
Baseline residential accounts	3,000	3,000	3,000	3,000	12,300	12,720	13,200	23,100	23,100	23,100	23,100	23,100	23,100	23,100	23,100
Additional residential accounts - 60-180 days	-	-	-	-	-	-	2,956	10,622	11,483	12,415	13,371	13,734	13,640	13,040	12,394
Additional residential accounts - 181+ days	-	-	-	-	-	975	4,025	14,460	15,632	16,900	18,201	18,696	18,568	17,752	16,871
Accounts that pay / month	2,671	2,671	2,671	2,671	7,667	6,771	5,615	8,909	8,764	8,608	6,705	4,272	6,030	6,131	6,240
NR Accounts	1,603	1,603	1,603	1,603	3,286	2,241	913	682	537	380	219	158	174	275	384
60-180 days	748	748	748	748	1,532	1,585	398	354	328	221	67	49	42	183	359
181+ days	855	855	855	855	1,753	656	515	328	209	159	152	109	132	92	24
R Accounts	1,069	1,069	1,069	1,069	4,381	4,531	4,701	8,228	8,228	8,228	6,485	4,114	5,856	5,856	5,856
60-180 days	453	453	453	453	1,855	1,919	1,991	3,484	3,484	3,484	1,742	1,742	3,484	3,484	3,484
181+ days	616	616	616	616	2,526	2,612	2,710	4,743	4,743	4,743	4,743	2,372	2,372	2,372	2,372
Avg \$ per account															
NR - 60-180 days	6,598	6,744	6,756	6,778	6,802	6,946	7,010	6,766	6,612	6,692	6,924	7,094	7,003	6,842	6,734
NR - 181+ days	10,046	10,212	10,248	10,269	10,409	10,519	10,656	10,860	11,108	11,205	11,114	11,060	11,128	11,373	11,536
R - 60-180 days	1,496	1,473	1,479	1,514	1,526	1,524	1,561	1,576	1,565	1,609	1,670	1,636	1,546	1,483	1,457
R - 181+ days	2,357	2,452	2,512	2,527	2,530	2,558	2,612	2,692	2,750	2,779	2,799	2,805	2,845	2,938	2,993
\$ collected (includes past classes)															
NR - 60-180 days	1,479,631	1,789,454	2,034,083	2,239,277	4,004,656	4,595,316	2,494,024	2,154,959	1,861,588	1,440,429	905,566	580,764	349,599	555,473	902,558
NR - 181+ days	2,577,557	3,102,731	3,530,626	3,883,419	6,998,242	4,326,084	3,844,963	3,021,237	2,322,362	1,804,524	1,447,039	968,598	891,056	680,527	387,280
R - 60-180 days	101,555	120,188	139,353	159,435	498,557	592,332	698,051	1,134,082	1,272,705	1,430,299	1,155,443	1,186,754	1,600,848	1,665,804	1,735,482
R - 181+ days	217,797	269,873	318,085	360,622	1,124,678	1,348,713	1,587,233	2,619,797	2,998,392	3,343,463	3,664,282	2,958,400	3,040,873	3,119,477	3,181,774
Reduction in arrears/month	\$ 4,376,540	\$ 5,282,246	\$ 6,022,147	\$ 6,642,753	\$ 12,626,133	\$ 10,862,445	\$ 8,624,271	\$ 8,930,075	\$ 8,455,047	\$ 8,018,714	\$ 7,172,330	\$ 5,694,516	\$ 5,882,377	\$ 6,021,281	\$ 6,207,095
Writeoffs	1,035	1,035	1,035	1,035	5,262	5,784	5,166	6,141	5,683	5,187	4,199	4,661	5,195	5,497	5,823
NR - 60-180 days	386	386	386	386	2,058	2,129	1,646	1,463	1,354	914	277	201	174	755	1,485
NR - 181+ days	442	442	442	442	2,355	2,710	2,128	1,354	864	656	630	452	545	381	101
R - 60-180 days	88	88	88	88	359	372	590	1,408	1,467	1,532	1,118	1,136	1,616	1,575	1,530
R - 181+ days	119	119	119	119	489	573	803	1,917	1,997	2,085	2,175	2,872	2,860	2,787	2,708
\$ per writeoff															
NR - 60-180 days	\$ 6,722	\$ 6,765	\$ 6,747	\$ 6,810	\$ 6,795	\$ 7,097	\$ 6,924	\$ 6,609	\$ 6,615	\$ 6,769	\$ 7,079	\$ 7,109	\$ 6,897	\$ 6,787	\$ 6,681
NR - 181+ days	\$ 10,162	\$ 10,262	\$ 10,234	\$ 10,305	\$ 10,513	\$ 10,525	\$ 10,787	\$ 10,932	\$ 11,284	\$ 11,126	\$ 11,103	\$ 11,017	\$ 11,238	\$ 11,507	\$ 11,565
R - 60-180 days	\$ 1,476	\$ 1,471	\$ 1,488	\$ 1,540	\$ 1,513	\$ 1,535	\$ 1,588	\$ 1,564	\$ 1,565	\$ 1,653	\$ 1,686	\$ 1,586	\$ 1,506	\$ 1,461	\$ 1,453
R - 181+ days	\$ 2,413	\$ 2,491	\$ 2,534	\$ 2,519	\$ 2,541	\$ 2,574	\$ 2,650	\$ 2,734	\$ 2,766	\$ 2,792	\$ 2,806	\$ 2,804	\$ 2,887	\$ 2,990	\$ 2,996
\$ written off															
NR - 60-180 days	\$ 2,596,046	\$ 2,612,648	\$ 2,605,471	\$ 2,629,891	\$ 13,985,908	\$ 15,106,542	\$ 11,398,816	\$ 9,665,836	\$ 8,955,609	\$ 6,187,619	\$ 1,958,128	\$ 1,428,217	\$ 1,196,891	\$ 5,122,451	\$ 9,920,156
NR - 181+ days	\$ 4,489,796	\$ 4,533,792	\$ 4,521,607	\$ 4,552,878	\$ 24,756,757	\$ 28,525,800	\$ 22,950,800	\$ 14,803,287	\$ 9,754,745	\$ 7,303,970	\$ 6,989,401	\$ 4,984,754	\$ 6,130,591	\$ 4,384,212	\$ 1,163,817
R - 60-180 days	\$ 129,386	\$ 128,911	\$ 130,440	\$ 134,982	\$ 543,810	\$ 570,507	\$ 936,284	\$ 2,202,199	\$ 2,296,352	\$ 2,532,377	\$ 1,885,410	\$ 1,801,673	\$ 2,434,255	\$ 2,300,286	\$ 2,223,736
R - 181+ days	\$ 287,953	\$ 297,288	\$ 302,359	\$ 300,647	\$ 1,243,367	\$ 1,475,780	\$ 2,127,511	\$ 5,239,343	\$ 5,525,848	\$ 5,821,431	\$ 6,102,196	\$ 8,052,223	\$ 8,255,685	\$ 8,332,364	\$ 8,113,873
\$ written off	\$ 7,503,181	\$ 7,572,639	\$ 7,559,877	\$ 7,618,398	\$ 40,529,842	\$ 45,678,629	\$ 37,413,411	\$ 31,910,665	\$ 26,532,554	\$ 21,845,397	\$ 16,935,135	\$ 16,266,867	\$ 18,017,422	\$ 20,139,313	\$ 21,421,583
Call rate - lower bound	-	-	-	-	46%	46%	46%	46%	46%	46%	46%	46%	46%	46%	46%

Call rate - upper bound	-	-	-	-	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Calls triggered - lower bound	-	-	-	-	14,120	14,602	15,153	26,518	26,518	26,518	26,518	26,518	26,518	26,518	26,518	26,518
Calls triggered - upper bound	-	-	-	-	27,675	28,620	29,700	51,975	51,975	51,975	51,975	51,975	51,975	51,975	51,975	51,975
Cost per call - lower bound	\$ -	\$ -	\$ -	\$ -	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6
Cost per call - upper bound	\$ -	\$ -	\$ -	\$ -	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11
Increase in call expense/month - lower bound	\$ -	\$ -	\$ -	\$ -	\$ 84,721	\$ 87,614	\$ 90,920	\$ 159,110	\$ 159,110	\$ 159,110	\$ 159,110	\$ 159,110	\$ 159,110	\$ 159,110	\$ 159,110	\$ 159,110
Increase in call expense/month - upper bound	\$ -	\$ -	\$ -	\$ -	\$ 314,388	\$ 325,123	\$ 337,392	\$ 590,436	\$ 590,436	\$ 590,436	\$ 590,436	\$ 590,436	\$ 590,436	\$ 590,436	\$ 590,436	\$ 590,436
Increase in call expense/month - midpoint	\$ -	\$ -	\$ -	\$ -	\$ 199,554	\$ 206,368	\$ 214,156	\$ 374,773	\$ 374,773	\$ 374,773	\$ 374,773	\$ 374,773	\$ 374,773	\$ 374,773	\$ 374,773	\$ 374,773
Total cost increase - lower bound	\$ -	\$ -	\$ -	\$ -	\$ 766,796	\$ 769,689	\$ 772,995	\$ 1,523,260	\$ 1,523,260	\$ 1,523,260	\$ 1,523,260	\$ 1,523,260	\$ 1,523,260	\$ 1,523,260	\$ 1,523,260	\$ 1,523,260
Total cost increase - upper bound	\$ -	\$ -	\$ -	\$ -	\$ 996,463	\$ 1,007,198	\$ 1,019,467	\$ 1,954,586	\$ 1,954,586	\$ 1,954,586	\$ 1,954,586	\$ 1,954,586	\$ 1,954,586	\$ 1,954,586	\$ 1,954,586	\$ 1,954,586
Quarterly - lower bound					\$ 1,536,484			\$ 3,819,514				\$ 4,569,779			\$ 4,569,779	
Quarterly - upper bound					\$ 2,003,661			\$ 4,928,639				\$ 5,863,758			\$ 5,863,758	
ROI - lower bound (excl. write-offs)					16.47x	14.11x	11.16x	5.86x	5.55x	5.26x	4.71x	3.74x	3.86x	3.95x	4.07x	
ROI - upper bound (excl. write-offs)					12.67x	10.78x	8.46x	4.57x	4.33x	4.10x	3.67x	2.91x	3.01x	3.08x	3.18x	

Total payment by vintage

NR - 60-180 days

Month 0	\$ 1,479,631	\$ 277,061	\$ 235,758	\$ 194,455	\$ 153,152	\$ 111,849	\$ 70,546	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 1	\$ -	\$ 1,512,393	\$ 283,196	\$ 240,978	\$ 198,760	\$ 156,543	\$ 114,325	\$ 72,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 2	\$ -	\$ -	\$ 1,515,130	\$ 283,708	\$ 240,791	\$ 198,606	\$ 156,421	\$ 114,236	\$ 72,052	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 3	\$ -	\$ -	\$ -	\$ 1,520,136	\$ 284,646	\$ 240,449	\$ 198,324	\$ 156,199	\$ 114,074	\$ 71,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ 3,127,307	\$ 585,588	\$ 498,291	\$ 410,994	\$ 323,697	\$ 236,400	\$ 149,103	\$ -	\$ -	\$ -	\$ -	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,302,281	\$ 618,352	\$ 526,171	\$ 433,989	\$ 341,808	\$ 249,627	\$ 157,445	\$ -	\$ -	\$ -	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 837,765	\$ 156,871	\$ 133,486	\$ 110,100	\$ 86,714	\$ 63,328	\$ 39,943	\$ -	\$ -	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 718,380	\$ 134,517	\$ 114,463	\$ 94,410	\$ 74,357	\$ 54,304	\$ 34,251	\$ -	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 649,773	\$ 121,670	\$ 85,394	\$ 67,256	\$ 49,118	\$ -	\$ -	\$ 30,980
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 444,038	\$ 83,146	\$ 70,751	\$ 58,356	\$ 45,961	\$ 33,566	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139,034	\$ 26,034	\$ 22,153	\$ 18,272	\$ 14,391	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103,454	\$ 19,372	\$ 16,484	\$ 13,596	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,216	\$ 16,518	\$ 14,056	\$ -
Month 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 374,869	\$ 70,194	\$ -
Month 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 725,776

NR - 181+ days

Month 0	\$ 2,577,557	\$ 482,647	\$ 410,696	\$ 338,745	\$ 266,794	\$ 194,843	\$ 122,892	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 1	\$ -	\$ 2,620,083	\$ 490,611	\$ 417,472	\$ 344,334	\$ 271,196	\$ 198,058	\$ 124,926	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 2	\$ -	\$ -	\$ 2,629,320	\$ 492,340	\$ 418,944	\$ 345,548	\$ 272,152	\$ 198,756	\$ 125,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 3	\$ -	\$ -	\$ -	\$ 2,634,861	\$ 493,378	\$ 419,827	\$ 346,276	\$ 272,726	\$ 199,175	\$ 125,624	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ 5,474,792	\$ 1,025,155	\$ 872,329	\$ 719,503	\$ 566,677	\$ 413,852	\$ 261,026	\$ -	\$ -	\$ -	\$ -	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,069,515	\$ 387,517	\$ 329,747	\$ 271,978	\$ 214,209	\$ 156,439	\$ 98,670	\$ -	\$ -	\$ -	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,645,739	\$ 308,165	\$ 262,225	\$ 216,285	\$ 170,345	\$ 124,405	\$ 78,465	\$ -	\$ -	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,067,421	\$ 199,874	\$ 170,078	\$ 140,282	\$ 110,485	\$ 80,689	\$ 50,892	\$ -	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 697,072	\$ 130,527	\$ 111,068	\$ 91,610	\$ 72,152	\$ 52,693	\$ 33,235	\$ -
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 533,950	\$ 99,982	\$ 85,077	\$ 70,172	\$ 55,267	\$ 40,362	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 507,897	\$ 95,104	\$ 80,266	\$ 66,748	\$ 52,571	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 363,247	\$ 68,018	\$ 57,878	\$ 47,738	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 440,635	\$ 82,509	\$ 70,209	\$ -
Month 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 314,539	\$ 58,897	\$ -
Month 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,267

R - 60-180 days

Month 0	\$ 101,555	\$ 20,190	\$ 19,066	\$ 17,943	\$ 16,819	\$ 15,696	\$ 14,572	\$ 13,449	\$ 12,325	\$ 11,202	\$ 10,078	\$ 8,955	\$ 7,831	\$ -	\$ -	\$ -
Month 1	\$ -	\$ 99,999	\$ 19,880	\$ 18,774	\$ 17,668	\$ 16,561	\$ 15,455	\$ 14,349	\$ 13,243	\$ 12,136	\$ 11,030	\$ 9,924	\$ 8,818	\$ 7,711	\$ -	\$ -
Month 2	\$ -	\$ -	\$ 100,406	\$ 19,961	\$ 18,851	\$ 17,740	\$ 16,629	\$ 15,518	\$ 14,407	\$ 13,297	\$ 12,186	\$ 11,075	\$ 9,964	\$ 8,854	\$ 7,743	\$ -
Month 3	\$ -	\$ -	\$ -	\$ 102,757	\$ 20,429	\$ 19,292	\$ 18,155	\$ 17,018	\$ 15,881	\$ 14,745	\$ 13,608	\$ 12,471	\$ 11,334	\$ 10,198	\$ 9,061	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ 424,790	\$ 84,451	\$ 79,751	\$ 75,052	\$ 70,352	\$ 65,653	\$ 60,954	\$ 56,254	\$ 51,555	\$ 46,855	\$ 42,156	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 438,592	\$ 87,195	\$ 82,342	\$ 77,490	\$ 72,638	\$ 67,786	\$ 62,934	\$ 58,082	\$ 53,230	\$ 48,378	\$ -
Month 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 466,293	\$ 92,702	\$ 87,543	\$ 82,385	\$ 77,226	\$ 72,068	\$ 66,909	\$ 61,750	\$ 56,592	\$ -
Month 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 823,652	\$ 163,747	\$ 154,635	\$ 145,523	\$ 136,411	\$ 127,299	\$ 118,187	\$ 109,075	\$ -
Month 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 817,716	\$ 162,566	\$ 153,520	\$ 144,474	\$ 135,428	\$ 126,381	\$ 117,335	\$ -
Month 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 841,042	\$ 167,204	\$ 157,899	\$ 148,595	\$ 139,291	\$ 129,986	\$ -
Month 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 436,328	\$ 86,744	\$ 81,917	\$ 77,090	\$ 72,263	\$ -
Month 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 427,545	\$ 84,998	\$ 80,268	\$ 75,539	\$ -
Month 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 808,118	\$ 160,658	\$ 151,718	\$ -
Month 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 775,330	\$ 154,140	\$ -
Month 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 761,497

Month 0	\$	354	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	-	\$	-
Month 1	\$	-	\$	368	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	-
Month 2	\$	-	\$	-	\$	377	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178
Month 3	\$	-	\$	-	\$	-	\$	379	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179
Month 4	\$	-	\$	-	\$	-	\$	-	\$	380	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179
Month 5	\$	-	\$	-	\$	-	\$	-	\$	384	\$	181	\$	181	\$	181	\$	181	\$	181	\$	181
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	392	\$	185	\$	185	\$	185	\$	185	\$	185
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	404	\$	191	\$	191	\$	191	\$	191	\$	191
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	413	\$	195	\$	195	\$	195	\$	195	\$	195
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	417	\$	197	\$	197	\$	197	\$	197
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	420	\$	198	\$	198	\$	198
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	421	\$	199	\$	199
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	427	\$	202
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	441
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	449

Number of accounts that pay by vintage

NR - 60-180 days

Month 0	748	360	306	253	199	145	92	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	748	360	306	253	199	145	92	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	748	360	306	253	199	145	92	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	748	360	306	253	199	145	92	-	-	-	-	-	-	-	-	-	-	-
Month 4	-	-	-	-	1,532	738	628	518	408	298	188	-	-	-	-	-	-	-	-	-	-
Month 5	-	-	-	-	-	1,585	763	649	536	422	308	194	-	-	-	-	-	-	-	-	-
Month 6	-	-	-	-	-	-	398	192	163	135	106	77	49	-	-	-	-	-	-	-	-
Month 7	-	-	-	-	-	-	-	354	170	145	120	94	69	43	-	-	-	-	-	-	-
Month 8	-	-	-	-	-	-	-	-	328	158	134	111	87	64	40	-	-	-	-	-	-
Month 9	-	-	-	-	-	-	-	-	-	221	106	91	75	59	43	-	-	-	-	-	-
Month 10	-	-	-	-	-	-	-	-	-	-	67	32	27	23	18	-	-	-	-	-	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	49	23	20	16	-	-	-	-	-	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	42	20	17	-	-	-	-	-	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	183	88	-	-	-	-	-	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	359	-	-	-	-	-	-

NR - 181+ days

Month 0	855	412	350	289	228	166	105	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	855	412	350	289	228	166	105	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	855	412	350	289	228	166	105	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	855	412	350	289	228	166	105	-	-	-	-	-	-	-	-	-	-	-
Month 4	-	-	-	-	1,753	844	718	592	467	341	215	-	-	-	-	-	-	-	-	-	-
Month 5	-	-	-	-	-	656	316	269	222	175	127	80	-	-	-	-	-	-	-	-	-
Month 6	-	-	-	-	-	-	515	248	211	174	137	100	63	-	-	-	-	-	-	-	-
Month 7	-	-	-	-	-	-	-	328	158	134	111	87	64	40	-	-	-	-	-	-	-
Month 8	-	-	-	-	-	-	-	-	209	101	86	71	56	41	26	-	-	-	-	-	-
Month 9	-	-	-	-	-	-	-	-	-	159	76	65	54	42	31	-	-	-	-	-	-
Month 10	-	-	-	-	-	-	-	-	-	-	152	73	62	51	41	-	-	-	-	-	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	109	53	45	37	-	-	-	-	-	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	132	64	54	-	-	-	-	-	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	92	44	-	-	-	-	-	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24	-	-	-	-	-	-

R - 60-180 days

Month 0	453	191	180	169	159	148	138	127	116	106	95	84	74	-	-	-	-	-	-	-	-
Month 1	-	453	191	180	169	159	148	138	127	116	106	95	84	74	-	-	-	-	-	-	-
Month 2	-	-	453	191	180	169	159	148	138	127	116	106	95	84	74	-	-	-	-	-	-
Month 3	-	-	-	453	191	180	169	159	148	138	127	116	106	95	84	74	-	-	-	-	-
Month 4	-	-	-	-	1,855	781	738	694	651	607	564	520	477	433	390	-	-	-	-	-	-
Month 5	-	-	-	-	-	1,919	808	763	718	673	628	583	538	493	448	-	-	-	-	-	-
Month 6	-	-	-	-	-	-	1,991	838	792	745	698	652	605	558	512	-	-	-	-	-	-
Month 7	-	-	-	-	-	-	-	3,484	1,467	1,385	1,304	1,222	1,140	1,059	977	-	-	-	-	-	-
Month 8	-	-	-	-	-	-	-	-	3,484	1,467	1,385	1,304	1,222	1,140	1,059	-	-	-	-	-	-
Month 9	-	-	-	-	-	-	-	-	-	3,484	1,467	1,385	1,304	1,222	1,140	-	-	-	-	-	-
Month 10	-	-	-	-	-	-	-	-	-	-	1,742	733	693	652	611	-	-	-	-	-	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	1,742	733	693	652	-	-	-	-	-	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	3,484	1,467	1,385	-	-	-	-	-	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	3,484	1,467	-	-	-	-	-	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,484	-	-	-	-	-	-

R - 181+ days

Month 0	616	259	245	230	216	202	187	173	158	144	129	115	101	-	-	-	-	-	-	-	-
Month 1	-	616	259	245	230	216	202	187	173	158	144	129	115	101	-	-	-	-	-	-	-

Month 2	-	-	616	259	245	230	216	202	187	173	158	144	129	115	101
Month 3	-	-	-	616	259	245	230	216	202	187	173	158	144	129	115
Month 4	-	-	-	-	2,526	1,063	1,004	945	886	827	767	708	649	590	531
Month 5	-	-	-	-	-	2,612	1,100	1,038	977	916	855	794	732	671	610
Month 6	-	-	-	-	-	-	2,710	1,141	1,078	1,014	951	887	824	760	697
Month 7	-	-	-	-	-	-	-	4,743	1,997	1,886	1,775	1,664	1,552	1,441	1,330
Month 8	-	-	-	-	-	-	-	-	4,743	1,997	1,886	1,775	1,664	1,552	1,441
Month 9	-	-	-	-	-	-	-	-	-	4,743	1,997	1,886	1,775	1,664	1,552
Month 10	-	-	-	-	-	-	-	-	-	-	4,743	1,997	1,886	1,775	1,664
Month 11	-	-	-	-	-	-	-	-	-	-	-	2,372	998	943	887
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	2,372	998	943
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	2,372	998
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,372

Workable population (for field eligibility)

Workable population - NR	298,456,308	Oct 2024 data
Workable population - R	456,232,403	Oct 2024 data

Assumptions															
Client data															
Calculations															
Outputs															
	0	0	0	0	1	2	3	4	5	6	7	8	9	10	11
	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Monthly investment	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Cost per customer	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60	\$ 3.60
Total workable population	40,800	55,862	73,081	76,454	57,418	63,417	61,579	56,827	61,444	63,087	45,732	47,210	65,483	83,119	92,507
NR maximum workable population	14,688	14,610	17,655	19,567	17,172	16,480	14,768	14,466	14,516	13,456	11,403	10,343	10,720	13,316	16,027
NR workable population: 60-180 days	6,850	6,907	10,620	11,615	8,837	8,664	6,391	7,507	8,607	7,743	5,221	4,733	4,448	7,502	11,743
NR workable population: 181+ days	7,838	7,703	7,035	7,952	8,335	7,816	8,377	6,959	5,909	5,713	6,182	5,610	6,272	5,814	4,284
R maximum workable population	26,112	41,253	55,426	56,886	40,246	46,937	46,811	42,361	46,928	49,631	34,329	36,867	54,763	69,803	76,480
R workable population: 60-180 days	11,058	28,591	47,880	45,307	14,954	17,004	13,828	15,080	27,613	29,191	10,003	11,739	24,468	43,728	59,103
R workable population: 181+ days	15,054	12,662	7,546	11,579	25,292	29,933	32,984	27,281	19,315	20,439	24,326	25,128	30,295	26,074	17,377
Implied accounts reached / month	-	-	-	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333
NR Accounts	-	-	-	8,531	9,969	8,662	7,994	8,485	7,875	7,110	8,312	7,303	5,457	5,340	5,775
60-180 days	-	-	-	5,064	5,130	4,554	3,460	4,403	4,670	4,091	3,805	3,342	2,264	3,009	4,231
181+ days	-	-	-	3,467	4,839	4,108	4,534	4,082	3,205	3,019	4,506	3,961	3,193	2,332	1,544
R Accounts	-	-	-	24,802	23,364	24,671	25,339	24,848	25,458	26,224	25,022	26,030	27,876	27,993	27,558
60-180 days	-	-	-	19,754	8,681	8,938	7,485	8,846	14,980	15,424	7,291	8,289	12,455	17,537	21,297
181+ days	-	-	-	5,048	14,683	15,733	17,854	16,003	10,478	10,800	17,731	17,742	15,421	10,457	6,262
Accounts that pay / month	-	-	-	8,410	4,349	4,513	4,513	4,513	4,513	4,513	4,513	4,513	4,513	9,026	9,026
NR Accounts	-	-	-	2,152	1,301	1,173	1,082	1,149	1,066	963	1,125	989	739	1,446	1,564
60-180 days	-	-	-	1,278	669	617	468	596	632	554	515	452	307	815	1,146
181+ days	-	-	-	875	631	556	614	553	434	409	610	536	432	631	418
R Accounts	-	-	-	6,258	3,048	3,340	3,431	3,364	3,447	3,550	3,388	3,524	3,774	7,580	7,462
60-180 days	-	-	-	4,984	1,133	1,210	1,013	1,198	2,028	2,088	987	1,122	1,686	4,748	5,766
181+ days	-	-	-	1,274	1,916	2,130	2,417	2,167	1,419	1,462	2,400	2,402	2,088	2,831	1,695
Avg \$ per account															
NR - 60-180 days	6,598	6,744	6,756	6,778	6,802	6,946	7,010	6,766	6,612	6,692	6,924	7,094	7,003	6,842	6,734
NR - 181+ days	10,046	10,212	10,248	10,269	10,409	10,519	10,656	10,860	11,108	11,205	11,114	11,060	11,128	11,373	11,536
R - 60-180 days	1,496	1,473	1,479	1,514	1,526	1,524	1,561	1,576	1,565	1,609	1,670	1,636	1,546	1,483	1,457
R - 181+ days	2,357	2,452	2,512	2,527	2,530	2,558	2,612	2,692	2,750	2,779	2,799	2,805	2,845	2,938	2,993
\$ collected (includes past classes)															
NR - 60-180 days	-	-	-	2,598,247	1,852,414	1,951,533	1,782,291	2,045,820	2,142,750	2,028,272	1,901,441	1,766,252	1,409,187	2,354,356	3,111,540
NR - 181+ days	-	-	-	2,695,042	2,475,823	2,553,590	2,959,307	2,985,465	2,734,390	2,648,532	3,188,264	2,987,516	2,660,223	3,312,300	2,697,031
R - 60-180 days	-	-	-	1,131,771	484,315	540,635	540,955	615,447	843,522	942,018	755,926	798,198	930,867	1,633,291	2,001,838
R - 181+ days	-	-	-	482,714	823,007	1,052,418	1,331,431	1,424,938	1,276,315	1,374,428	1,844,852	1,992,206	2,006,612	2,462,424	2,135,867
Reduction in arrears/month	\$ -	\$ -	\$ -	\$ 6,907,774	\$ 5,635,558	\$ 6,098,175	\$ 6,613,984	\$ 7,071,670	\$ 6,996,977	\$ 6,993,249	\$ 7,690,484	\$ 7,544,172	\$ 7,006,889	\$ 9,762,372	\$ 9,946,276
Call rate per acct reached	-	-	-	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Calls triggered	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cost per call - lower bound	\$ -	\$ -	\$ -	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6
Cost per call - upper bound	\$ -	\$ -	\$ -	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11
Increase in call expense/month - lower bound	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Increase in call expense/month - upper bound	\$ -	\$ -	\$ -	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360	\$ 11,360
Increase in call expense/month - midpoint	\$ -	\$ -	\$ -	\$ 8,680	\$ 8,680	\$ 8,680	\$ 8,680	\$ 8,680	\$ 8,680	\$ 8,680	\$ 8,680	\$ 8,680	\$ 8,680	\$ 8,680	\$ 8,680
Total cost increase - lower bound	\$ -	\$ -	\$ -	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000	\$ 126,000
Total cost increase - upper bound	\$ -	\$ -	\$ -	\$ 131,360	\$ 131,360	\$ 131,360	\$ 131,360	\$ 131,360	\$ 131,360	\$ 131,360	\$ 131,360	\$ 131,360	\$ 131,360	\$ 131,360	\$ 131,360
Quarterly - lower bound						\$ 378,000			\$ 378,000			\$ 378,000			\$ 378,000
Quarterly - upper bound						\$ 394,080			\$ 394,080			\$ 394,080			\$ 394,080
ROI - lower bound (excl. write-offs)				54.82x	44.73x	48.40x	52.49x	56.12x	55.53x	55.50x	61.04x	59.87x	55.61x	77.48x	78.94x
ROI - upper bound (excl. write-offs)				52.59x	42.90x	46.42x	50.35x	53.83x	53.27x	53.24x	58.55x	57.43x	53.34x	74.32x	75.72x

Total payment by vintage

NR - 60-180 days															
Month 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Month 3	\$ -	\$ -	\$ -	\$ -	\$ 2,598,247	\$ 486,522	\$ 410,980	\$ 338,980	\$ 266,979	\$ 194,978	\$ 122,977	\$ -	\$ -	\$ -	\$ -
Month 4	\$ -	\$ -	\$ -	\$ -	\$ 1,365,892	\$ 255,763	\$ 217,635	\$ 179,507	\$ 141,379	\$ 103,251	\$ 65,123	\$ -	\$ -	\$ -	\$ -
Month 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,284,789	\$ 240,577	\$ 204,713	\$ 168,848	\$ 132,984	\$ 97,120	\$ 61,296	\$ -	\$ -

Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	985,099	\$	184,460	\$	156,961	\$	129,463	\$	101,964	\$	74,466	\$	46,967	\$	-	\$	-
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,210,161	\$	226,603	\$	192,822	\$	159,041	\$	125,260	\$	91,479	\$	57,698	\$	-
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,253,981	\$	234,808	\$	199,804	\$	164,800	\$	129,795	\$	94,791	\$	59,787
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,111,967	\$	208,216	\$	177,176	\$	146,136	\$	115,096	\$	84,056
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,070,174	\$	200,390	\$	170,517	\$	140,643	\$	110,770
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	962,905	\$	180,304	\$	153,425	\$	126,546
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	643,989	\$	120,587	\$	102,610
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	1,672,116	\$	313,104	
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	-	\$	2,314,666	

NR - 181+ days

Month 0	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 1	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 2	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 3	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 4	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

R - 60-180 days

Month 0	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 1	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 2	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 3	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 4	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

R - 181+ days

Month 0	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 1	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 2	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 3	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 4	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

Payment per account by vintage

NR - 60-180 days

Month 0	\$	1,979	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770	\$	770
Month 1	\$	-	\$	2,023	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787	\$	787
Month 2	\$	-	\$	-	\$	2,027	\$	788	\$	786	\$	786	\$	786	\$	786	\$	786	\$	786	\$	786	\$	786	\$	786	\$	786	\$	786
Month 3	\$	-	\$	-	\$	-	\$	2,034	\$	791	\$	785	\$	785	\$	785	\$	785	\$	785	\$	785	\$	785	\$	785	\$	785	\$	785
Month 4	\$	-	\$	-	\$	-	\$	-	\$	2,041	\$	794	\$	794	\$	794	\$	794	\$	794	\$	794	\$	794	\$	794	\$	794	\$	794
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,084	\$	810	\$	810	\$	810	\$	810	\$	810	\$	810	\$	810	\$	810	\$	810
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,103	\$	818	\$	818	\$	818	\$	818	\$	818	\$	818	\$	818	\$	818

Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,030	\$	789	\$	789	\$	789	\$	789	\$	789	\$	789	\$	-
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	1,984	\$	771	\$	771	\$	771	\$	771	\$	771	\$	771
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,008	\$	781	\$	781	\$	781	\$	781	\$	781
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,077	\$	808	\$	808	\$	808	\$	808
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,128	\$	828	\$	828	\$	828
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,101	\$	817	\$	817
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,053	\$	798
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,020

NR - 181+ days

Month 0	\$	3,014	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	1,172	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 1	\$	-	\$	3,064	\$	1,191	\$	1,191	\$	1,191	\$	1,191	\$	1,191	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 2	\$	-	\$	-	\$	3,074	\$	1,196	\$	1,196	\$	1,196	\$	1,196	\$	1,196	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Month 3	\$	-	\$	-	\$	-	\$	3,081	\$	1,198	\$	1,198	\$	1,198	\$	1,198	\$	1,198	\$	-	\$	-	\$	-	\$	-	\$	-
Month 4	\$	-	\$	-	\$	-	\$	-	\$	3,123	\$	1,214	\$	1,214	\$	1,214	\$	1,214	\$	1,214	\$	-	\$	-	\$	-	\$	-
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,156	\$	1,227	\$	1,227	\$	1,227	\$	1,227	\$	1,227	\$	-	\$	-	\$	-
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,197	\$	1,243	\$	1,243	\$	1,243	\$	1,243	\$	1,243	\$	-	\$	-
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,258	\$	1,267	\$	1,267	\$	1,267	\$	1,267	\$	1,267	\$	-
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,332	\$	1,296	\$	1,296	\$	1,296	\$	1,296	\$	1,296
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,361	\$	1,307	\$	1,307	\$	1,307	\$	1,307
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,334	\$	1,297	\$	1,297	\$	1,297
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,318	\$	1,290	\$	1,290
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,338	\$	1,298
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,412
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,461

R - 60-180 days

Month 0	\$	224	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	106	\$	-
Month 1	\$	-	\$	221	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	104	\$	-
Month 2	\$	-	\$	-	\$	222	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105	\$	105
Month 3	\$	-	\$	-	\$	-	\$	227	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107	\$	107
Month 4	\$	-	\$	-	\$	-	\$	-	\$	229	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	229	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108	\$	108
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	234	\$	111	\$	111	\$	111	\$	111	\$	111	\$	111	\$	111
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	236	\$	112	\$	112	\$	112	\$	112	\$	112	\$	112
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	235	\$	111	\$	111	\$	111	\$	111	\$	111
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	241	\$	114	\$	114	\$	114	\$	114	\$	114
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	250	\$	118	\$	118	\$	118	\$	118
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	245	\$	116	\$	116	\$	116
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	232	\$	110	\$	110
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	223	\$	105
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	219

R - 181+ days

Month 0	\$	354	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	167	\$	-
Month 1	\$	-	\$	368	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	174	\$	-
Month 2	\$	-	\$	-	\$	377	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178	\$	178
Month 3	\$	-	\$	-	\$	-	\$	379	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179
Month 4	\$	-	\$	-	\$	-	\$	-	\$	380	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179	\$	179
Month 5	\$	-	\$	-	\$	-	\$	-	\$	-	\$	384	\$	181	\$	181	\$	181	\$	181	\$	181	\$	181	\$	181	\$	181
Month 6	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	392	\$	185	\$	185	\$	185	\$	185	\$	185	\$	185	\$	185
Month 7	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	404	\$	191	\$	191	\$	191	\$	191	\$	191	\$	191
Month 8	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	413	\$	195	\$	195	\$	195	\$	195	\$	195
Month 9	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	417	\$	197	\$	197	\$	197	\$	197
Month 10	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	420	\$	198	\$	198	\$	198
Month 11	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	421	\$	199	\$	199
Month 12	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	427	\$	202
Month 13	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	441
Month 14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	449

Number of accounts that pay by vintage

NR - 60-180 days

Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	-	1,278	615	523	432	340	248	157	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 4	-	-	-	-	-	669	322	274	226	178	130	82	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 5	-	-	-	-	-	-	617	297	253	208	164	120	76	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 6	-	-	-	-	-	-	-	-	468	226	192	158	125	91	57	-	-	-	-	-	-	-	-	-	-	-	-
Month 7	-	-	-	-	-	-	-	-	-	596	287	244	201	159	116	73	-	-	-	-	-	-	-	-	-	-	-
Month 8	-	-	-	-	-	-	-	-	-	-	632	304	259	214	168	123	78	-	-	-	-	-	-	-	-	-	-

Month 9	-	-	-	-	-	-	-	-	-	-	554	267	227	187	147	108
Month 10	-	-	-	-	-	-	-	-	-	-	-	515	248	211	174	137
Month 11	-	-	-	-	-	-	-	-	-	-	-	-	452	218	185	153
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	-	307	148	126
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	815	392
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,146

NR - 181+ days

Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	875	421	358	296	233	170	107	-	-	-	-	-	-
Month 4	-	-	-	-	631	304	259	213	168	123	77	-	-	-	-	-
Month 5	-	-	-	-	-	556	268	228	188	148	108	68	-	-	-	-
Month 6	-	-	-	-	-	-	614	296	252	207	163	119	75	-	-	-
Month 7	-	-	-	-	-	-	-	553	266	226	187	147	107	68	-	-
Month 8	-	-	-	-	-	-	-	-	434	209	178	147	116	84	53	-
Month 9	-	-	-	-	-	-	-	-	-	409	197	167	138	109	79	-
Month 10	-	-	-	-	-	-	-	-	-	-	610	294	250	206	162	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	536	258	220	181	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	432	208	177	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	631	304	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	418

R - 60-180 days

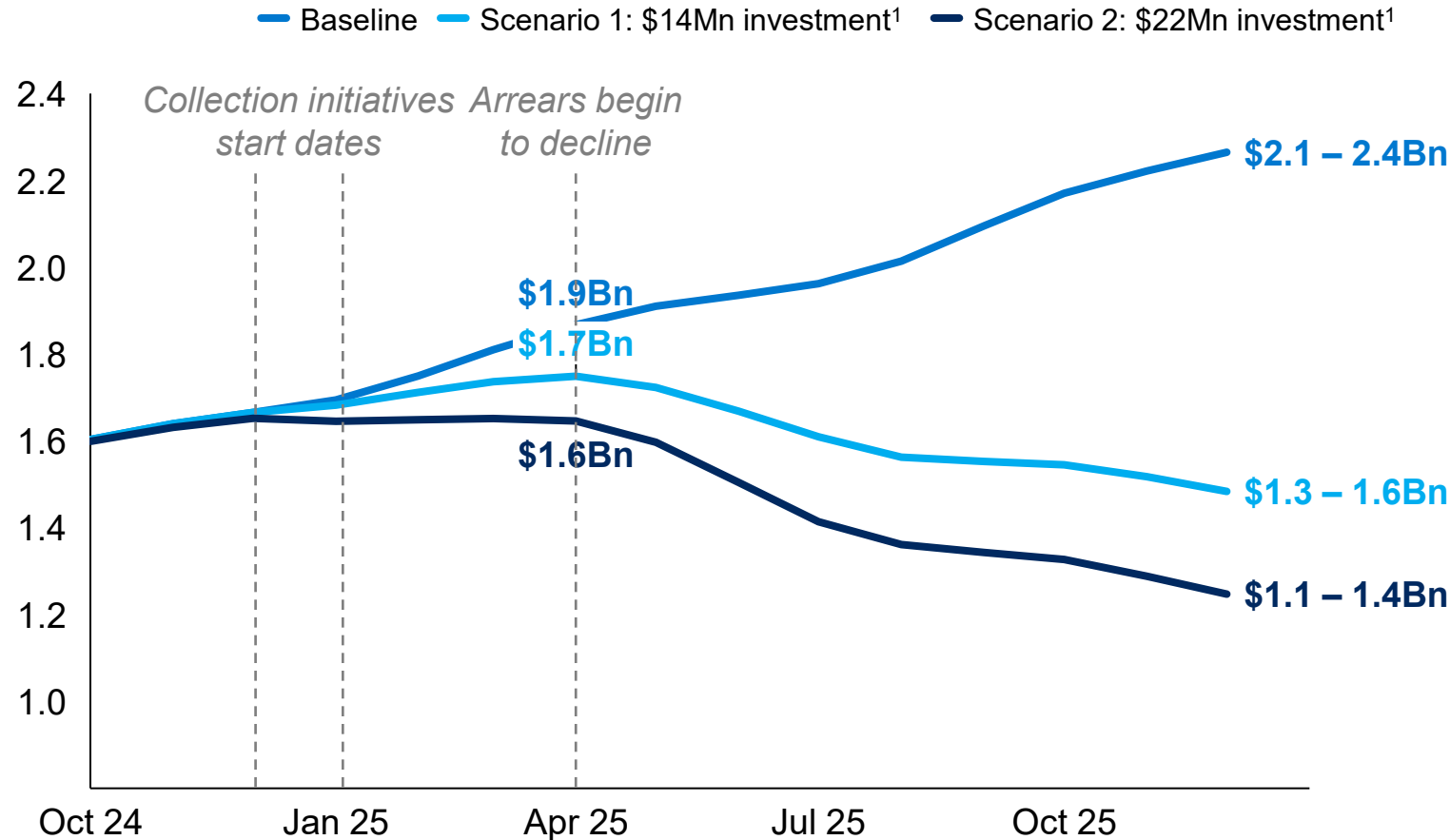
Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	4,984	2,098	1,982	1,865	1,748	1,631	1,514	1,398	1,281	1,164	1,047	931	-
Month 4	-	-	-	-	1,133	477	450	424	397	371	344	318	291	265	238	-
Month 5	-	-	-	-	-	1,210	509	481	453	424	396	368	339	311	283	-
Month 6	-	-	-	-	-	-	1,013	427	403	379	355	332	308	284	260	-
Month 7	-	-	-	-	-	-	-	1,198	504	476	448	420	392	364	336	-
Month 8	-	-	-	-	-	-	-	-	2,028	854	806	759	711	664	616	-
Month 9	-	-	-	-	-	-	-	-	-	2,088	879	830	781	732	683	-
Month 10	-	-	-	-	-	-	-	-	-	-	987	416	392	369	346	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	1,122	472	446	420	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	1,686	710	670	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	4,748	1,999	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,766

R - 181+ days

Month 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Month 3	-	-	-	1,274	536	506	477	447	417	387	357	327	298	268	238	-
Month 4	-	-	-	-	1,916	806	762	717	672	627	582	537	492	447	403	-
Month 5	-	-	-	-	-	2,130	897	847	797	747	697	647	597	547	498	-
Month 6	-	-	-	-	-	-	2,417	1,018	961	904	848	791	734	678	621	-
Month 7	-	-	-	-	-	-	-	2,167	912	861	811	760	709	658	608	-
Month 8	-	-	-	-	-	-	-	-	1,419	597	564	531	498	464	431	-
Month 9	-	-	-	-	-	-	-	-	-	1,462	616	581	547	513	479	-
Month 10	-	-	-	-	-	-	-	-	-	-	2,400	1,011	954	898	842	-
Month 11	-	-	-	-	-	-	-	-	-	-	-	2,402	1,011	955	899	-
Month 12	-	-	-	-	-	-	-	-	-	-	-	-	2,088	879	830	-
Month 13	-	-	-	-	-	-	-	-	-	-	-	-	-	2,831	1,192	-
Month 14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,695

Collections initiatives will enable a progressive reduction of the arrears book

Evolution of arrears by scenario, \$Bn



1. Excluding incremental spend derived from increased inbound call volume

Source: Baseline arrears forecast, linear regression based on data through August 2024

Key takeaways

- **Without incremental investments and improvement initiatives**, arrears could grow to up to **~\$2.3B** by the end of 2025
- **Deploying incremental resources and initiatives** to improve effectiveness can decrease overall arrears to:
 - **~\$1.45B** by the end of 2025 assuming ~\$14Mn investment
 - **~\$1.25B** by the end of 2025 assuming ~\$22Mn investment
- **Depending on the investment level, arrears are expected to uptick (~\$1.7Bn) or flatten (~\$1.6Bn) in Q1 2025**, and begin to decrease in Q2 2025 across scenarios

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-19
Date of Response: April 03, 2025
Responding Witness: Customer Operations Panel

Question No. :468

Subject: PSC Complaints and Rate Consultant Inquiry Handling

1. On page 46 of the Customer Operations Panel testimony, the Company states that rate consultant complaints are typically more complex and require more time to resolve. Provide the data on the number of rate consultant complaints received, the average length of time to resolve a rate consultant complaint, and the type of inquiries for rate consultant complaints.
 - a. List each type of inquiry and how many cases of each type the Company has had in the past 2 years.
2. On page 46 of the Customer Operations Panel testimony, the Company states that CSRs calculate and perform bill adjustments. Provide the average number of monthly billing adjustments for each year 2018 – 2024.
3. On page 47 of the Customer Operations Panel testimony, the Company states that their QRS cases increased from 4,604 in 2023 to 5,717 in 2024 and of those cases the SRS ratio increased from 686 to 876. How do these numbers compare to pre-pandemic years?
 - a. Are these figures for complaints filed by rate consultants?
 - i. If not, provide the number of QRS and SRS complaints for the past two years.
 - b. Provide a breakdown of how many active QRS and SRS complaints the Company has as of March 2025.
 - i. How many of these cases are rate consultant complaints?
4. On page 47 of the Customer Operations Panel testimony, the Company states that higher bills have led to increased rate consultant inquiries. Has the Company done root cause analysis for inquiries related to billing disputes?
 - a. If so, provide this analysis.
5. On page 48 of the Customer Operations Panel testimony, the Company states that it received 6,000 requests and initial inquiries from rate consultants in 2024. How many rate consultant inquiries did the Company receive in the two years before 2024?
 - a. Are these 6,000 inquiries unique requests or are they total customer submissions?
 - i. How many accounts are affected by rate consultant inquiries?

6. On page 48 of the Customer Operations Panel testimony, the Company states that as the complexity of consultant inquiries grow, so does the time and effort required to resolve them. What is the average time that it takes to resolve a consultant complaint?
7. On page 50 of the Customer Operations Panel testimony, the Company states that it is implementing process efficiencies and expanding training. What process efficiencies does the Company plan to implement?
- What are the associated costs?
 - Provide evidence that the Company has that the planned process efficiencies will have the desired outcome.
8. On page 48 of the Customer Operations Panel testimony, the Company states its current staffing levels dedicated to rate consultant work. Currently, the Company has 4 SCSRs dedicated to rate consultant work and received 6,000 cases in the past year, of which at least a portion are rate consultant inquiries; this is a ratio of 1 to 1500 cases, within the desired ratio that the Company stated in its testimony. What is the desired ratio of SCSRs to case load in rate consultant cases?
- How did the company determine this figure?
 - Provide the analysis the Company did to determine the differences in desired ratios for SCSRs to case load.
9. On page 49 of the Customer Operations Panel testimony, the Company states that it recently temporarily augmented the current FTEs working on complaints. How many FTEs did the Company hire temporarily?
- Why are these FTEs temporary?
 - What impact have the additional FTEs had in terms of case reduction and case resolution time? Provide per-FTE data.
10. On page 50 of the Customer Operations Panel testimony, the Company states that it projects to hire the proposed additional FTEs by the end of 2026 Q1. How long does it take to train an SCSR in the PSC complaint process?

Response

- The Company does not track the average amount of time to resolve rate consultant complaints. Please see Attachment 1 – Rate Consultant Inquiries for the number and type of rate consultant complaints received in 2023 and 2024 in response to Questions 1 and 1(a).
- The Company does not track billing adjustments specific to rate consultant or customer complaints.
- The Company objects to providing information that is more than five years prior to the filing date as outside the scope of and irrelevant to the filing. Notwithstanding this

objection, the Company responds that the Office of Consumer Services (OCS) publishes a monthly report on Consumer Complaint Activity in Matter Number 19-00950 that contains the number of QRS and SRS cases filed per month. Please also see below for the total of QRS and SRS cases from pre-pandemic years:

	QRS	SRS
2017	4,328	633
2018	5,058	768
2019	4,593	730

- a. No.
 - i. In 2023, there were 330 QRS and 290 SRS cases submitted by rate consultants, and in 2024 there were 199 QRS and 188 SRS cases submitted by rate consultants.
- b. Please see table below for a breakdown of QRS and SRS complaints as of March and how many of these cases are rate consultant complaints for subpart (i).

	Total	Rate Consultant
SRS	870	591
QRS	562	2

4. No.
 - a. N/A.
5. The Company did not track rate consultant inquiries prior to 2023. Please see Attachment 1 – Rate Consultant Inquiries for the number of rate consultant inquiries received in 2023 and 2024.
 - a. Please refer to the Company’s response to DPS 13-384, Question 5.
 - i. Please see Attachment 1 – Rate Consultant Inquiries for the number of accounts affected by rate consultant inquiries.
6. Please refer to the Company’s response to DPS-13-384, Question 2.
7. Please refer to the Company’s response to DPS-13-384, Question 7.
 - a. There are no associated costs with process efficiencies that have already been implemented, as the Company used existing labor for these improvements. However, the associated costs to sustain these process improvements is the additional staffing the Company requests in Exhibit_(CO-07)_PSC Complaints and Rate Consultant.
 - b. Please see the Company’s response to DPS-13-384, Question 7(b).
8. The Company objects to this request on the grounds that it misstates the Company’s testimony. The Company did not state a desired ratio for cases per SCSR, much less that 1,500 cases per SCSR was within any such desired ratio. The Company had stated that for purposes of staffing its Corporate Customer Group, its desired ratio was 1,000-1,500 *accounts* per SCSR, but accounts are not the same as active PSC cases.

Notwithstanding this objection, the Company response as follows: The Company uses the terms “inquiry” and “case” interchangeably when referring to rate consultant-related work. The Company determined the required staffing levels for rate consultant SCSRs based on an analysis of monthly workload generation compared against work completed by existing staff (see Attachment 1 – Rate Consultant FTE Analysis in response to DPS-19-518).

- a. Please see the Company’s response to DPS-19-518, Question 1, for how the FTEs required were determined.
 - b. Currently, the Company estimates that each SCSR completes an average of 35 cases, or inquiries, per month as shown in Attachment 1 – Rate Consultant FTE Analysis provided in DPS-19-518.
9. The FTEs were not new hires but rather were sourced temporarily via an internal canvass from existing Contact Center staffing.
 - a. These FTEs were leveraged on a temporary basis to address existing backlogs as well as new work generated while the Company determined whether to make them permanent. The outcome of this analysis is provided in the Company’s response to DPS-19-518 Attachment 2– PSC Complaint FTE Analysis.
 - b. The Company does not track per-FTE data. However, the impact of additional FTEs is measured by QRS response time and SRS escalations. OCS calculates QRS response time and SRS escalation, publishing these metrics monthly under Matter Number 19-00950. The Company compiled the monthly response times and SRS escalation rates from the OCS in Attachment 2 – QRS Response Time. In July 2024, QRS average response times reached 47 days, with an escalation to SRS of 18.1% Additional FTEs were augmented in September 2024. Since then, QRS response time and SRS escalations have decreased. As of January 2025, the Company has reduced the average response time to 24.5 days, with a 7.7% SRS escalation rate.
10. SCSRs are canvassed internally from CSRs in the Contact Center. Training existing CSRs to perform Rate Consultant and PSC Complaint work takes six weeks.

		2024		2023	
	Inquiry Type	# of Inquiries	# of Accounts Impacted	# of Inquiries	# of Accounts Impacted
Billing Inquiries					
	Actual Interval Data	82	82	50	50
	Back Billing Issues	70	70	40	40
	Rate/Service Classification Issues	62	62	320	320
	Overbilled Demand/Consumption Billing Issues	162	162	126	126
	Bulk Billing Issues	25	25	10	10
	Double Supply Charges/ESCO Issues	9	9	4	4
	Estimated Billing Issues	348	348	539	539
	Billing Review/Incorrect Bill Factor Issues	56	56	41	41
	Meter-Related Issues	15	15	7	7
	Steam Issues	46	46	24	24
	Tax or Interest-Related Issues	99	99	84	84
	Rebuttals-Appeals	55	55	61	61
Total Billing Inquiries		1029	1029	1306	1306
Non-Billing Related Inquiries					
	Statement Requests	100	600	94	375
	Tax Remission Certificate (TRC) Requests	4724	197	3328	138
	Payment Agreements/Credit Related Requests	35	225	28	195
	Tax Exemption Inquiries	48	105	65	135
	Time of Use Conversions	72	500	90	780
Total Non-Billing Inquiries		4979	1627	3605	1623
Grand Total:		6008	2656	4911	2929

INTERNAL

	PSC QRS Complaints	PSC SRS Complaints	% QRS Escalated to SRS	QRS Response Time (days)
25-Jan	585	45	7.70%	24.5
24-Dec	469	42	9.00%	25.3
24-Nov	391	42	10.70%	25.8
24-Oct	485	66	13.60%	33.8
24-Sep	577	101	17.50%	31.1
24-Aug	711	112	15.80%	36.2
24-Jul	546	99	18.10%	47
24-Jun	408	74	18.10%	45.6
24-May	546	78	14.30%	29.3
24-Apr	505	66	13.10%	21.2
24-Mar	362	70	19.30%	32.1
24-Feb	387	57	14.70%	30.2
24-Jan	329	69	21.00%	29.6

INTERNAL

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-19
Date of Response: March 28, 2025
Responding Witness: Customer Operations / IT

Question No. :506

Subject: Customer Data and Analytics

In all interrogatories, all requests for work papers or supporting calculations shall be construed as requesting any Word, Excel, or other computer spreadsheet models in original electronic format with all formulae intact and unlocked.

Referring to the Customer Data and Analytics discussed in Direct Testimony of the Information Technology Panel, and Exhibit_(IT-5).

1. Is the project implementation on schedule? If not, explain any variance in scheduling, including a description of the root cause of the variance, and how any scheduling issues have been addressed.
2. Is the implementation on budget? If not, provide the variance to date, along with an explanation of the root causes any material variances (e.g., over or under 10 percent of budget).
3. Is this project/initiative using a commercial-off-the-shelf solution or is it a custom build? If it is a custom build, explain why the Company has chosen to pursue a custom build instead of using a commercial-off-the-shelf system.
4. Provide the Company's analysis of obsolescence risk associated with the project/initiative.
5. Provide the breakdown of capital and O&M costs of each component listed in in Exhibit_(IT-5). For example, on page 54 to 55 of Exhibit_(IT-5), the Company lists eight components within the Contact Center Cloud project but does not provide the costs for each component.
6. Provide a three-year breakdown (RY1, RY, RY3) of cost savings/cost avoidance generated by the project and expected non-financial benefits such as customer satisfaction.
 - a. If applicable, describe the methodologies used to arrive at these cost savings or avoidance.
 - b. Explain how the Company intends to repurpose/reinvest the funds resulting from any savings and whether these savings could be used to help finance the project.

- c. For non-financial benefits, describe how the Company directly correlates those benefits to the project implementation.

Response

1. This project is presented in IT-9, not IT-5 as referred to in the question.

The Customer Data and Analytics program is on schedule for 2025.

The progress of this program is documented each quarter in reports on the Strategic Customer Experience program filed in Cases 21-G-0073, 21-E-0074, 22-E-0064, and 22-G-0065, the most recent of which the Company filed on February 28, 2025.

2. Yes, Customer Data and Analytics is currently on budget in accordance with the internal budget set by the Company.
3. This project is custom-built using the Enterprise Data and Analytics Platform (EDAP), which leverages off-the-shelf Azure Cloud and Databricks technologies. This approach allows for the building of governed, reusable components that can be shared across other analytics purposes instead of being reliant on vendor roadmap
4. Software programs, hardware, and cloud solutions are constantly being upgraded and improved, and by their very nature and the associated business model will become obsolete in some time period. As each new version of a product changes the product and at some point, it becomes obsolete. The Company's task is to keep up with the obsolescence process because once obsolescent, the risk associated with the product increases.

The Company's approach to assessing obsolescence risk aligns with best practices in data strategy to develop modular, reusable components on top of its existing data lake (EDAP). This mitigates obsolescence risk by constructing products that are easily updated and expanded and limit the reliance on proprietary vendor technology. The program also delivers in an agile and iterative manner that sets a three-year vision for analytics focus areas but refines delivery priorities on a yearly and quarterly basis to ensure that the use cases being delivered are applicable to business or customer needs at that time.

5. As Customer Data and Analytics leverages a customer-centric, agile project management approach, project scopes are continually adapting based on customer feedback, analytics, and regulatory priorities. As such, and to maximize flexibility and efficiency, the program breaks down its costs by element of expense – including labor, contract services, and overhead – rather than by project component.

For more information regarding Customer Data and Analytics' breakdown of costs please refer to Exhibit___(IT-9), page 32.

6. The Customer Data and Analytics program provides non-financial benefits that are integral to Company business processes to enable employees to prioritize work or spend more time on more complicated projects or tasks. As part of the analytics delivery process, the delivery team works with its stakeholders to define the goals and business impact of a given use case. Depending on the size and expected impact of the use case, specific reports are built to measure its outcomes.
 - a. N/A
 - b. Any cost savings expected from the project have been built into the Company's revenue requirement for the current rate case. Any cost avoidance generated by the project will reduce the revenue requirement in future rate cases.
 - c. As part of analytics use case delivery, the program identifies targeted non-financial benefits from the use cases that are developed. These benefits are identified in conjunction with the business stakeholders requesting the work and are usually within themes of customer experience, employee experience, or net new capabilities for decision making or performance management. The program looks to enable the realization of these benefits through its change management, training, and usage metrics efforts that occur after the analytics product is developed.

The program publishes non-exhaustive non-financial benefits delivered from its use cases in Section 1.1.4 of the Company's quarterly Strategic Customer Experience reports filed in Cases 21-G-0073, 21-E-0074, 22-E-0064, and 22-G-0065.

For rate years 2026 to 2028, the program expects non-financial benefits to continue in the areas of customer experience, employee experience, decision making and performance insights, and fraud mitigation. The program delivers in an agile manner with quarterly resource prioritization to ensure that analytics use cases are delivered to match current business and customer needs. This approach improves adoption and relevance of the products that the team builds.

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-19
Date of Response: March 27, 2025
Responding Witness: Customer Operations Panel

Question No. :507

Subject: Meter and Billing Resources

1. On page 35 of the Customer Operations Panel testimony, the Company states it determined its staffing request based on historical billing and meter backlogs. Provide the calculations used to estimate the FTE request including supporting documentation with inputs in its original format.
2. Has a cost benefit analysis for this FTE request been performed? If yes, provide the analysis. If not, explain why such an analysis has not been performed.
3. Proof of an actual hiring day and provide all related HR documents.
4. Explain whether the FTEs are hired from outside the Company or recruited from within. If the position was filled by hiring from within the Company, explain whether the vacated position was filled, or if it is expected to be filled?
5. Were there any resulting cost offsets in the HTY in terms of reduced overtime or the elimination of the use of outside consultants associated with the hiring of the new employee during the Company's proposed three-year rate plan. Quantify the cost offset(s) for the HTY and provide all documentation and workpapers supporting the Company's response.
6. Explain why the hiring date of Q1 2026 was elected. Were alternatives considered? If so, indicate what the alternative hiring dates were and why they were rejected.

Response

1. Please refer to the Company's response to Question 5 of DPS-16-410.

Additionally, the Company requests six management FTEs to establish an Employee Enrichment and Training team. This team will develop an improved back-office focused, classroom-style training program for accounting CSRs, CSRs transitioning into the SCSR

role, and existing SCSRs. FTEs will provide training when new hires are onboarded and continuous refresher training on a regular, ongoing schedule. The team will complement existing front-end customer service training for call center CSRs as well. The responsibilities of the FTEs include:

- One Project Manager to lead the effort and oversee the team
 - Two Project Specialists to coordinate training, evaluate training needs, develop new training content and update existing content based on internal process changes and/or compliance requirements
 - Two Specialists and one Sr. Specialist to facilitate the training to all new and existing CSRs and SCSRs
2. The Company has not performed a cost-benefit analysis for the FTE request.
 3. The Company has not yet hired the requested FTEs.
 4. The Company hires Accounting CSRs internally from a canvass of CSRs in the Contact Center. SCSRs are hired internally from a canvass of existing CSRs. SCFRs are hired internally from a canvass of CFRs in Credit and Field Operations. Management FTEs can be hired from within or outside the Company. The vacated positions are expected to be filled.
 5. The Company interprets HTY to mean historical test year. There was no cost offset in the HTY.
 6. All union positions will be filled internally through a canvass of existing CSRs and CFRs, as described in response to Question 4 above, necessitating the backfilling of existing vacancies. As a result, the Company chose to begin hiring in Q1 2026, with staggered hiring continuing in Q2 and Q3, to mitigate the impact to Customer Assistance and Credit and Field Operations of losing these resources, rather than have them lose them all at once through an unstaggered hiring scenario.

Table 1: Monthly Work Units vs FTE Analysis

Work Generated	Work Completed	Variance	Current FTE	Work Completed per FTE	Additional FTEs Needed
19,295	10,645	8,650	55	194	45

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-21
Date of Response: April 01, 2025
Responding Witness: Customer Operations Panel

Question No. :542

Subject: Customer Care and Billing Support

Regarding the Customer Care and Billing Support request in the Company's Exhibit

(IT-5), pages 66 - 74:

1. On page 66, the Company states the new Customer Care and Billing (CC&B) system has enhanced its ability to manage requests across the customer lifecycle. Explain in detail how the new CC&B has provided the above enhancements compared to managing such requests using the previous customer service system.
2. On page 67, the Company provides the following three areas for the O&M funding request: Hardware and Software; Edge System Support, Implementation, and Upgrades; and CC&B Application Support. Provide the following:
 - a. A detailed breakdown of the costs associated with each funding area.
 - b. A detailed description for each funding area including why the work in the area is not completed or addressed by the existing support team, particularly Edge System Support and CC&B Application Support areas.
 - c. Explanation if each area is new or existing. If existing, provide the funding about for calendar year since implementation. If new, a detailed description of how the funding amount was developed including supporting documentation.
3. On page 67, the Company states the current CC&B support team of 150 contractor staff, 35 business FTEs and 16 IT resources is in place and is a scaled-down team from the implementation team. For each group, provide the number for staff/FTEs retained during the implementation phase including a detailed description of their duties with any analysis or workpapers completed to determined levels for the scaled-down team.

Response

1. With the implementation of Oracle's Customer Care and Billing (CC&B) platform, the Company has enhanced its ability to manage requests and improvements across the customer lifecycle. Some examples of CC&B post-go-live enhancements across the customer lifecycle include:
 - **Improving the Customer Experience** – The Company made performance improvements and enhancements to integrations with Interactive Voice Response (IVR) for the Contact Center and with Digital Customer Experience (DCX) and its myAccount platform to better serve customers across a range of transactions, complex account questions, and payment scenarios. This enables more opportunities for customers to interact with the Company at their own pace and convenience through self-service.
 - **Implementation of New Rates** – CC&B modernized the implementation of new rates through more flexible configuration-based solutions, which allow for automation of complex billing that prior had to be billed manually. The CC&B team implemented enhancements to improve special billing programs including Value of Distributed Energy Resources (VDER) and Net Metering that enabled those programs to grow in a sustainable, automated fashion.
 - **Expansion of Payment Options** – CC&B added real-time payment integration and processing for a better customer experience, real-time feedback, and reduced need for customer follow-up surrounding payments.
 - **Real-Time Natural Gas Detector Alerts** – CC&B syncs real-time alerts from Natural Gas Detectors (methane sensors) installed on customer premises, improving customer service representatives' visibility into these alerts and empowering them to support customers more quickly when they receive calls.
 - **Supporting Vulnerable Customers** – The Company has automated reporting on Energy Affordability Program (EAP) eligibility. CC&B also helps support streamlined social service agency processing of low-income programs.
 - **Enhancing Field Services** – The Company implemented enhancements and new integrations to enable updates and operational efficiency with the Company's credit and collection systems so that field representatives and collectors can update customer accounts in real time, reducing the need for customers to interact with the Company through multiple touchpoints to address collection issues.
 - **Leveraging Data to Personalize the Customer Experience** – CC&B's enhanced data storage and reporting capabilities will improve the Company's ability to personalize the customer experience, such as through tailored or dynamic rate offerings based on usage patterns or program offerings based on customer characteristics.

2.

- a. The O&M funding for Hardware and Software can be found in Exhibit__(IT-5)_CC&B Support O&M Request Details on pages 73-74. The Company does not have discrete budgets or track time specifically spent on activities for Edge System Support, Implementation, and Upgrades or CC&B Application Support. Due to the dynamic nature of business needs and emergent requirements, planning around this support work is done iteratively on a rolling basis with quarterly releases to production. As such, to maximize flexibility and cost effectiveness, these activities are managed within the budgets for Business and IT labor, as well as Contract Services budgets.
- b. The Company is not requesting additional headcount and expects to perform the work for each funding area with the current support team. The O&M activities for each funding area represent ongoing and reoccurring costs.

To elaborate on the activity descriptions provided in Exhibit__(IT-5), p. 67:

- **Edge System Support Implementation, and Upgrades** activities encompass the development, testing, and other work required from CC&B support staff to assist any of the more than 120 integrated systems to perform system changes due to various drivers, including remediation, replacement, and enhancement.
- **CC&B Application Support** activities support the CC&B application to perform routine tasks like rate updates, releases and environment maintenance, performance, and batch monitoring, as well as investigation and corrective action for user-reported issues. Any issues or delays in completing these tasks would have negative impacts on business operations.

- c. Each area in the funding request is existing. In 2024, the Company's Business and IT CC&B support teams had an O&M spend of \$28 million.
3. Staffing levels varied throughout CC&B implementation based on the phase of the project and the work required to complete each phase. The project's peak staffing period occurred in 2022. The breakdown of peak and current staffing is shown in the table below.

	2022 Staffing	Current Staffing*	Reduction
Contractor (System Integrator)	433	150	283
Business	67	35	32
IT	72	16	56

**As of March 24, 2025*

These staffing levels and the specific tasks conducted across IT and Business teams are detailed in the Customer Service System Staffing and Training Report, the most recent version of which the Company filed on December 16, 2024, in Cases 22-E-0064 and 22-G-0065. As noted within this report, now that the CC&B implementation project has concluded, the staffing needed to support and maintain the system is more consistent and is based on current business needs. As such, the Company does not have any staffing-specific workpapers.

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-21
Date of Response: March 31, 2025
Responding Witness: Customer Operations Panel

Question No. :547

Subject: New York Power Authority Account Management

1. On pages 39 through 40 of the Customer Operations Panel testimony, the Company states that the Company receives complex inquiries from New York Power Authority (NYPA) customers. By year, how many customer care inquiries from NYPA customers has the Company received in the past two calendar years (2023 through 2024)?
2. On page 40 of the Customer Operations Panel testimony, the Company states that a Corporate Customer Group (CCG) billing representative can resolve most NYPA inquiries, but there are instances where the CCG is not able to resolve these inquiries without involvement from other internal and external departments. How many instances were there in the past two calendar years (2023 through 2024) where the billing representative was unable to resolve an inquiry and had to ask for outside assistance?
3. On page 41 of the Customer Operations Panel testimony, the Company proposes a dedicated NYPA group. How many NYPA customer care inquiries does the Company receive per month?
 - a. This is an ongoing request. Include in the initial response the monthly data from the past two calendar years (2023 through 2024) and report each month moving forward in this proceeding.
4. On page 42 of the Customer Operations Panel testimony, the Company claims that having one team will improve billing processes, support timely inquiry resolution, and deliver an improved customer experience to NYPA customers. On average, how long does a NYPA inquiry take to resolve?
 - a. How does the Company measure customer satisfaction for NYPA customers?
5. On page 41 of the Customer Operations Panel testimony, the Company states that the new NYPA group will allow billing representatives to hone their expertise. Explain whether the expertise necessary for NYPA customers is transferrable to other classes of customers? If so, describe how.
6. On page 43 of the Customer Operations Panel testimony, the Company

discusses the desired CCG to Senior Customer Service Representative (SCSR) ratio for NYPA accounts. What is the current CCG to SCSR ratio for NYPA accounts?

- a. How did the Company determine the desired ratio for NYPA accounts?

Response

1. The Company does not currently track the number of customer care inquiries it receives from NYPA or its customers. NYPA and its customers can contact the Company through multiple channels, including emails to a senior customer service representative (SCSR) or supervisor within the Corporate Customer Group (CCG) or to personnel outside of CCG. When NYPA contacts Company personnel outside of CCG, these inquiries are escalated to CCG if the first point of contact cannot resolve them. Furthermore, the Company can receive inquiries through regular meetings with multiple stakeholders. As such, it is difficult to quantify how many customer care inquiries the Company receives from NYPA and its customers. For an estimate of the amount of work performed by SCSRs related to NYPA accounts, please see the Company's response to DPS-19-517, Question 1.
2. The Company does not track the number of instances in which CCG billing representatives cannot resolve a customer care inquiry from NYPA or its customers and require outside assistance. This typically happens for inquiries that are related to billing anomalies, such as estimated bills, meter issues, or system issues. In these instances, the billing representative would typically reach out for assistance to other departments, including CORE, the Meter Action Group, or the AMI Operations Center. Such assistance would also be required in instances where the Company needs to coordinate with NYPA customers to facilitate access to the meter to correct estimated bills or fix meter communication issues.
3. Please see the Company's response to Question 1, above.
4. The Company does not track the length of time it takes to resolve an inquiry. Resolution for more routine inquiries can take less than a day, and more complex inquiries that require resources outside of the billing team can take longer.
 - a. The Company evaluates its relationship with NYPA through a resolution process that includes email communications and feedback received during regular meetings and telephone calls with NYPA and its customers. The Company also uses a dedicated dashboard to measure and manage the billing performance of NYPA accounts, which provides visibility into billing trends, allowing the Company to identify and address anomalies.
5. Some but not all of the expertise necessary for NYPA customers is transferrable to other classes of customers. The new NYPA group would undergo upskilling to enable one-stop

service for NYPA accounts, including end-to-end processing of metering and billing issues and new and upgrade service-related inquiries. This approach would set a benchmark for managing other customer classes that use similar processes. But that upskilling would also involve acquiring skills germane to NYPA's unique billing arrangements. While the overall monthly billing process specific to NYPA may not be directly transferrable, the logic and skills required to address their billing inquiries would be transferrable to other customer situations.

6. There is not currently a dedicated team of SCSRs for NYPA accounts. Instead, those accounts are spread among the SCSRs in the Corporate Customer Group.
 - a. Please see the Company's response to DPS-16-410, Question 5(a).

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-22
Date of Response: March 31, 2025
Responding Witness: Customer Operations / IT

Question No. :DPS-550

Subject: Customer Care and Billing Enhancements and Upgrades

Regarding the Customer Care and Billing (CC&B) Enhancements and Upgrades request in the Company's Exhibit____(IT-5), pages 75 to 92:

1. On page 76, the Company states that it plans to migrate its system away from its current middleware platform, BizTalk. Also, that the migration will require every integration for its new CC&B to be reengineered, rebuilt and retested in the new integration technology. Provide the following:
 - a. The date the integration work completed in 1.a. will be fully depreciated.
 - b. Explain how the capital costs described in IT-5 for BizTalk Middleware transitions are different from capital costs in IT-9 p. 89-96, Integration Technical Obsolescence.
2. Describe if the integration rebuild work is a one-time exercise for the new middleware technology or if this will be ongoing work. If ongoing work, provide a detailed description of why the integration rebuild is needed and the expected timeframe for completed work.
3. On page 76, the Company states that it will undertake a pre-planning project to determine pathway to upgrade CC&B. Also, that this follows industry standard upgrade schedules. Provide documentation supporting the claim regarding industry standard upgrade schedules with citation.
4. On page 78, the Company states that almost 400 changes to CC&B occurred since implementation in October 2023 and an additional 250 are on the roadmap for 2025. Provide a table of the 400 changes with a description of each change and the reference roadmap for 2025. Indicate if the change was a result of operational continuance, strategic, or a regulatory or new law requirement.
5. Provide when the Company was first made aware that its current middleware would reach its end of life.
6. Did the Company receive assurances from Microsoft that BizTalk would continue to

be supported as its integration middleware for a specific timeframe? If so, provide documentation detailing such assurances. If not, why not.

7. Provide the new middleware system selected by the Company.
8. On page 78, the Company states that upgrades will further enable the Company to unlock new value in automating and improving business processes, creating greater efficiencies and improving both customer and employee experiences. Provide a detailed description of the current work activities and processes that would be improved or automated and how they will improve both the customer and employee experiences.
9. Provide the date the Oracle CC&B version 2.8 will be fully depreciated.

Response

1.
 - a. The project is expected to be completed by the end of 2029 and will have a 10-year life depreciation, with full depreciation by the end of 2039.
 - b. The IT-5 capital costs cover the human and IT resources needed for CC&B-specific integration, modifications, and testing due to the BizTalk Middleware transition.

For example, when new middleware is introduced for the more than 500 integrations that currently use BizTalk, the Company anticipates that API/integration coding changes will be required on the CC&B side of the integration – both inbound and outbound. Changes could be in such areas as, but not limited to, data structure (xml, JSON), integration protocol (transactional, queue-based, file based), folder locations, and file nomenclature. In addition, the more than 500 CC&B integrations will need to be tested using the new middleware platform. Testing will include unit testing, end-to-end System Integration Testing (SIT), User Acceptance Testing (UAT), and Performance Testing at peak volumes. Each of these testing tracks will require a fully integrated environment for controlled testing. The testing environment and related support costs specific to CC&B are included in IT-5 and not included in the Integration Technical Obsolescence project.

Conversely, capital costs in IT-9 as part of the Integration Technical Obsolescence project include enterprise-level discovery and implementation work related to the broader BizTalk platform, rather than these CC&B-specific integrations.

2. Currently, the capital integration rebuild work for the transition from Microsoft BizTalk is expected to be a one-time exercise.
3. For the Oracle version roadmap following industry standard software cycles, see Exhibit__(IT_5), pp. 83-87.
4. See DPS-22-550 Attachment 1 CC&B Enhancements Inventory for the list of enhancements completed in 2024 and the enhancements on the roadmap for 2025. Some enhancements may fall into more than one category. For 2025, the enhancements listed are as of January 2025 and are subject to change due to the dynamic nature of business needs and emergent requirements.
5. Microsoft announced in 2024 that it would no longer update BizTalk and the product would go off of mainstream support in 2028.
6. Microsoft has reported that the end date for mainstream support of BizTalk Server 2020 will be April 11, 2028, and that the end date for extended support will be April 9, 2030. See <https://learn.microsoft.com/en-us/lifecycle/products/biztalk-server-2020>.
7. The Company is currently in the process of determining the new middleware software to replace BizTalk and expects to reach a final decision in Q3 2025.
8. The functional and IT enhancements listed below are examples of likely improvements and/or automation the Company would realize through the proposed CC&B upgrade, based on information provided by Oracle. Broadly, the upgrade will provide enhanced functionality and efficiencies to enable new customer interactions, improve the Company's use of customer information, and allow customer service representatives to provide faster and more effective customer service. The Company will evaluate the details of each of the features in the new CC&B version in the pre-planning study to select the scope and preliminary design for what will be implemented, tested, and deployed as part of the upgrade project.

Below are examples of potential enhancements that would be further validated prior to implementation.

- **New Functionality and Additional Contextual Insights Around Customer Information and Interactions**, expected to more dynamically synthesize information and account-specific insights which could in turn increase contact center efficiency and productivity, improve customer engagement and satisfaction, and improve IT productivity supporting CC&B. Examples include:
 - Easier user navigation to key areas for customer account analysis
 - Streamlined information presented more easily for users to review
- **Rates and Billing Enhancements Expected to Improve Billing Processes**, including the following:

- More flexible and innovative rate design, potentially increasing customer choice
 - Budget billing enhancements
 - Rate proration improvements
 - Rate-meter validations, including tiered pricing scenarios
 - **Streamlining and Standardizing Start, Stop, and Transfer Service Interactions** through improvements such as:
 - Agent contact scripting for start/transfer service request
 - Notifications indicating valid/invalid email accounts when paperless billing is selected
 - Automated person/account clean-up to reduce data stored on inactive customers
 - Enhancements to service agreement setup parameters and controls
 - Enhanced validations around deposits and mailing/seasonal address, among other validation areas
 - **Data Synchronization Across Multiple Edge Applications**, which can minimize duplicate data entry and maintenance, including synchronization around transactions such as connecting a customer's life support information or synchronizing notification contact preferences across systems.
 - **Out-of-the-Box Web Services and Integrations**, which includes access to new capabilities to create, manage, and view data through features such as:
 - Additional REST APIs and notification preferences for inbound web services
 - Framework features for request and response schemas for a seamless automated flow of outage information
9. CC&B version 2.8 is on a 15-year depreciation schedule and will fully depreciate by October 9, 2038.

This workbook contains an inventory of enhancements

[2024 Enhancements -](#)
[2025 Enhancements -](#)

enhancements completed in 2024
enhancements on the 2025 roadmap*

Key Definitions:

Operational Continuance

Required by the business for continued operations

Strategic

A request intended to improve business operations or provide benefit to customers

Regulatory/New Law Requirement

New processes or functionality is needed to comply with regulations or law

** enhancements listed in this tab are based on a snapshot as of January 2025 and due to the dynamic nature of business needs and emergent requirements are subject to change*

ID	Exhibit IT-5 Table 2 Category	DPS-22-550 Category	Title
111153	CC&B Funtionality Update	Operational Continuanace	Modify PMO Book deliverable
427424	CC&B Funtionality Update	Operational Continuanace	OKTA Profile
457574	Report Development and Enhancements	Strategic	Day 2 - CE Low Income Discount Report
453392	Report Development and Enhancements	Strategic	Day 2 Updates to First Call Resolution Report
531141	Report Development and Enhancements	Strategic	Write-Off Report - Adding new
466548	CC&B Funtionality Update	Operational Continuanace	Electric Ticket Not Generated During Gas Emergency - Safety Concern
528265	CC&B Funtionality Update	Operational Continuanace	EAP Credits
543854	Report Development and Enhancements	Strategic	Create ETL for CM_CD_CASE_CHAR Table
560237	Report Development and Enhancements	Strategic	RBP-R-106 002 (Revenue)
822071	Field work and Payments	Operational Continuanace	Rename Batch Range Tender Control ID Description
499750	Report Development and Enhancements	Strategic	Steam Delivery Revenue Surcharge/Makewhole Surcharge
508271	Various	Operational Continuanace	Uplight Market Place - CORE-CUS-IOO-122 - Low Income indicator
566368	Report Development and Enhancements	Strategic	All Fields Report/CCA ORU
427375	CC&B Funtionality Update	Operational Continuanace	Day 2 Updates to FCC 003 Agency Open Guarantee Report
552202	Report Development and Enhancements	Strategic	Add field to All Field report-TPI011
466576	CC&B Funtionality Update	Operational Continuanace	Modify Batch to Add 2 Years to the Existing BIR Customer Program Duration
710163	Various	Operational Continuanace	[EDGE PROJECT] CORE-FCC-ICO-076 [APS] - modify integration to pull Lat/Lon from Premise vs SP
567951	CC&B Funtionality Update	Operational Continuanace	Electric Rate case RY 2 changes
576691	Report Development and Enhancements	Strategic	A/R detailed listing for CECONY, O&R, and RECO
573844	Report Development and Enhancements	Strategic	Population files for O&R and RECO Electric and Gas Revenue
482040	Field work and Payments	Operational Continuanace	Day 1 - AR Debt Account Number Increase to Full 11-Digit Account Number
431965	Customer Program Support	Operational Continuanace	HEAP Tier Revised Requirements
360805	CC&B Funtionality Update	Operational Continuanace	Truncation Day 2 Resolution
576767	Report Development and Enhancements	Strategic	Never paid report query to a permanent report
464704	Report Development and Enhancements	Strategic	Create GERC Daily NGD Report
482157	Data Provisioning	Strategic	Day 2 - earlieststartDate is Not Taking into Account the currentbillDate
576761	Report Development and Enhancements	Strategic	NJ Switching Report/(separate from 750)
555511	Report Development and Enhancements	Strategic	FP Under 750
594635	Report Development and Enhancements	Strategic	Add field to All Field report-TPI011
582588	Report Development and Enhancements	Strategic	NEW ETL for PIR report
542035	Report Development and Enhancements	Strategic	CORE-RBP-R-027 showing \$0 in a few columns
508265	Report Development and Enhancements	Strategic	Day 2 - CORE-RBP-R-304 - Rider Q Breakdown
466631	Report Development and Enhancements	Strategic	Day 2 - Remove SC8 and SC12 from the Report
603050	Report Development and Enhancements	Strategic	R304 BPP & POR Reports Update
595452	Report Development and Enhancements	Strategic	Add Full Service/Retail Choice to Statement of Sales - CECONY Gas Revenue Decoupling Mechanism (RDM) (CORE-RBP-R-225)
560925	Report Development and Enhancements	Strategic	Central Hudson Gas rate code 120 to CORE-RBP-R-050
597506	Report Development and Enhancements	Strategic	Never Paid Report RPT-CORE-FCC-R-311
460431	CC&B Funtionality Update	Operational Continuanace	Create Validation Process to Prevent Accounts from Enrolling in Smart Home Rates and Special Provision D
480480	Field work and Payments	Operational Continuanace	Day 1 - AR Debt - Final Account Name Match
481983	Customer Program Support	Operational Continuanace	Seasonal HEAP Date Range Configuration
560391	AMI/Billing Process Enhancements	Operational Continuanace	Commercial AMI Opt-Out Change
624341	Various	Operational Continuanace	EAPGROUP - NJ Fresh Start Regulatory Requirement - Enrollment Criteria Change
562378	Report Development and Enhancements	Strategic	POR query/report
554490	Report Development and Enhancements	Strategic	CORE Customer Bill Data Query for Apogee Pilot
466490	Report Development and Enhancements	Strategic	Create New Report for Active Gas Locations without a Methane Sensor
457580	CC&B Funtionality Update	Operational Continuanace	Updates to Report FSDs - July 2023
555120	Report Development and Enhancements	Strategic	Unbilled Report for CCG
418776	Report Development and Enhancements	Strategic	Changes to the ORU & CECONY Utility Energy Registry Report
623231	Report Development and Enhancements	Strategic	Never Paid Report RPT-CORE-FCC-R-311 modification/enhancement
507564	CC&B Funtionality Update	Operational Continuanace	New Adjustment Types for a \$200M Budget Allocation from NYS
632602	Report Development and Enhancements	Strategic	CUS-R-020 Neighborhood Fund Report Changes
569213	Report Development and Enhancements	Strategic	Update FCC-048 breaking out the sales tax into retail access and non-retail access
553729	Report Development and Enhancements	Strategic	Adding Change FCC-048

565066	AMI/Billing Process Enhancements	Operational Continuance	New ACOS Phase 1 changes
477611	Report Development and Enhancements	Strategic	Day 1 - NYSERDA - 3 Missing Integrations
500362	Customer Program Support	Regulatory	CCA Opt-Out Indicator
513401	Customer Program Support	Operational Continuance	NEM Credit Bill Factor Calculation
522443	CC&B Functionality Update	Operational Continuance	Standby Reliability Credit (SRC) Bill Factor updates
528300	Customer Program Support	Operational Continuance	Energy Affordability Program Eligibility Criteria Modification
524820	Field work and Payments	Operational Continuance	Monthly transmission from Chase to update ABA routing numbers
542696	Report Development and Enhancements	Strategic	New Premise creation need Operating Center Characteristic for O&R
562381	Customer Program Support	Operational Continuance	HEAP Enrollment Batch Job for Mavro Processing
585394	Report Development and Enhancements	Strategic	Extract all CCB A/R activity hitting account 11201
643550	Report Development and Enhancements	Strategic	FCC-050 customer Deposit Detail Report- SOX control 1B Additions to OUA Report
385072	CC&B Functionality Update	Operational Continuance	CECONY Handling Agency Benefit SA Money at NDV Status
408736	Report Development and Enhancements	Strategic	FPET- 3 New Fields Needed for Credit Card Payments
374960	Report Development and Enhancements	Strategic	Resend Canceled/Completed Orders to FPET via Batch with Document Status Indicator
636604	CC&B Functionality Update	Operational Continuance	When fieldable amount is <= \$0 for CE and ORU Collection Orders should not be fieldable
637455	Report Development and Enhancements	Strategic	New Report Request
629027	Report Development and Enhancements	Strategic	OUA Payments in Suspense Report - UPDATE
623221	Report Development and Enhancements	Strategic	USF Monthly Report
579053	Report Development and Enhancements	Strategic	NAIC Report for Rate Engineering
582585	Report Development and Enhancements	Strategic	New ETL for CAR Report
578906	Report Development and Enhancements	Strategic	Arrears Aging Engine
633825	Report Development and Enhancements	Strategic	Standby customer bill charge in RECO 104 report
107256	Various	Operational Continuance	O&R RESPIN Process (Part 1)
609137	Various	Operational Continuance	Additional Historical Data to be added to CCB
603051	Report Development and Enhancements	Strategic	RBP-R-302 MHP Report Update
566379	Report Development and Enhancements	Strategic	Customer Assistance Program Report
564485	Report Development and Enhancements	Strategic	Delegation of Authority
574298	Field work and Payments	Operational Continuance	CORE-FCC-ICI-907 GLI Letters API - Reinstatement
540105	Report Development and Enhancements	Strategic	RECO CIEP Customers added to CUS-R-007
643158	Report Development and Enhancements	Strategic	MHP Report for Electric Forecasting
400748	Gas Operations	Operational Continuance	Gas Service Line (GSL) Reconnection Fee (Adj Type: C-RC-GH)
645829	Report Development and Enhancements	Strategic	Daily Financial Activity Summary Report (CORE-FCC-R023) Credit Balances column - breakout by customer A/R balances + ESCO balances
633920	Report Development and Enhancements	Strategic	Request for a new report for transaction details posted to natural account #41005
647576	Report Development and Enhancements	Strategic	Statement of Sales - Electric Revenue Decoupling Mechanism (RDM) Report - 051 - Remove NYPA
569315	Report Development and Enhancements	Strategic	DRS Surcharge/Refund, RNY DRS Surcharge/Refund, and Standby DRS Surcharge/Refund
603326	Report Development and Enhancements	Strategic	Statement of Sales - Electric Revenue Decoupling Mechanism (RDM) Report - 051
453320	Report Development and Enhancements	Strategic	Updates to Statement of Sales - Electric Revenue Decoupling Mechanism (RDM) Report
555502	Report Development and Enhancements	Strategic	ESCO Migration Report
641100	Report Development and Enhancements	Strategic	Utility Energy Registry Report Updates
729788	Various	Operational Continuance	RBP_IAO_746 Integration change
385020	Report Development and Enhancements	Strategic	New OUA ETL Snapshot for the Tariff Comparison Report
431982	Report Development and Enhancements	Strategic	New MHP Report
531092	Report Development and Enhancements	Strategic	Electric Peak kWh and Off-Peak kWh by Rate Code needs to be added to statement of sales RBP-104 & RBP-105
531724	Report Development and Enhancements	Strategic	NEW REPORT Statement of Sales - CECONY Electric Low Income Credits
489618	Report Development and Enhancements	Strategic	Day 2 - EmPower Referrals
500313	Report Development and Enhancements	Strategic	Add E-Bill Indicator to OUA Reporting
570979	Report Development and Enhancements	Strategic	Traction Portal Improvements
588273	Report Development and Enhancements	Strategic	RCIS/TCIS Revenue Detail Report
632231	Report Development and Enhancements	Strategic	Updates to OUA Report FSDs, July 2023 to Go-Live
556578	Field work and Payments	Operational Continuance	Modify CM-RECON job
640886	Report Development and Enhancements	Strategic	Report 024 - Monthly SC 14 Detail Report. - Remove ESCO accounts and 026-Monthly SC 14 Summary Report
565212	Report Development and Enhancements	Strategic	Monthly Steam Base Fuel Revenue from Customer Charge
553666	Report Development and Enhancements	Strategic	Incorrect Report _Outstanding Customer Refund
573557	Report Development and Enhancements	Strategic	CORE-RBP-R-212 Statement of Sales - CECONY Gas Revenue Report; CORE -RBP-R-224 Statement of Sales - CECONY Gas by Customer Service Class

538192 Report Development and Enhancements	Strategic	Monthly SC14 Detailed Report
544346 Report Development and Enhancements	Strategic	MRA Column Split for Statement of Sales Reports (224 and 212)
482472 Report Development and Enhancements	Strategic	Inactive Electric & Gas Report
588469 Field work and Payments	Operational Continuance	Modify CM-PRCFW job
565062 Report Development and Enhancements	Strategic	New ACOS Phase 2 mass market changes
587180 AMI/Billing Process Enhancements	Regulatory	Bill Extract - Graph Changes - Regulatory
588557 Report Development and Enhancements	Strategic	New Arrears Surcharge for CECONY Electric
596881 CC&B Funtionality Update	Operational Continuance	New Arrears Surcharge for CECONY Gas
581006 Field work and Payments	Operational Continuance	[EDGE PROJECT] Changes to CC&B for FORD Off of the Mainframe Project
560364 Report Development and Enhancements	Strategic	New report for rebilled customers from legacy
553165 AMI/Billing Process Enhancements	Operational Continuance	Changes to O&R Standby Service
525450 AMI/Billing Process Enhancements	Operational Continuance	O&R SC9 Standby Rate Design/MDMS Configuration/CORE Integration
563711 Report Development and Enhancements	Strategic	CC&B Invoice Report for SC9 Transport and SC12 Rate 2 Transport (RAIS TCIS Invoice Report)
715142 AMI/Billing Process Enhancements	Regulatory	Bill Extract - Graph Changes - Regulatory - New legislation for 13 month usage graph is Required for steam accounts
185829 CC&B Funtionality Update	Operational Continuance	Customer Impacts/Bill Impacts Solution
481791 Report Development and Enhancements	Strategic	Steam and OSB Reports are Missing Columns
632415 Report Development and Enhancements	Strategic	The Delivery Revenue Surcharge and Weather Normalization Adjustment needs to be displayed on the steam sales reports
560354 Report Development and Enhancements	Strategic	WNA Revenues
682250 Report Development and Enhancements	Strategic	Steam SC5 discount amount to be added to steam sales reports in OUA.
717684 CC&B Funtionality Update	Operational Continuance	Add missing batch number 6544
710665 Report Development and Enhancements	Strategic	BI 21071 tie into Sales Tax Summary Report
643026 Report Development and Enhancements	Strategic	New Changes needed for Reports 59 and 57
623218 Report Development and Enhancements	Strategic	Query for MAC Adjustment, MSC I and II Adjustment by FERC codes
635824 Report Development and Enhancements	Strategic	Add a new Arrears Management Program Recovery Surcharge for CECONY Gas
464461 Report Development and Enhancements	Strategic	Day 2 - New RNY Report
708232 Report Development and Enhancements	Strategic	Request for on-request full data extract of active and inactive Gas SDP asset data.
726212 Report Development and Enhancements	Strategic	NYP&A - All Rates Should Not Allow Bulk Billing
597530 Field work and Payments	Operational Continuance	Customer Appointments are not being sent to FP&ET/Service Link because CCB allows invalid appt time entries
723514 CC&B Funtionality Update	Operational Continuance	Production_CORE-CUS-ICO-731 733_870_871_ Questline_File Exchange Data Needs To Be Modified
707026 Report Development and Enhancements	Strategic	Subpoena query for single and multiple part supplied in a building
705599 Report Development and Enhancements	Strategic	Daily DSS Report Request
693553 Report Development and Enhancements	Strategic	Write-off Report Modifications
722529 CC&B Funtionality Update	Operational Continuance	Automated Scheduled runs for TODO related DB scripts
717217 Report Development and Enhancements	Strategic	Hospital Report FCC-018 Enhancements
753013 CC&B Funtionality Update	Operational Continuance	Update the number of days to send first refund letter prior to escheatment
681399 CC&B Funtionality Update	Operational Continuance	Modify Payment Event Custom Portal to allow Steam users to post cash payments
442772 Report Development and Enhancements	Strategic	NY/NJ EV TOU/TOD Price Guarantee Report
531841 Report Development and Enhancements	Strategic	NEW REPORT - Statement of Sales - CECONY Gas Summary of Revenues
541004 Report Development and Enhancements	Strategic	BIR Adjustment
721416 Report Development and Enhancements	Strategic	303 UB Report - Change Gross amount and Uncollectable amount mapping
721429 Report Development and Enhancements	Strategic	FCC-180 Detailed Uncollectible Report Changes & Enhancements
731970 Report Development and Enhancements	Strategic	Please add the Legacy CSS account number to the monthly SC14 Detailed and DG Monthly Reports.
755866 Report Development and Enhancements	Strategic	Trip 15 sales on June Sales by Bill Cycle Report
732094 CC&B Funtionality Update	Operational Continuance	UTX Bill Amount Logic Update
554411 Gas Operations	Operational Continuance	Get SDP Details
489617 Data Provisioning	Strategic	Day 2 - EDAP Meter Configuration - Send Meter Status in PREVIOUSSERIALNUMBER Column
531837 Data Provisioning	Strategic	Add CCB Premise ID and CCB Service Point ID to EDAP Interfaces
539321 CC&B Funtionality Update	Operational Continuance	EAPGROUP - NJ USF RECO Customer Match
553753 Data Provisioning	Strategic	Add new fields to EDAP-CORE ServicePoint Interface
570755 Report Development and Enhancements	Strategic	Need state information for CECONY/ORU in CDS refresh file.
587175 CC&B Funtionality Update	Operational Continuance	Update CC&B with the service cycle so that bill cycle can be determined
590355 AMI/Billing Process Enhancements	Operational Continuance	Requesting LL for Tenant info on Acct Coded LSE (LETTER)
587178 CC&B Funtionality Update	Operational Continuance	Restrict Manual entry of Low-Income Credits (Adjustments)
595160 Report Development and Enhancements	Strategic	Allow CXS PEGA to update To Do user re-assignment in CC&B

517580 Customer Program Support	Operational Continuance	Customer Data File for Energy Efficiency Vendor
744493 CC&B Funtionality Update	Operational Continuance	Create new SA Types & profiles for new company shell accounts
757480 Report Development and Enhancements	Strategic	Add CHAR_TYPE_CD = CM-PTSUP to DWADM.CM_CD_PREM_CHAR Table
573725 Report Development and Enhancements	Strategic	No Payment Cite Report for OUA
721983 Report Development and Enhancements	Strategic	Active Customer Res/Non-Res Split Report
643085 AMI/Billing Process Enhancements	Operational Continuance	MAMS 2.0 Full Application Upgrade to Meter Manager 3.0
134563 Various	Operational Continuance	LSE Report for ORU Customers - ITRON FCS
573554 Customer Program Support	Regulatory	HEAP Line Item on Bill
578985 Various	Operational Continuance	Updates to Meter Location/Meter Read Instructions need to be updated in CCB from Itron FCS MRE Files
620767 Report Development and Enhancements	Strategic	New Disaster Recovery vendor to send files to CC&B
728332 CC&B Funtionality Update	Operational Continuance	KVAR bill presentment change request
728334 CC&B Funtionality Update	Operational Continuance	Need 4 New adjustment types All Opcos for Unbilled Legislation Order Unrecoverable- GL
627168 CC&B Funtionality Update	Operational Continuance	Exception File Should be Sent VIA EMAIL to ORU DSS - Generated from Payment File
688487 CC&B Funtionality Update	Operational Continuance	Escheatment letter - changes needed to MW to accomodate both the file-names
712200 Report Development and Enhancements	Strategic	ORU & RECO converted/cancelled bills
508263 Report Development and Enhancements	Strategic	Day 2 - Monthly ESCO (Energy Service Companies) revenues by municipality
701994 AMI/Billing Process Enhancements	Operational Continuance	Inactive accounts in CCB should have a framing service in MDMS
636257 Report Development and Enhancements	Strategic	Detail data dump of OUA report for NYSERDA arrears
577709 Report Development and Enhancements	Strategic	OUA Version of CEO Certification DSS Report
732413 CC&B Funtionality Update	Operational Continuance	Remove missing check to-do
729318 CC&B Funtionality Update	Operational Continuance	Heating Indicator is NOT reflected in EAP Credit Description on Customer Bills
744180 CC&B Funtionality Update	Operational Continuance	DEPOSIT & PAYMENT AGREEMENT SA AUTO STOP
744353 CC&B Funtionality Update	Operational Continuance	RDM adjustment applicable to standby rates effective 8/1/24.
577567 CC&B Funtionality Update	Operational Continuance	Create a bill factor for SCNY-Enrol&Imp (a sub-component of EV Make Ready Surcharge)
577551 CC&B Funtionality Update	Operational Continuance	Create bill factor for SCNY- Delry Surcharge
570765 Report Development and Enhancements	Strategic	RPT-CORE-RBP-R-326: Monthly Steam Late Billing Adjustment
764058 Report Development and Enhancements	Strategic	Add CM_CD_PREM_CHAR.ADHOC_CHAR_VAL to RPD
570760 Customer Program Support	Strategic	Enhancement in 1013 API
603801 Report Development and Enhancements	Strategic	Getting 11 digit Acct from CC&B in daily file(s), derive Muni Code for NYC Boro
724906 AMI/Billing Process Enhancements	Operational Continuance	LI - Mass Credit Process for NJ Energy Credit
758533 CC&B Funtionality Update	Operational Continuance	New Adjustment - NJ Meter Collar Fee (RECO)
745655 CC&B Funtionality Update	Operational Continuance	Start Service COTC script
746247 CC&B Funtionality Update	Operational Continuance	MTROP To-Dos
763381 CC&B Funtionality Update	Operational Continuance	Develop a custom batch job to insert the SA_ID or SP_ID to initial flex sync table
767072 CC&B Funtionality Update	Operational Continuance	C&C_Collection FAs with balance discrepancies should be sent to FPET as not currently fieldable
743272 CC&B Funtionality Update	Operational Continuance	Approval To do Routing Assignment
452240 AMI/Billing Process Enhancements	Operational Continuance	[EDGE PROJECT] Service Orders AMI/MDMS - Gas Central - Day 2 Functionality - Volume Correctors Alarms - PHASE A
489190 Gas Operations	Operational Continuance	Inactive Gas Process OCC1 - Lexis Nexis and Other Steps in the Process - Part 1
564312 Various	Operational Continuance	Luthin / EnergyBy5 - Response File
671041 AMI/Billing Process Enhancements	Operational Continuance	[EDGE PROJECT] AMI/MDMS Service Orders - CC&B / Electric WMS integration - PHASE A
721610 CC&B Funtionality Update	Operational Continuance	Critical Alert for Accounts in the Field for Service Termination
753723 CC&B Funtionality Update	Operational Continuance	Modify CORE-FCC-IOO-858: CRA Customer Survey Master Config
603696 Report Development and Enhancements	Strategic	New ORU Special Handling Report
581012 Report Development and Enhancements	Strategic	Query from CC&B for CECONY Electric Kwh and Gas Therms
197905 AMI/Billing Process Enhancements	Operational Continuance	[EDGE PROJECT] Service Orders (2A) - Full Integration from AMI to CCB and WMS Systems - PHASE A
743405 CC&B Funtionality Update	Operational Continuance	Rice ID 636 Update
897896 Various	Operational Continuance	EnergyBy5 - Tax Remission Reconciliation File Additional Field
744179 Report Development and Enhancements	Strategic	NYPA GRT by Muni Report - Permanent in OUA
811359 Report Development and Enhancements	Strategic	FCC - 302 New View LSE Seal Number and Equipment Type Report
719233 CC&B Funtionality Update	Operational Continuance	Line Surcharge Accounts Need to Bill
384316 Report Development and Enhancements	Strategic	Abeysance (R Money) and Agency Benefit (S Money) Letters for UGC/DVC Customers
712251 AMI/Billing Process Enhancements	Operational Continuance	Enhance CORE-FCC-IAI-132 (Legacy Rice Id MAM_AO_717) interface to Ignore the Multi Mode Flag while processing for gas meters (both CECONY and ORU)
796007 Data Provisioning	Strategic	DCX MY Account EXTN Date
802834 Report Development and Enhancements	Strategic	Add Multi Dwelling Characteristic CM-MDAC to OUA DWADM CM_CD_PREM_CHAR

766557 CC&B Funtionality Update	Operational Continuance	New customer contacts in CC&B
798670 Report Development and Enhancements	Strategic	Create New FACT Table CM_CF_SA_SP
590332 Report Development and Enhancements	Strategic	CORE-CUS-341:Weekly LSE Additions and Removals Report
384813 Report Development and Enhancements	Strategic	[EDGE PROJECT] New NGD Workflows for Regular Transactions and Pickups
405643 Gas Operations	Operational Continuance	[EDGE PROJECT] Natural Gas Detector Replacement Letter (G104)
760235 Report Development and Enhancements	Strategic	NAICS Report Modification Request
688628 Report Development and Enhancements	Strategic	Attribute Additions to FCC - 016 Special Handling Account Report
747535 CC&B Funtionality Update	Operational Continuance	Approval To Do Routing assignment Personal services cases
747729 Report Development and Enhancements	Strategic	Two Views Cancelled Agreements & Payment Agreements Refused (failed to pay downpayment)
555544 Report Development and Enhancements	Strategic	Enhance FCC-186
590524 Report Development and Enhancements	Strategic	Payment Arrangement Statistics Report
684002 Report Development and Enhancements	Strategic	Please move Traction Billing Report to OUA Platform
709759 Report Development and Enhancements	Strategic	FCC-041 Column addition - Part 1
796622 CC&B Funtionality Update	Operational Continuance	Master SA where same SA start and end date
749725 CC&B Funtionality Update	Operational Continuance	EAP Group - PROD - Fresh start enrollment calculations from USF Bene records
760416 CC&B Funtionality Update	Operational Continuance	Escheatment File Transfer from CCB to RDX
767046 CC&B Funtionality Update	Operational Continuance	The 446 file for a particular borough should contain all the FAs based on the SP Ops Area
680669 Report Development and Enhancements	Strategic	NYS Green House Gas report
627053 Report Development and Enhancements	Strategic	RPT-CORE-FCC-R-339: Demand Response CECONY Legacy Interval and Legacy Non Interval Meters
695083 Report Development and Enhancements	Strategic	CC&B Monthly Data for Monthly Account Credit Report to Accounting
466491 Report Development and Enhancements	Strategic	Day 2 - Adding the Total Section of NYC and Westchester by SC in the Report
757342 Report Development and Enhancements	Strategic	Add field to All Field report for ORU
857774 Report Development and Enhancements	Strategic	FCC-046 Column addition - Part 2
559990 Various	Operational Continuance	Add three new fields in CC&B to NMS 2.6 Integration (RICE is NRG GIS not NMS)
769045 CC&B Funtionality Update	Operational Continuance	New Energy Storage Costs to be included in CESD for CECONY Electric
795988 CC&B Funtionality Update	Operational Continuance	O&R CESD Billing: update CESD statement for new recoverable costs
795998 Report Development and Enhancements	Strategic	RBP - 105 O&R CESD Billing: new rates for O&R Electric OUA Reporting
570724 Report Development and Enhancements	Strategic	Enhance the original PIR report to include a company wide report broken down by division
798088 Report Development and Enhancements	Strategic	Daily No Payment Cites Report OUA Report
575245 Report Development and Enhancements	Strategic	Customer Count Report (SARS replacement)
857728 Report Development and Enhancements	Strategic	Transactions frozen before/after accounting month
857735 Report Development and Enhancements	Strategic	Monthly CCG Sales - Query to turn into official OUA Report
625439 Report Development and Enhancements	Strategic	CECONY RP (Reactive Power) Report Request
720887 Report Development and Enhancements	Strategic	FCC-035-NY PSC Monthly Collection Activity Report (CAR) Enhancements & Changes
587149 Report Development and Enhancements	Strategic	New Report - Customer Credit Balance
855275 Report Development and Enhancements	Strategic	Report 024 and 226 - to add new "SCNY RDM Surcharge"
450649 Report Development and Enhancements	Strategic	Day 2 - Update to CE Net Metering Credits Adjustment Report (View 3)
831992 Report Development and Enhancements	Strategic	ITSS column in net sales statement OR Gas
489022 Report Development and Enhancements	Strategic	Con Ed Electric Trip-Based Sales and Revenue Reports for Rate Engineering
811087 Report Development and Enhancements	Strategic	Statement of Sales - Electric Revenue Decoupling Mechanism (RDM) Report - 051
531846 Report Development and Enhancements	Strategic	NEW REPORT: Statement of Sales - CECONY Electric Summary of Revenues
804877 Report Development and Enhancements	Strategic	RBP - 321 - Daily Revenue and GL Revenue Variances Report add column for full service/retail choice
804789 Report Development and Enhancements	Strategic	Report 024 and 317 - to add "AMP Recovery Surcharge" column
554293 Report Development and Enhancements	Strategic	RNY Report 227
759114 Report Development and Enhancements	Strategic	Rate and Variance Report 303 modification request to include all items post to 41003 AD & AX
756708 Report Development and Enhancements	Strategic	051- CECONY Statement of Sales - Electric Revenue Decoupling Mechanism (RDM) Modification
756617 Report Development and Enhancements	Strategic	059 Report - Daily Revenue Report Modifications
753721 Report Development and Enhancements	Strategic	Make "JE-52110 GRT Credit" query into Permanent OUA report
743891 Report Development and Enhancements	Strategic	Active OSB/Standby Accounts Report Request
634036 Report Development and Enhancements	Strategic	Add a new Arrears Management Program Recovery Surcharge for CECONY Electric
623842 Report Development and Enhancements	Strategic	New IEDR Phase II Costs to be included in CESD for CECONY Electric
768579 Report Development and Enhancements	Strategic	Merchant Function Charge Report Enhancement
581279 Report Development and Enhancements	Strategic	Query for O&F CECONY Electric and Gas
836490 Report Development and Enhancements	Strategic	MMR Report 3 - Potential Charge Off detail

574890 Report Development and Enhancements	Strategic	New report for CECONY Gas Interruptible Customers
530003 Report Development and Enhancements	Strategic	Account Balance Report (Steam Financial Report)
857748 Report Development and Enhancements	Strategic	LPC Transactions with 0000 Activity - Manual Query to turn into official OUA Report
481753 Report Development and Enhancements	Strategic	Day 2- CORE-FCC-R-045- Field Eligibility Report
900961 Report Development and Enhancements	Strategic	CECONY Electric Revenue (CORE-RBP-R-319) Report Modifications
629926 Various	Operational Continuanace	NYPa H Report Format Enhancement
641811 Various	Operational Continuanace	NYPa Request for Date Format Change & Consistent Format Between Traction and Trip Files
681471 Various	Operational Continuanace	NYPa needs us to add unique identifier for each record to track record processing end-to-end
634995 Customer Program Support	Operational Continuanace	EAP Customers Who Receive a HEAP Grant Should Receive a Yearly Reminder Letter
712235 Gas Operations	Operational Continuanace	Inactive Gas Process OCC1 - Lexis Nexis - Part 2 of PCR 489190
716794 Data Provisioning	Strategic	Case Characteristic for Filing Date is configured as a free-text field instead of a date field
757249 AMI/Billing Process Enhancements	Operational Continuanace	Bill Message - Customer Consent to Contact
868780 CC&B Funtionality Update	Operational Continuanace	Modification for 200% High Bill Check Validation
716960 Report Development and Enhancements	Strategic	New Report Request: Billed Sales Volumes (based on actual consumption date)
841530 Report Development and Enhancements	Strategic	FSD Updates for Enhancements to several Reports (Never Paid, LSE Agent, Replevin, ESCO Migration)
901141 Report Development and Enhancements	Strategic	Billed Usage By Consumption Month Report with STEAM Service Type
899381 Report Development and Enhancements	Strategic	Never Paid Report Request
681466 Various	Operational Continuanace	NYPa wants Meter Mapping spreadsheet Remapped with additional data
532300 Gas Operations	Operational Continuanace	O&R Inactive Gas Services Process
836545 Data Provisioning	Strategic	Change Budget Billing Threshold
590958 CC&B Funtionality Update	Operational Continuanace	New IEDR Phase II Costs to be included in CESD for CECONY Electric
637830 Report Development and Enhancements	Strategic	Monthly Gas ESCO BPP billed and cancelled number of customers
583107 Report Development and Enhancements	Strategic	Monthly Gas ESCO BPP billed and cancelled number of customers
671072 Report Development and Enhancements	Strategic	RECO Involuntary Disconnect Statistics Report
538702 Report Development and Enhancements	Strategic	Data queries for- Statement of Sales reports at customer account level
870579 Report Development and Enhancements	Strategic	Remove rate code 799 from 051 Electric RDM Report (ORU)
902248 Report Development and Enhancements	Strategic	O&R Statement CESD Charges Reporting
499597 Various	Operational Continuanace	ORU IVR Customer Contact via RICE 636
755741 Report Development and Enhancements	Strategic	Allow CXS PEGA to close/comp TODOs
802958 CC&B Funtionality Update	Operational Continuanace	New adjustment type for customer refund bank reconciling item
758306 Report Development and Enhancements	Strategic	Con Edison Replevin Report Request - Case 16-M-0501
743909 Report Development and Enhancements	Strategic	303 Report - POR rounding issue
727875 Various	Operational Continuanace	Change Operation Optimizer interfaces
843683 Various	Operational Continuanace	ORU Adjustment type and Dist. code "Gas Meter Installation Reinspection Fee" is needed
581380 Report Development and Enhancements	Strategic	To add SCNY-Enrol&Imp (a sub-component of EV Make Ready Surcharge) to report 227
603409 Report Development and Enhancements	Strategic	Update OUA TPI-303 Discount Marketer Rate Report
621438 Report Development and Enhancements	Strategic	Add CDG credits to a new column in TPI-303 report
800497 Report Development and Enhancements	Strategic	Monthly Write-Off (CORE-FCC-R-048) - Add new column for "LPC Write-Off"
809564 Report Development and Enhancements	Strategic	MMR Report 1 - Invalid SC Number in Relation to Part Supplied
836484 Report Development and Enhancements	Strategic	MMR Report 2 -Gas SC1 greater than 1000 Therms
898079 Report Development and Enhancements	Strategic	New Report Agency Excess Credits on Final Accounts
843987 Data Provisioning	Strategic	Start Service Business Rule - Adjust Arrears Limit to \$5000.00
424871 Various	Operational Continuanace	Day 2 - Documentation Updates Only to PAC Interfaces
763372 CC&B Funtionality Update	Operational Continuanace	Quarterly Match File - QLIF RICE 1062, 1063, 1064 and 1065 Skip Religious and Non-Residential Accounts for Enrollment
566419 CC&B Funtionality Update	Operational Continuanace	Rate Check Calc needs to be modified to include supply charges
632229 Various	Operational Continuanace	[EDGE PROJECT] Privacy Readiness Project - Data Scanning
565217 Various	Operational Continuanace	Remove SA validation for NGD installs ORU & CE
621319 Report Development and Enhancements	Strategic	OUA Therms Proration Report Request
764059 Report Development and Enhancements	Strategic	Historical Retail Choice and POR Sales (Therms) Details & Allocation
905733 Report Development and Enhancements	Strategic	OUA ETL -Build New Customer Contact Characteristic Table CM_CD_CC_CHAR
912139 Report Development and Enhancements	Strategic	Change to the all payments summary report - GL Tender Source, Tender Type Summary
508086 CC&B Funtionality Update	Operational Continuanace	Deposit Interest Needs to Prorate
832259 Customer Program Support	Operational Continuanace	Production_CCB_ HEAP Bill Messages are not appearing at the right time
836492 Report Development and Enhancements	Strategic	MMR Report 4 - Duplicate Part Supplied

489062 Gas Operations	Operational Continuance	Methane Sensor Characteristics Update
308690 Various	Operational Continuance	EAP GROUP - Handling OTDA File
670445 Field work and Payments	Operational Continuance	MW should send delivery success/failure email notifications for Inbound/Outbound files between CCB & RTS
928230 Report Development and Enhancements	Strategic	MMR Report 3 - Potential Charge Off Summary
928614 Report Development and Enhancements	Strategic	MMR Report 4 - Duplicate Part Supplied Summary Report
634987 CC&B Funtionality Update	Operational Continuance	EAP Discounts Should Be Static with No Proration
634989 CC&B Funtionality Update	Operational Continuance	EAP Discounts Should Not Trigger Tax Credits to Customers
828916 CC&B Funtionality Update	Operational Continuance	Remote Crediting On Demand Forfeiture Rules
837035 AMI/Billing Process Enhancements	Operational Continuance	Pass N01 insert code to Billing system
393568 Report Development and Enhancements	Strategic	Changes to Replevin Tracking System RICE IDs
689466 Various	Operational Continuance	O&R RESPIN Process - New Request (Part 2)
563725 Various	Operational Continuance	[EDGE PROJECT] NMS 2.6 Upgrade (Part 1) - ORU
710669 CC&B Funtionality Update	Operational Continuance	Batch Job needs to be created to read in a file and process enrollments for Budget Billing, and eBill.
428146 Report Development and Enhancements	Strategic	MMR QMR Reports
541122 Various	Operational Continuance	New extension to be developed for Steam
838739 CC&B Funtionality Update	Operational Continuance	Status of Additional Middleware monitoring
912853 Report Development and Enhancements	Strategic	Program Participants Final Bills
911146 Report Development and Enhancements	Strategic	Program Participants Reconnected Report
908724 Report Development and Enhancements	Strategic	Program Participants Terminated Report
911224 Report Development and Enhancements	Strategic	Program Participants with Active DPA Report
912859 Report Development and Enhancements	Strategic	NYSEDA Loan Account's Utility Arrears by Report Date
915479 Report Development and Enhancements	Strategic	DWADM ETL - New Dimension Table DWADM.CD_ADJ_CAN_RSN
915496 Report Development and Enhancements	Strategic	ETL - New Column required in DWADM - Source Table and Column CI_ADJ.ADJ_STATUS_FLG Code and Description
857877 Report Development and Enhancements	Strategic	PwC Priority - NFR Firm SC12 Rate 1 and SC 12 Rate I Report Request
912856 Report Development and Enhancements	Strategic	Program Participants Sent Final Notices
912137 Report Development and Enhancements	Strategic	Change request for New report - Customer Refund GL Activity
912134 Report Development and Enhancements	Strategic	New request for ESCO report - ESCO Transactions by Natural Account
928291 Report Development and Enhancements	Strategic	Request for LSE CSR Daily Case Report
935032 Report Development and Enhancements	Strategic	Add CI_CASE_CHAR (CM-CNLD, CM-ETAMT, CM-ELISA, CM-CUTDT) records in OUA
930159 Report Development and Enhancements	Strategic	Report 323 - BIR Adjustment Report Changes
644620 Various	Operational Continuance	[EDGE PROJECT] Changes in rate transaction file for ORU/RECO (outbound from CCB to TODRS)
438166 Report Development and Enhancements	Strategic	Day 2 WVS and WDS billing - Part 1
564452 Data Provisioning	Strategic	Mailing Address and Service Address Indicator
671104 AMI/Billing Process Enhancements	Operational Continuance	[EDGE PROJECT] AMI/MDMS Service Orders - CC&B / FORD Integration - PHASE B
671096 Report Development and Enhancements	Strategic	[EDGE PROJECT] AMI/MDMS Service Orders - CC&B / FPET-ServiceLink Integration - PHASE B
671658 AMI/Billing Process Enhancements	Operational Continuance	[EDGE PROJECT] AMI/MDMS Service Orders - CC&B / GIMS Integration - PHASE B
671660 AMI/Billing Process Enhancements	Operational Continuance	[EDGE PROJECT] AMI/MDMS Service Orders - CC&B / TRBL Integration - PHASE B
508292 Various	Operational Continuance	ORU TODRS not getting all New and existing Premise Strata data from CCB
799815 CC&B Funtionality Update	Operational Continuance	Wrapper 8.0 upgradation testing
896885 CC&B Funtionality Update	Operational Continuance	C&C_Deposit Refund Script
527718 Various	Operational Continuance	ORU Gas Ticket Exception Notification
912135 Report Development and Enhancements	Strategic	New Report request - CORE-RBP-R-350- Transaction Details by Natural Account Report
912862 Report Development and Enhancements	Strategic	NYSEDA Loan Arrears by Report Date
934660 Report Development and Enhancements	Strategic	Add new column in ORU Electric RDM report 051 - net metering credits
940479 Report Development and Enhancements	Strategic	Statement of Sales - CECONY Electric Detail Revenue 227, Recharge New York Electric Detailed Report 318, and Monthly SC14 Detailed Report 024
843825 CC&B Funtionality Update	Operational Continuance	CORE 841 Regression/UAT test support for GC
670423 CC&B Funtionality Update	Operational Continuance	Automatic STOP for SA types based on back dated STOP.
810858 CC&B Funtionality Update	Operational Continuance	Add validations to the AP Stop Request case creation
903835 Report Development and Enhancements	Strategic	NYSEDA Quarterly Report
836493 Report Development and Enhancements	Strategic	MMR Report 5 - MultiDwelling without Commercial Facility
749579 Report Development and Enhancements	Strategic	PAC Reconciliation Payment Report - Exception Report
901327 Report Development and Enhancements	Strategic	Collection Activity Report (CAR) Uncollectables and Deposit Percentages (7A Res and Non Res / 9D Non Res)
907380 Report Development and Enhancements	Strategic	Gas Net Sales Report 212 - All "All Others" column
943291 Report Development and Enhancements	Strategic	OUA ETL Need to update Notice of Discontinuity flag logic in CM_CF_MULTIDWELLING_SNAP

943323 Report Development and Enhancements	Strategic	OUA ETL Add CI_MTR_CHAR (CMMANFAC) records in OUA
943336 Report Development and Enhancements	Strategic	OUA ETL Add multiplier field to OUA
911479 Data Provisioning	Strategic	Optimization needed on the DCXAddressFileSync BO to improve the performance
760185 Report Development and Enhancements	Strategic	AMI Meter Over the Air Re-Programing (OTA) requires CCB to update synchronization processes and To-Do controls to automate the process.
933769 CC&B Funtionality Update	Operational Continuanace	Delegation of Authorities Update - Add CECONY Vice President Approval
853249 CC&B Funtionality Update	Operational Continuanace	Unbilled Customer Contact
950592 Report Development and Enhancements	Strategic	New Report Request: Discount Detail with CDG
795794 CC&B Funtionality Update	Operational Continuanace	CORE-IT-ICO-539T New requirement. Need to merge the file from CCB and PEGA system and send to Edge team, currently it is passed through for MW.
693936 Customer Program Support	Operational Continuanace	CCB to send conversion factor in the usage file
564320 Various	Operational Continuanace	Utilisave - Response File
957182 Report Development and Enhancements	Strategic	Monthly report of cases worked by LSE CSRs
799629 Report Development and Enhancements	Strategic	Modifications to Utility Energy Registry (UER) OUA Report
955220 Report Development and Enhancements	Strategic	NY CAR Report Modifications
952786 Report Development and Enhancements	Strategic	CUS-R-174_CE_Low Income Discount Report Rework Request
857873 Report Development and Enhancements	Strategic	PwC Priority - Accounting Gas Sales By Summary Report Request
681398 Report Development and Enhancements	Strategic	Create an OUA report for MSC MAC adjustors
930568 Report Development and Enhancements	Strategic	Notice of Returned Checks Report modifications
508268 Various	Operational Continuanace	Day 2 - WDSS File Layout Day 2 - PDF
384349 Various	Operational Continuanace	Provide Customer Enrichment Data for Annual VIT Meter Inspection Process for WMS
757016 Customer Program Support	Regulatory	Solar for All - Phase 1 - Adjustments to VDER onboarding process to include Solar for All project option, forms
797234 Customer Program Support	Operational Continuanace	Usage Portal Enhancement
957575 AMI/Billing Process Enhancements	Operational Continuanace	AMI Service Orders - Bulk Service Requests (TESTING SUPPORT ONLY)

ID	Exhibit IT-5 Table 2 Category	DPS-22-550 Category	Title
100177	Data Provisioning	Strategic	Experian Waterfall Questions - Part 1
899012	Data Provisioning	Strategic	Experian Waterfall Questions - Part 2 (long-term solution)
168871	CC&B Functionality Enhancements	Operational Continuanace	Theft of Service UMS Day 2 solution
186085	Field Work and Payment Processing	Operational Continuanace	Backup printing of FORD orders
222524	Field Work and Payment Processing	Operational Continuanace	[EDGE PROJECT] Bracket AP Implementation in Interface 940
245650	AMI/Billing Process Enhancements	Operational Continuanace	AMI - Flex Sync Interface Reporting
320713	CC&B Functionality Enhancements	Operational Continuanace	Create a Mass Update Batch for Characteristics Updates for All Entities
335975	AMI/Billing Process Enhancements	Operational Continuanace	Advance RCD Reporting for AMI AOCC to Meet Cybersecurity Requirements
343599	AMI/Billing Process Enhancements	Operational Continuanace	[EDGE PROJECT] ORU AP/Relay Network Assets
378652	Field Work and Payment Processing	Operational Continuanace	[EDGE PROJECT] Gas Module Exchange Using RIC Process
379472	CC&B Functionality Enhancements	Operational Continuanace	CC&B: New Data Access Groups and Data Access Roles Required to Fully Separate Operating Companies
384280	Data Provisioning	Strategic	Low Income Self Certification Letters
408265	Data Provisioning	Strategic	HRA Yearly HEAP Files - 2 missed integrations
435853	CC&B Functionality Enhancements	Operational Continuanace	[EDGE PROJECT] Maximo 7.6 vs. MAS 8 & CORE - Interface "Lift and Shift"
457275	Data Provisioning	Strategic	Day 2 - DCX Endpoint Returning Extremely High Response Times
480160	CC&B Functionality Enhancements	Operational Continuanace	Complete the PowerClerk Integration for CECONY
489139	AMI/Billing Process Enhancements	Operational Continuanace	Inactive - Electric AMI Landlord Accounts
489155	CC&B Functionality Enhancements	Operational Continuanace	Separate Inactive VCNT and OTLV Cases - Part 1
489621	CC&B Functionality Enhancements	Operational Continuanace	Day 2 - Fresh Start Letters Automation (RECO only)
499652	CC&B Functionality Enhancements	Operational Continuanace	Fresh Start Evaluation Automation (RECO only)
500320	AMI/Billing Process Enhancements	Operational Continuanace	Day 2 - O&R VDER Bill Presentment
529047	Customer Program Support	Strategic	[EDGE PROJECT] Additional Fields for EEDES - Part 1
551334	Gas Operations Enhancements	Operational Continuanace	Inactive Gas OCC2 Process

INTERNAL

551339	CC&B Functionality Enhancements	Operational Continuanance	Inactive Portal
560224	CC&B Functionality Enhancements	Operational Continuanance	CDG Subs Enrolling to Onsite
562386	Data Provisioning	Strategic	EAP CASE Management
563728	Various	Strategic	[EDGE PROJECT] NMS 2.6 Upgrade (Part 2)
567686	Various	Strategic	[EDGE PROJECT] SOMIS Integration
570733	Field Work and Payment Processing	Operational Continuanance	[EDGE PROJECT] Set up a process for tracking of installed Socket APs and Bracket APS for O&R
581975	Customer Program Support	Strategic	VDER Multiple CDG Net Crediting Requirements-Multiple Savings Rates & Anchor Customers
585429	CC&B Functionality Enhancements	Operational Continuanance	To Do Assignment and Customer Contact
587310	Data Provisioning	Strategic	Summary Bill PDF to Match CSV
597510	AMI/Billing Process Enhancements	Operational Continuanance	Create bill factor for EV Phase-in rates for CECONY Electric and O&R Electric
597535	Field Work and Payment Processing	Operational Continuanance	CCB needs to send cancellation notice to FPET/Service Link
603052	Gas Operations Enhancements	Operational Continuanance	[EDGE PROJECT] CECONY Gas Outage Management System (OMS) Implementation
603882	Field Work and Payment Processing	Operational Continuanance	Additional fields required in CORE ACMX extract.
605953	CC&B Functionality Enhancements	Operational Continuanance	Dss Referral Automation
620186	Data Provisioning	Strategic	EAP Customers enrolled in Various Programs Should Not Be Refunded EAP Credits or State Grants/Funds.
626310	Field Work and Payment Processing	Operational Continuanance	Add Op Co account validation to JPM Chase & MAVRO Payment File Upload Processes
630340	CC&B Functionality Enhancements	Operational Continuanance	[EDGE PROJECT] DEW Replacement with CYME
636894	CC&B Functionality Enhancements	Operational Continuanance	Do not post EAP credits on Final Bills < 26 day bill cycle
637374	Field Work and Payment Processing	Operational Continuanance	Gas Turn-Ons for Heating Meters should be routed to Gas Central
643438	Customer Program Support	Strategic	Case creation EAG Claims / Case creation for Storm Claims
643592	CC&B Functionality Enhancements	Operational Continuanance	Adjustment's In Summary should Match Bill Message
646808	Gas Operations Enhancements	Operational Continuanance	Gas Therm Rates to CCB and EBS
647058	AMI/Billing Process Enhancements	Operational Continuanance	Automate USF Exit Letter and term USF Bene Characteristic

647626	CC&B Functionality Enhancements	Operational Continuation	DSS Restricted and 6 Month Program
647708	CC&B Functionality Enhancements	Operational Continuation	Leave on for Landlord RPO Deposit Request Update (LOFLL Deposits)
647710	Field Work and Payment Processing	Operational Continuation	Jobs having more than 3 meters for a service are not fieldable to FPET - a new process is required to handle these.
669445	Field Work and Payment Processing	Operational Continuation	[EDGE PROJECT] ProField - CC&B - PEGA No Access Project
669571	Customer Program Support	Strategic	CC&B UI Auditing additional tables
669650	CC&B Functionality Enhancements	Operational Continuation	Lobby Rep Check Endorsing
669660	CC&B Functionality Enhancements	Operational Continuation	Users Should Be Able to Maintain Their Own Contacts
685045	AMI/Billing Process Enhancements	Operational Continuation	PCR required to handle meters added and commissioned on same day (exception scenario / corner case)
686451	CC&B Functionality Enhancements	Operational Continuation	C&C: Real Time Interface-Servicelink responses
688485	Field Work and Payment Processing	Operational Continuation	Populate the tender control when steam payments are posted from WSS
694232	Field Work and Payment Processing	Operational Continuation	API request for writing to CC&B Case logs
701954	CC&B Functionality Enhancements	Operational Continuation	Automate the Gas Weatherization Data
701959	CC&B Functionality Enhancements	Operational Continuation	Automate the Steam Weatherization Data
703456	AMI/Billing Process Enhancements	Operational Continuation	CCB shall be able to process 15,000 meters in the commissioning interface in one batch when backlog cleanup sync. between CCB and AMI systems is required.
703489	AMI/Billing Process Enhancements	Operational Continuation	Gas meters with factory installed AMI IMUs shall be AMI meters in CCB
708699	CC&B Functionality Enhancements	Operational Continuation	Issue Start Service When a Start Service Already Exists
708710	CC&B Functionality Enhancements	Operational Continuation	Returned Item Postcard Not Triggered
710206	Customer Program Support	Strategic	Data Distribution Hub (DDH) & CC&B interface remediation
710655	AMI/Billing Process Enhancements	Operational Continuation	Meter Level Estimation Data To Be Provided For MTA Accounts
710667	AMI/Billing Process Enhancements	Operational Continuation	Budget Billing Not Affecting Sub SAs Properly - Part 1
710697	AMI/Billing Process Enhancements	Operational Continuation	CDG Host Billing Enhancement

711301	CC&B Functionality Enhancements	Operational Continuanace	Personal Service Bill Comparison Tool
713275	AMI/Billing Process Enhancements	Operational Continuanace	When CCB is sending historic flex sync messages all the superseded parameters shall be appropriately end dated
715404	Data Provisioning	Strategic	[EDGE PROJECT] HRA Data Sharing
732065	CC&B Functionality Enhancements	Operational Continuanace	Lexis Nexis - Send/Receive Owner Information / Update Inactive Gas and Inactive Replevin Cases with the most recent Owner info
732261	AMI/Billing Process Enhancements	Operational Continuanace	KW/KVAR and Peak Demand does not show in CCB
744203	Data Provisioning	Strategic	[EDGE PROJECT] Outage DB / ORStormComm - system retirement, replace with NMS OUA API's
744488	Data Provisioning	Strategic	Create Customer Contact on Service Task processing for Start/Stop/Transfer
745473	CC&B Functionality Enhancements	Operational Continuanace	ORU FIRE/FLOOD Cut Routing Incorrectly
756675	Customer Program Support	Strategic	Update CORE-EDAP Facility Interface to include CATS indicator
758831	Data Provisioning	Strategic	Existing batch job (CM-DLBDS) RICE ID 1072 should generate 2 file one is .txt file (existing) and a CSV file
759926	CC&B Functionality Enhancements	Operational Continuanace	Experian Commercial Scores and Standard Industrial Classification (SIC) Codes
763222	Customer Program Support	Regulatory	VDER Bill Presentment Day 2 (Subscriber)
763556	Data Provisioning	Strategic	Expand DCX Options to Allow Large Commercial Starts
767588	Data Provisioning	Strategic	PAGR Balance should Net with Excess Credit SA
767601	AMI/Billing Process Enhancements	Operational Continuanace	Final Bill IVR Issues
768236	Various	Strategic	[EDGE PROJECT] NMS 2.6 Upgrade (Part 1) - CECONY
768470	Data Provisioning	Strategic	Expand EAP to Moderate Income Customers
794590	Data Provisioning	Strategic	Energy Affordability Guarantee (EAG) Pilot program - Part 1 (Workaround Solution)
795233	CC&B Functionality Enhancements	Operational Continuanace	Automate Insert process to not have monthly deployments - revisit CM-OrandRecoCodes before moving to Prod
799014	Data Provisioning	Regulatory	Solar for All - Phase 2
799032	AMI/Billing Process Enhancements	Operational Continuanace	Steam - Daily Billing Alerts
799242	Data Provisioning	Strategic	Modify Start Service RPO Accounts
799667	Data Provisioning	Strategic	CC&B and Edge System Alignment - (Fees, Adjustments, and reconciliations) Budget
799675	Data Provisioning	Strategic	New CSR Budget Billing Alert
800443	CC&B Functionality Enhancements	Operational Continuanace	MTROP Field Activity results to be mapped out by boroughs
802881	Customer Program Support	Regulatory	Disadvantaged Community Characteristic (DAC) in CC&B
804575	AMI/Billing Process Enhancements	Operational Continuanace	Modify CORE-RBP-IAO-374 and 384
805861	AMI/Billing Process Enhancements	Operational Continuanace	Validate and reject steam larger payments from WSS Application

805912	Data Provisioning	Strategic	Returning unused EAP and SFA credits from final accounts
809295	AMI/Billing Process Enhancements	Operational Continuanace	Retrieve Daily Alorica Batch Log Details
809470	Customer Program Support	Strategic	Creation of new portal on CC&B for ESCO information
809485	CC&B Functionality Enhancements	Operational Continuanace	Mass Update Process - Part 2
811056	Customer Program Support	Strategic	Creation of a NEM Bank that works with all Remote Net Metering accounts
811120	CC&B Functionality Enhancements	Operational Continuanace	Auto update of ICAP values on the VDER Project/SA
811277	AMI/Billing Process Enhancements	Operational Continuanace	MDMS should receive the cancelation service order response triggered from Gas Central and WMS Via CCB
811480	AMI/Billing Process Enhancements	Operational Continuanace	Day 2 WWS and WDS billing - Part 3
811481	AMI/Billing Process Enhancements	Operational Continuanace	Day 2 WWS and WDS billing - Part 2
812434	CC&B Functionality Enhancements	Operational Continuanace	Online Address Validation
812435	Data Provisioning	Strategic	Customer Transparency to active PSC casework
812720	Field Work and Payment Processing	Operational Continuanace	Create new integration from BNY Melon bank to send a Paid file of the ACH refunds
822109	AMI/Billing Process Enhancements	Operational Continuanace	Send letter to Customer upon Service Request generation/Field Activity (NGDs)
822125	Field Work and Payment Processing	Operational Continuanace	CFO No Access Process
827676	CC&B Functionality Enhancements	Operational Continuanace	Logic for SBA To Do's for the Inactive Group
828917	Field Work and Payment Processing	Operational Continuanace	New Logic for In flight gas Replevin - gas meter exchanged
828918	CC&B Functionality Enhancements	Operational Continuanace	Separate Inactive VCNT and OTLV Cases - Part 2
829892	Field Work and Payment Processing	Operational Continuanace	Regenerate ACH Refund File
832505	Field Work and Payment Processing	Operational Continuanace	API ACCESS FOR COLLECTION AGENCIES
832536	Data Provisioning	Strategic	EAPGROUP Issue – Transfer Case and Tier Values for Start-Stops by Person-ID
832543	AMI/Billing Process Enhancements	Operational Continuanace	[EDGE PROJECT] Update MAMS with Network Device Data
833351	Gas Operations Enhancements	Operational Continuanace	NGD (Natual Gas Detector) Enhancement
833416	CC&B Functionality Enhancements	Operational Continuanace	Service Agreement (SA) characteristic for New Construction case

833646	CC&B Functionality Enhancements	Operational Continuanance	New Logic is needed for additional SA is activated on a known LI account to also apply tier to that new SA
840738	Data Provisioning	Strategic	The current dependence on rate or service class is limiting the customer's payment options, and this needs to be improved
843827	CC&B Functionality Enhancements	Operational Continuanance	KVAR Eligibility for Standby rates should be changed from Meter Type to Reactive Power Indicator in SA Characteristic'
852355	CC&B Functionality Enhancements	Operational Continuanance	Automate credit transfers from finale accounts to active accounts.
852462	AMI/Billing Process Enhancements	Operational Continuanance	Bill Suppression by Corp Codes
853245	Gas Operations Enhancements	Operational Continuanance	Improve "Get Meter Details" API to return detailed error messages
853573	CC&B Functionality Enhancements	Operational Continuanance	Long Term Payment Agreement Solution
854141	CC&B Functionality Enhancements	Operational Continuanance	START/STOP/TRANSFER Hard STOPS
854502	CC&B Functionality Enhancements	Operational Continuanance	Keep active PSC case in critical alerts for 60 days after the case is closed - #1
854886	AMI/Billing Process Enhancements	Operational Continuanance	Wholesale Value Stack (WVS) Enhancement
863964	CC&B Functionality Enhancements	Operational Continuanance	UTX BILL REPORT
869100	CC&B Functionality Enhancements	Operational Continuanance	Change Operation Optimizer's source
870765	AMI/Billing Process Enhancements	Operational Continuanance	Streetlight & Traction subscribers in VDER
871492	CC&B Functionality Enhancements	Operational Continuanance	Add a new custom portal for Account Financial History
896698	CC&B Functionality Enhancements	Operational Continuanance	CS Payment process discrepancy
897986	CC&B Functionality Enhancements	Operational Continuanance	Adjustment transfer and bank reconciliation characteristics needed for Benefit identifier
898977	Gas Operations Enhancements	Operational Continuanance	Gas Central not receiving unique SDPIDs on multimeter new business installs
900995	Customer Program Support	Strategic	[EDGE PROJECT] CDG - Phase 2 - Salesforce and CC&B integration for allocation files - Part 3
901344	CC&B Functionality Enhancements	Operational Continuanance	ANF – Access No Funds on CT meters not going to SPF
901663	Data Provisioning	Strategic	OTDA - Performance Measure File
901685	Customer Program Support	Strategic	PEGA appointments sending jobs to AMI instead of Service link
901700	Field Work and Payment Processing	Operational Continuanance	C&C_CW_FPET_COLL CNIs/CWIs should be able to handle turn off request

902169	Data Provisioning	Strategic	Payment Agreement Overpayment Design
903360	CC&B Functionality Enhancements	Operational Continuation	Clear Access Premise Note => multi-population and multi-removal for multi-meter addresses (in excess of three meters).
903386	Customer Program Support	Strategic	Include supply bill amounts to our Retail Choice discrepancy reports that we run from RCIS.
903547	CC&B Functionality Enhancements	Operational Continuation	PSC Complaint Case_Logic Update
904014	CC&B Functionality Enhancements	Operational Continuation	ORU - New Construction Un-Metered Project - TO DO Creation and auto completion
904128	Data Provisioning	Strategic	OTDA Data Match Process
904189	CC&B Functionality Enhancements	Operational Continuation	Fresh Start - Ensure all accounts eligible for Fresh Start are enrolled and are enrolled for the correct amount.
904627	CC&B Functionality Enhancements	Operational Continuation	On the accounts with closed or stopped final balances AR debt to suppress any accounts with a balance of <\$5.00.
905666	Field Work and Payment Processing	Operational Continuation	C&C_FPET_AMI meter appointments coming to ServiceLink
905667	Data Provisioning	Strategic	[EDGE PROJECT] DCX Financial Advisor Government Managed Programs Customer Enrollment Status
907233	CC&B Functionality Enhancements	Operational Continuation	Moving CECONY inserts/onserts/seg code from Billing Master config to different configuration
907348	CC&B Functionality Enhancements	Operational Continuation	Allow CPMS to cancel accounts with 0 deposits and even if the deposit is collected
908943	AMI/Billing Process Enhancements	Operational Continuation	NYPA Sync Report - Adding Streetlight accounts to the NYPA sync report
909046	CC&B Functionality Enhancements	Operational Continuation	AUTOMATION OF CLEAR ACCESS LETTERS
909613	AMI/Billing Process Enhancements	Operational Continuation	Send a CSV File for the Rikers and Shore Power Files to NYPA
911568	Data Provisioning	Strategic	EAP - Text Message Reminder
911580	CC&B Functionality Enhancements	Operational Continuation	Create New Adjustment Type and New Non-Billable Service Agreement Type for Rate Consultant Handling
911851	CC&B Functionality Enhancements	Operational Continuation	Transfer to Agency Benefit SA logic update
912418	CC&B Functionality Enhancements	Operational Continuation	Checkbox Needs to Automatically Uncheck when CSR Cancels Pending EZ Pays
912828	Data Provisioning	Strategic	DCX EAP Enrollment Status for O&R Customers
912837	Gas Operations Enhancements	Operational Continuation	Redesign of volume corrector flow and field activities for automation and manual processing for CECONY and O&R
913363	CC&B Functionality Enhancements	Operational Continuation	Proposed Solutioning for NSF Charges are New and Closed Accounts
914492	CC&B Functionality Enhancements	Operational Continuation	Add Characteristic Values to RECO Case Type " VARIOUS AGENCY"

915471	CC&B Functionality Enhancements	Operational Continuanace	Put controls in place for Gas Heating accounts having Zero usage during winter - create to-do
915695	CC&B Functionality Enhancements	Operational Continuanace	Update to WPM Batch Job Algorithm
916809	CC&B Functionality Enhancements	Operational Continuanace	SA Start & SA Relationship Date Mismatch
918168	CC&B Functionality Enhancements	Operational Continuanace	No Email Address or Mailing Address
927971	Field Work and Payment Processing	Operational Continuanace	Replevin Collections (CM-REPLEVIN) Case should not get cancelled until PSC/LSE case added on the account is confirmed.
927974	Field Work and Payment Processing	Operational Continuanace	Replevin Collections (CM-REPLEVIN) Case should not get cancelled when a Credit Card payment is cancelled.
927976	Field Work and Payment Processing	Operational Continuanace	Replevin Collections (CM-REPLEVIN) Case should get cancelled when person name is updated after the mailing date.
933671	CC&B Functionality Enhancements	Operational Continuanace	CS HEAP PAY FILE
933727	AMI/Billing Process Enhancements	Operational Continuanace	Budget Billing Process Enhancement
933826	CC&B Functionality Enhancements	Operational Continuanace	Create Customer Contact Panel & Scratch Pad
934844	AMI/Billing Process Enhancements	Operational Continuanace	[EDGE PROJECT] Billing/Payments systems replacement
941192	AMI/Billing Process Enhancements	Operational Continuanace	[EDGE PROJECT] MDMS (Gridscale X 9.1) Upgrade
941930	CC&B Functionality Enhancements	Operational Continuanace	C&C Dialer call (summer) went into severance with no winter call
941942	CC&B Functionality Enhancements	Operational Continuanace	PA/ADJ To do change request
942798	CC&B Functionality Enhancements	Operational Continuanace	Automation of Lifeline Payments
943073	CC&B Functionality Enhancements	Operational Continuanace	Adjust OCC1 case flow when in Advance
943817	CC&B Functionality Enhancements	Operational Continuanace	Winter / Summer Cut Over for Collection Process
944812	Data Provisioning	Strategic	Improve the start service process around deposit waivers.
944836	Data Provisioning	Strategic	Auto Reconnect Issuance - PAC (Public AssistanceCentral)
945385	CC&B Functionality Enhancements	Operational Continuanace	USF Credits should not Prorate - Production/Compliance Issue
946121	Data Provisioning	Strategic	BPI - Payment Arrangements Enhancements - Commercial
947012	Field Work and Payment Processing	Operational Continuanace	BPI -C&C Outbound Calling Program Pilot - Customer List

948349	AMI/Billing Process Enhancements	Operational Continuance	CE inserts for 2025
950689	Data Provisioning	Regulatory	Energy Affordability Guarantee (EAG) Pilot program - Part 2 (Automation)
951151	Various	Strategic	[EDGE PROJECT] O&R WMS Maximo Transition (2025-2028)
958878	CC&B Functionality Enhancements	Operational Continuance	Enhance Logic for Determine Next Approver Used for Transaction Approval Workflow
963386	CC&B Functionality Enhancements	Operational Continuance	Validation needed to prevent intercompany transfers.
963404	Customer Program Support	Strategic	[EDGE PROJECT] Additional EEDES Fields - Part 2
447524	Report Development and Enhancements	Strategic	Rate Pilot Opt-Out Customer Report
481713	Report Development and Enhancements	Strategic	Day 2 - CORE-FCC-R-047 - Field Collection Activity Report
538190	Report Development and Enhancements	Strategic	Statement of Volumes and Sales Report
538191	Report Development and Enhancements	Strategic	Statement of Electric Sales & Revenue (Based on Billed Sales) inconsistencies
577570	Report Development and Enhancements	Strategic	CECONY Gas report for block usage
579001	Report Development and Enhancements	Strategic	Create a New Revenue Protection Report
608669	Report Development and Enhancements	Strategic	NY EDPA Report
640841	Report Development and Enhancements	Strategic	Change Unbilled Report to just Metered Unbilled (CECONY Only)
643030	Report Development and Enhancements	Strategic	Report 226 - New changes are needed
681398	Report Development and Enhancements	Strategic	Create an OUA report for MSC MAC adjustors
727220	Report Development and Enhancements	Strategic	CECONY Gas Adjustment Detail Query Request
728346	Report Development and Enhancements	Strategic	Update FSD - CUS-009-Monthly Low-Income Report (EAP) Enhancements & Change
757781	Report Development and Enhancements	Strategic	CECONY Residential Customer Payment and Meter Access Report Request
759758	Report Development and Enhancements	Strategic	Request to add ORG new calculation line for SC8 implementation in reporting- Reports 050, 048 and 065
769555	Report Development and Enhancements	Strategic	Updates to RBP - 313 - Delegation of Authority Report (OUA) attributes & logic
806854	Report Development and Enhancements	Strategic	Res & Non-Res Spilt Gas Interruptible SC12 & SC9 Rate-1

822062	Report Development and Enhancements	Strategic	Usage Block Reports for O&R Electric and RECO Electric
832599	Report Development and Enhancements	Strategic	New Write Off Exception Report Request
833411	Report Development and Enhancements	Strategic	Billed kVar - New Reactive Power Report Request
857873	Report Development and Enhancements	Strategic	PwC Priority - Accounting Gas Sales By Summary Report Request
870376	Report Development and Enhancements	Strategic	FCC-R-180 Report Enhancements
895611	Report Development and Enhancements	Strategic	New Lexis Nexis Info Report
899295	Report Development and Enhancements	Strategic	Move EAP Monthly Reports to Production OUA for O&R and CECONY
912133	Report Development and Enhancements	Strategic	New report for Escheatment Data
930568	Report Development and Enhancements	Strategic	Notice of Returned Checks Report modifications
936534	Report Development and Enhancements	Strategic	Consumption Report 347 - Change to Exclude NYPA consumptions
940982	Report Development and Enhancements	Strategic	CECONY Top Customer Report (customers by billed consumption)
949902	Report Development and Enhancements	Strategic	Cancelled Rebill Report Request
952786	Report Development and Enhancements	Strategic	CUS-R-174_CE_Low Income Discount Report Rework Request
955220	Report Development and Enhancements	Strategic	NY CAR Report Modifications
964457	Report Development and Enhancements	Strategic	UB Report: FCC-R-303 - Modification Request
964459	Report Development and Enhancements	Strategic	UB Report: OUA Report FCC-R-180 - Modification Request

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-25
Date of Response: April 25, 2025
Responding Witness: Information Technology Panel

Question No. :DPS-596

Subject: IT exhibits, All projects, Tabular Data

The table below, titled “Table 1 – IT Projects and Programs” contains the projects and programs presented in the IT Panel exhibits. The first column, “Projects / Programs” provides the name of the Projects/Programs within the IT exhibits.

For each project or program, provide responses to the following questions in the table provided, or in the same table in Microsoft Excel:

1. In the “2024 Capex” column, provide the actual 2024 capital expenditures.
2. In the “2024 O&M” column, provide the actual 2024 Operations and Maintenance (O&M) expense.
3. In the “Related Projects” column, list any IT Projects/Programs with overlapping scopes; for example, any projects/programs with hardware/software systems or supporting labor that relates to the project.
4. In the “Dependent Projects” column, list any IT Projects/Programs that the program depends on; meaning that but for project A, project B cannot commence.
5. In the “Scope Completion” column, provide the percentage of project scope definition; for example, a project with a perfectly defined known scope would have a 100% scope definition, whereas a new project with completely undefined scope would have a 0% scope definition.
 - a. Additionally, provide any workpapers or planning documents supporting the scope definition.
6. In the “Contingency” column, provide the percentage of the

total project contingency cost to the total project cost.

- a. Additionally, provide any workpapers or planning documents supporting the applied contingency.

7. In the “Avoided Costs” column, provide “TRUE” if the project avoids costs or reduces O&M. If “TRUE”, provide a written description of the avoided costs / O&M reduction and how avoided costs/O&M reductions are incorporated in project/program cost or otherwise applied within financial models.

Table 1 – IT Projects and Programs								
Project/Program Name	PDF Ref.	2024 Capex	2024 O&M	Related Projects	Dependent Projects	Scope Completion	Contingency	Avoided Costs
IT Telecom O&M	6							
Oracle Strategic Partnership (OSP) Run	11							
Enterprise Geographic Information System (eGIS) Support	16							
Enterprise PI Historian Platform	21							
Phase Zero Technology Roadmap for Rate Engineering	27							
IT Talent Transformation Team – T3 Project	32							
IT Quality Assurance & Compliance Office	37							
Master Service Provider (MSP) Go-To-Market (GTM)	40							
Gas Applications	46							
Integrated Energy Data Resource (IEDR)	48							
IT Hardware and Software Maintenance	52							

Back Office Automation	59							
Billing and Payment Enhancements	88							
Billing and Payments Enhancements	88							
Building Energy Usage Portal	94							

Table 1 – IT Projects and Programs								
Project/Program Name	PDF Ref.	2024 Capex	2024 O&M	Related Projects	Dependent Projects	Scope Completion	Contingency	Avoided Costs
Building Energy Usage Portal (BEUP)	94							
Community Distributed Generation Platform	99							
Contact Center Cloud	112							
Customer Recommendation & Analysis Tools	117							
Customer Care & Billing Support	124							
Customer Care & Billing Enhancements and Upgrade	133							
Customer Data Sharing	151							
Customer Engagement Platform	163							
Digital Customer Experience	183							
Emergency Outage Communications	196							

Program								
Outage Communications Program	19 6							
Enterprise Data Privacy Program	20 3							
Retail Access System Modernization	22 9							
AMI Communication Network Steady-State	28 0							
AMI Systems Sustainability Program	28 3							
Clean Energy Mapping Platform	29 1							
Control Center Resiliency Phase 2	30 1							
DECC SCADA(CDMS) Upgrade 2026	30 6							

Table 1 – IT Projects and Programs								
Project/Program Name	PDF Ref.	2024 Capex	2024 O&M	Related Projects	Dependent Projects	Scope Completion	Contingency	Avoided Costs
Enterprise Geographic Information System (eGIS) Implementation Phase 3	31 2							
Gas_IT_Projects_GOSS and Gas Application and Hardware Upgrade	31 9							

Grid Edge Renewable Laboratory (GERL)	32 3							
Integrated Grid Management Visualization Optimization (IGMVO)	33 2							
IT OT Tower Sustainability	34 3							
IT System Testing COE	34 9							
OMS IT System Hardening (OMS System Hardening and Modernization)	35 7							
OMS System Hardening and Modernization	35 7							
OMS Resiliency and Sustainability	36 3							
REV-Grid Modernization (DSP)	36 8							
OpNet	37 5							
Storm Response Technology Advancements	38 2							
Transforming Outage Management with Advanced AMI Integrations	39 1							
Adapt2 Battery Storage Scalability Enhancements	40 5							

Table 1 – IT Projects and Programs

Project/Program Name	PDF Ref.	2024 Capex	2024 O&M	Related Projects	Dependent Projects	Scope Completion	Contingency	Avoided Costs
AutoCAD Phase 2 (Engineering Software & Equipment Upgrade)	408							
Budget System Enhancements	411							
Central Operations Battery Monitoring Systems	414							
Central Operations Tableau to Power BI Migration (Const)	417							
Connected Vehicles - Enterprise Vehicle Telematics	420							
Construction Technology Improvements	425							
CPMS Customer Data Self-Service and Data Governance and Compliance Modernization	428							
EH&S Control Desk Application	440							
EH&S Navigator AI Search Tool	442							
Electric - ARM Replacement	445							
Electric WMS – Open Grid Field Implementation	452							

Employee Data Warehouse (EDW) to Autonomous Data Warehouse (ADW) Project	456							
Environmental Management System	460							
Finance and Supply Chain Transformation	463							

Table 1 – IT Projects and Programs								
Project/Program Name	PDF Ref.	2024 Capex	2024 O&M	Related Projects	Dependent Projects	Scope Completion	Contingency	Avoided Costs
FIS GTS Version Upgrade and Enhancements	476							
Fixed Asset and Tax Accounting Transformation	480							
Fleet Management Program	485							
FPET (Field Programmable Electronic Terminal) Migration	490							
Fraud Data Analytics Platform	494							
Gas Digital As-Building	498							
Increased Computing Capability for Clean Energy Analytics	504							

Integrated Workplace Management System Replacement	510							
Integration of virtual reality into Substation Operating Orders	517							
ISO Revenue Metering Enhancements to PCI Adapting to Market Changes	520							
L&I Digital Learning Transformation	526							
Learn, Talent Management & Compensation Replacement Project	532							
Material Management Inventory Upgrades for Contractor Yards	541							
Maximo Consolidation Program Phase 2	546							

Table 1 – IT Projects and Programs								
Project/Program Name	PDF Ref.	2024 Capex	2024 O&M	Related Projects	Dependent Projects	Scope Completion	Contingency	Avoided Costs
Maximo New Functionality and Sustainability	554							
MetrixIDR Upgrade for Enhanced Functionality and	560							

Support Compliance								
Migration to Cloud, Version Upgrade, and Enhancements for the FIS Gas Transaction System	56 5							
Obsolete Oracle GRC Software Replacement and Enterprise SoD Tool	56 9							
Outage Scheduling System (OSS) Replacement	57 6							
Phased Replacement of Legal Technology	58 0							
Rapid Restore Re- architecture	58 8							
Rate Case Enhancements	59 2							
Service Line Inspection GIS Routing & Traceability	59 7							
Service Line Inspection Program Customer Communication Automation	60 1							
Substation Technology Improvements Program	60 4							
Tech Modernization for PEGA Applications	60 7							
The Employee Hub System Improvements	61 9							
Transmission Owners Data Reporting System (TODRS) Market Demand	62 5							

Enhancements								
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Table 1 – IT Projects and Programs								
Project/Program Name	PDF Ref.	2024 Capex	2024 O&M	Related Projects	Dependent Projects	Scope Completion	Contingency	Avoided Costs
Transmission Pipeline Integrity Information Management System (PIIMS) Replacement	629							
Transportation Customer Information System (TCIS) Reporting and Infrastructure Enhancements	633							
Wiring and Raceway System (WARS) Replacement	638							
WMS Exadata Hardware Upgrade To Avoid Tech Debt	641							
WMS Sustainability Project - Phase 3	646							
Work Management Mobility	650							
CCTN Program	655							
Data Center and LAN Infrastructure Improvements	663							
End User Computing	668							

Enterprise Architecture Modernization	67 3							
M365 EA	67 9							
Mainframe Exit - Data Migration of CECONY Applications	68 3							
ServiceNow Platform Expansion	69 1							
Technology Modernization Program - Applications and Infrastructure	69 7							
Technology Modernization Program - Infrastructure	70 3							

Table 1 – IT Projects and Programs								
Project/Program Name	PDF Ref.	2024 Capex	2024 O&M	Related Projects	Dependent Projects	Scope Completion	Contingency	Avoided Costs
Technology Modernization Program - Applications	70 3							
XM 8 Telecommunications Equipment Priority 1	70 7							
XM10 Tier 1_2 Computer Equipment Critical Infrastructure	71 5							
Grid Asset Reliability and Resilience Data and Analytics	72 5							

Clean Energy, AMI and DER Data and Analytics Program	73 4							
Customer Data and Analytics	74 3							
Data & AI Governance Program	75 7							
Data & AI Governance	75 7							
Data Integration Modernization	76 8							
Electric Work Management Data and Analytics	77 8							
Enterprise Data & Analytics Foundations	78 7							
Forecasting and Planning Data and Analytics	79 5							
Gas Systems Analytics	80 4							
Integration Technical Obsolescence	81 3							
Power Platform Governance and COE	82 1							
SharePoint Forms Upgrade	82 7							
Supply Chain Data and Analytics	83 0							

Response

Please find the requested information in the attached “DPS-596 All IT Projects – Attachment 1” Excel file. Please also find additional information regarding the response below.

5. The Company notes that many of our programs and Agile type projects involve a large number of work items that address emergent issues or needs. These programs will typically have items in various stages of scoping at any given time. We cannot provide a meaningful scoping percentage for these, as it is constantly changing. These items note “Various” for their scope.

The scoping percentages provided use the guidance below to approximate the scope complete, based on where each capital project/program stands in its planning process.

Scoping Guidance Document

- 0% Scoped – No or minimal work on scoping the project has been completed
 - 25% Scoped – Objectives identified, general work timeframes identified, initial funding levels identified (budget in place), or baseline scoping documents created
 - 50% Scoped – Business Requirements/Design/Architecture/Integration specification work in progress, detailed estimates in progress, RFP/RFQ materials in progress
 - 75% Scoped – Detailed work plans developed, design documents complete, vendor work out for bid/in negotiation (or ready to go out)
 - 100% Scoped -Work is in progress, or could commence immediately (all required plans/supporting scoping documents are in place)
6. Regarding the contingency applied to the project/programs, the contingency amounts also typically align with where the projects stands in its planning cycle, with 30% being applied as projects that are in the earliest stages, and then reducing downward as the project gets closer to implementation.
 7. Regarding question 7, the avoided costs for any given program result in reductions to current or future capital and/or O&M funding needed to perform this or other work, thereby reducing the overall revenue requirement in this or future rate cases.

Table 1 - IT Projects and Programs

Project/Program Name	PDF Ref.	2024 Capex	2024 O&M	Related Projects	Dependent Projects	Scope Completion	Contingency	Avoided Costs
Retail Access System Modernization	229	\$ 3,404,278.00	\$ -	See "Project Relationships" as listed in Exhibit__(IT-5), page 177.	See DPS-20-525	25%	15% - see tables Total Request by Year "Other" cost category as referenced on pages 177-178, Exhibit (IT-5).	TRUE - The Retail Access System Modernization project will facilitate a one-time savings of approximately \$10.4 million in avoided vendor product implementation costs for the Company, as well as ongoing cost reductions of approximately \$2.1 million in annual capital spending in highly skilled IT contractor costs. More specifically, the financial benefits of the modernized Retail Access Systems include both cost avoidance and cost reductions in areas such as commercial off-the-shelf (COTS) product customization, temporary Retail Access staffing augmentation, end-user COTS solution training, retirement and consolidation of legacy web server infrastructure, and IT contractor development and support services. These savings are contingent on funding for this project. For additional context, see DPS-19-500(6), as well as Table 6 "Estimated Cost Avoidance" and Table 7 "Estimated Cost Reduction" of the Retail Access System Modernization Business Plan (Exhibit__IT-5, pp. 213-214).
Outage Communications Program	196	\$ 1,596,333.23	\$ 1,954,677.00	See "Project Relationships" as listed in Exhibit__(IT-5), page 168.	See DPS-20-525	Various	No contingency applied on the program level. In line with agile delivery, our cost methodologies are capacity-based, there is no planned contingency, overruns will be handled through prioritization. The only contingency-specific funding included is a \$250,000 request for preparations in case of a cyberattack.	FALSE
Digital Customer Experience	183	\$ 11,029,925.59	\$ 9,644,618.00	See "Project Relationships" as listed in Exhibit__(IT-5), page 131.	See DPS-20-525	Various	In line with agile delivery our cost methodologies are capacity based, there is no planned contingency. Overruns will be handled through prioritization.	TRUE - In 2024, costs avoided from four of the top customer transactions—payment agreement, start service, stop service, and transfer service—through call deflection were approximately \$6M in O&M. In addition, the program's virtual assistant deflected approximately \$350,000 worth of O&M-funded calls annually to the call center via customers electing to self-serve with the virtual assistant. These avoided costs are built into current call volume projections in these cases. There are approximately 1M monthly active users of the authenticated myAccount experience and 450,000 monthly active users of Con Edison's mobile apps. Without continued investment in DCX, a subset of these users would interface with Customer Service Representatives (CSRs) to seek information or complete additional transactions. A study would be required to fully estimate cost avoidance of all the self-service functionality created by the DCX program and the cybersecurity costs associated with a lack of continued investment in DCX. The Company also provided a cost benefit analysis and projected savings as part of the Phase 0 analysis at the beginning of the DCX program (see Customer Operations Panel Testimony in Cases 16-E-0060 and 16-G-0061). These savings have been integrated into existing operations.
Customer Engagement Platform	163	\$ -		See "Project Relationships" as listed in Exhibit__(IT-5), pages 110-111.	See DPS-20-525	25%	No contingency applied; to be evaluated at time of award	TRUE – The Company anticipates that the Customer Engagement Platform (CEP) will yield cost avoidance through efficiencies gained for employees in both customer-facing and internal roles. For example, existing customer service transactions, such as Start/Stop Service, will be redesigned in the CEP to streamline workflows and reduce the number of clicks a CSR needs to complete a transaction. Though the Company anticipates cost avoidance, it cannot quantify that amount at this preliminary stage of the project.
Customer Data Sharing	151	\$ 1,322,408.72	\$ 957,831.00	See "Project Relationships" as listed in Exhibit__(IT-5), page 97.	See DPS-20-525	Various	In line with agile delivery our cost methodologies are capacity based, there is no planned contingency. Overruns will be handled through prioritization.	TRUE – The Customer Data Sharing program avoids costs by avoiding the need for customers to complete authorization forms for obtaining and sharing their usage data and avoiding CSR time spent on manual data retrieval. This includes approximately 70,000 customer authorizations annually since 2020. Without this self-service functionality, authorization forms and requests for usage data could take up to 30 minutes to process per request, amounting to approximately \$1.4M in O&M costs avoided annually. The Company expects to achieve additional cost avoidance with continued growth in Customer Data Sharing authorizations.

Customer Data and Analytics	743	\$ 14,501,166.60	\$ 2,161,721.00	Grid Asset Reliability and Resilience Data and Analytics Clean Energy, AMI and DER Data and Analytics Electric Work Management Data and Analytics Forecasting and Planning Data and Analytics Gas Systems Analytics Supply Chain Data and Analytics	Enterprise Data & Analytics Foundations Data & AI Governance Program	Various	In line with agile delivery and our cost methodologies are capacity based, there is no planned contingency, overruns will be handled through prioritization.	TRUE – The Customer Data and Analytics program streamlines operational reporting processes that previously relied on manual effort and enabled the production of many new reports. There are avoided costs associated with daily work management facilitated by the availability of 66 customer analytics reports created since 2023, which present accessible and digestible data to inform business decisions and were viewed 54,000 times in 2024. Additionally, the Customer Analytic Record data model enabled 240,000 data queries in 2023 and 2024. By consolidating and joining customer data sources, the Customer Analytic Record (CAR) saves a conservative estimate of 10 minutes of time per query over sourcing data through multiple systems. This method estimates a cost avoidance of at least \$1.6M in O&M across 2023-2024. Without these reports and data query modeling investments, the Company would have had to hire staff to gather this data manually. The tools developed by the program have also facilitated improved efficiencies in credit and collections activities. For instance, the program's Payment Propensity Model has been successfully utilized in the Credit and Collections email campaign and contributed to a 5.2% increase in dollars collected per account emailed, amounting to an additional \$1.5M per month collected. This generates an unquantifiable amount of cost avoidance, as it avoids other more costly engagement efforts with customers in arrears, including outbound calls and the potential need for multiple field visits. □
Customer Care & Billing Support	124	\$ -		See "Project Relationships" as listed in Exhibit__(IT-5), page 70.	See DPS-20-525	N/A - related to O&M expenditures	No contingency applied as this is an O&M only program. In line with delivery approach and our cost methodologies are capacity based, there is no planned contingency, overruns will be handled through prioritization.	FALSE
Customer Care & Billing Enhancements and Upgrade	133	\$ 28,000,469.62		See "Project Relationships" as listed in Exhibit__(IT-5), pages 81-82.	See DPS-20-525	25%	No contingency applied. The pre-planning study as outlined in the Exhibit__(IT-5) request will confirm the scope of the upgrade project and the remaining funding that would need to be requested, including any contingency that would need to be applied.	TRUE - The Company's version of Oracle CC&B will be out of extended support in mid-2029. At that time, the Company will not be able to obtain vendor assistance in the event of an issue, defect, or problem without seeking a custom support extension from the vendor. The Company estimates it can avoid custom extended O&M support costs from mid-2029 through mid-2031 of \$14.31M by upgrading its version of Oracle CC&B.
Contact Center Cloud	112	\$ -	\$ 1,600,000.00	See "Project Relationships" as listed in Exhibit__(IT-5), page 5.	See DPS-20-525	50%	No contingency applied; to be evaluated at time of award	TRUE – The current on-premises contact center solution will become obsolete in the summer of 2025 and would require extended support at an increasing annual rate if it were not replaced during the rate period. By completing the Contact Center Cloud project as proposed, the Company expects to avoid \$7.42M in O&M for extended support in Rate Years 2 and 3.
Community Distributed Generation Platform	99	\$ 4,534,284.65	\$ -	See "Project Relationships" as listed in Exhibit__(IT-5), page 48.	See DPS-20-525	Various	30%	TRUE - The Company estimates a total potential cost avoidance of \$20.5 million over RY1-3 for the CDG program. This estimate is based on an analysis of total FTEs and CDG project host volume in 2024 and projected CDG program growth over the three-year period. This cost avoidance is contingent on funding for this program. For additional context, see DPS-19-503(6).
Billing and Payments Enhancements	88	REPEAT LINE	REPEAT LINE	REPEAT LINE	REPEAT LINE	REPEAT LINE	REPEAT LINE	REPEAT LINE
Billing and Payment Enhancements	88	\$ -	\$ 27,200.00	See "Project Relationships" as listed in Exhibit__(IT-5), page 34.	See DPS-20-525	Various	10%	TRUE - In maintaining the Billing and Payment Enhancements program, the Company consistently seeks to negotiate with its vendors and achieve economies of scale to avoid unnecessary costs, which helped the program achieve \$5.6M in O&M savings as outlined in its April update, Exhibit__(IT-5-Update).
Back Office Automation	59	\$ 1,509,225.63	\$ 3,884,898.00	See "Project Relationships" as listed in Exhibit__(IT-5), page 6.	See DPS-20-525	Various	10%	TRUE - The results of prior investments from the Back Office Automation Program provide confidence that these technologies will continue to yield strong cost avoidance, as the Company saw \$4,789,901 in potential costs avoided and 95,798 in hours saved in 2024. This cost avoidance is contingent on ongoing funding of the Back Office Automation Program and is achieved through adding efficiencies and saving time for customer service representatives and back-office staff. For additional context, see DPS-16-414(11) and Exhibit__(IT-5). Back Office Automation_Attachment 2_RPA Performance, pages 12-14.

Scoping Guidance Document

0% Scoped – No or minimal work on scoping the project has been completed

25% Scoped – Objectives identified, general work timeframes identified, initial funding levels identified (budget in place), or baseline scoping documents created

50% Scoped – Business Requirements/Design/Architecture/Integration specification work in progress, detailed estimates in progress, RFP/RFQ materials in progress

75% Scoped – Detailed work plans developed, design documents complete, vendor work out for bid/in negotiation (or ready to go out)

100% Scoped -Work is in progress, or could commence immediately (all required plans/supporting scoping documents are in place)

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-26
Date of Response: April 10, 2025
Responding Witness: CES Panel / IT Panel

Question No. :646

Subject: Customer Data and Analytics

Regarding the Customer Data and Analytics request in the Company's Exhibit____(IT-9), pages 19 - 32:

1. On page 19, the Company states the Customer Analytics Records (CAR) is in place to manage analytics needs across customer operations. Explain in detail how the Customer Data and Analytics program will enhance or replace the existing CAR program.
2. Explain how the CAR database interacts with the Customer Analytics, Reporting, and Engagement (CARE) program.
3. On page 20, the Company shows expansions and improvements to the Contact Center and Customer Operations analytics. Provide any shared costs between the Customer Data and Analytics whitepaper and the Contact Center Cloud, CARE, Back Office Automation, and Customer Care and Billing whitepapers.
4. On pages 19 – 21, the Company cites the use of machine learning and Generative AI (GenAI) as new tools needed to improve time to value of analytics products. Provide the following:
 - a. Cost savings associated with removing experts in programming fields in favor of GenAI provided code.
 - b. How the Company currently generates analytical data. Show how the current methods (such as manual transformations) are inadequate to identify problems provided in this whitepaper.
5. On pages 20 - 24, the Company provides the following areas for the O&M and Capital funding request: Analytics solutions in the Contact Center; Improving Customer Operations interactions through analytics; Supporting the customer digital experience; Enterprise customer data products; Enabling insights and program efficiencies outside Customer Operations; Maintenance and support for the development and use of customer data and analytics products. Provide the following:
 - a. A detailed breakdown of the costs associated with each funding area.
 - b. A detailed description for each funding area including why the work in the

- area is not completed or addressed by an existing program.
- c. Explanation if each area is new or existing. If existing, provide the funding about for calendar year since implementation. If new, a detailed description of how the funding amount was developed including supporting documentation.

Response

1. The Customer Analytics Record (CAR) is a data model created in 2020 to support the analytics needs of Customer Operations. It was redesigned in 2023 to align with the new Customer Care & Billing System standards. The CAR focuses on analytics related to billing, payments, back-office management, and contact center engagement. The existing CAR needs enhancements to meet the business' needs in the future state. This would include but is not limited to, integrating new data sources, modifying data models for new business requirements, performance, and establishing data governance standards. The existing CAR will be expanded to support the growing analytics use cases; this enhanced model is the Customer360 data model that is discussed in the white paper.
2. The CAR model does not interact with the CARE program. CAR is a data model and the CARE program is for customers to use on their Clean Energy journey.
3. At this time, there are no known shared costs.
- 4a. There is no cost savings associated with removing experts in programming fields in favor of GenAI provided code, as programming experts are still needed.
- 4b.
The Company currently generates analytical data through the following methods:
 1. **Data Collection:** Analysts gather data from a variety of sources, such as databases, spreadsheets, and external systems. This approach has been beneficial in consolidating necessary information, although it can be time-consuming and may still involve human error.
 2. **Data Transformations:** Following data collection, analysts perform transformations, including cleaning, aggregating, and reshaping the data for analysis. While these practices have enabled us to derive valuable insights, they require manual intervention and can be labor-intensive.

- 3. Data Visualization:** The Company employs reporting techniques to visualize data and communicate insights clearly. However, generating reports at predefined intervals can delay access to important information. By adopting more dynamic visualization tools, we can enhance our responsiveness to operational issues and improve our ability to make data-driven decisions. This shift enables us to better identify potential risks, optimize processes, and deliver solutions as they arise.

5a. The Customer Data and Analytics program breaks down its costs by element of expense – including labor, contract services, and overhead – rather than by project component or funding request area.

For more information regarding Customer Data and Analytics' breakdown of costs please refer to Exhibit__(IT-9), page 32.

5b. For a detailed description of the use cases please see the white paper. The use cases represent new functionality and features and/or the expansion of existing solutions.

5c.

The following areas are new:

- Enabling insights and program efficiencies outside Customer Operations
 - Provide ability for organizations outside of Customer Operations to leverage customer experience-related analytics

The following areas are existing, with new components:

- Analytics solutions in the Contact Center
 - New components include prediction of call volume events and understanding customer behavior via interactive voice response
- Improving Customer Operations interactions through analytics is made up of three existing components, all of which will be expanded upon along the analytics maturity curve:
 - Payment journey insights and assistance program enablement
 - Fraud analytics
 - Streamlining back office and field operations
- Supporting the customer digital experience
 - Expanding omni-channel experiences and interdependencies across channels, including web, mobile, IVR, and call center
- Enterprise customer data products
 - Build more reusable assets that can be leveraged across all seven analytics business domains
- Maintenance and support for the development and use of customer data and analytics products
 - Includes iterative addition of maintenance and support of new build.

Please see the response to 5a. regarding funding.

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-28
Date of Response: April 23, 2025
Responding Witness: Customer Operations / IT

Question No. :665

Subject: Customer Data and Analytics

Regarding the Customer Care and Billing Support request in the Company's Exhibit____(IT-9), pages 19 - 32:

1. On page 21, the Company states that new tools were built to monitor arrears, improve field collections, new communications, and identify bill payment issues. Identify these tools by name, associated annual capital and O&M costs, and list the projects these tools have are associated with including completion timeframes.
2. The Company states that these new tools help to prevent late fees and service terminations can be prevented. Provide the metrics used to measure the success of these tools.
3. On page 21, the Company states that they will segment customers into risk scores to target them for various programs as well as treatment strategies to reduce delinquencies. Provide the following:
 - a. A full list of scoring criteria and who will have access to this data both inside and outside the Company.
 - b. The number of customers forecasted to keep their bills current with the scoring treatment.
4. On page 22, the Company states that the Back Office has a robust platform to manage customer accounts but still requires analytical solutions to address various back office work. Provide the following:
 - a. The methods used to currently predict complex accounting and billing errors. Identify any errors that Company can only apply reactive solutions.
 - b. Whether backlogs for account review by back office and field teams will be manually reviewed or use GenAI.
5. On page 22, the Company proposes to use performance metrics to improve scheduling, staff volumes, and process management. Provide the current method used to make these decisions and detail what marginal

improvements are expected with these metrics.

6. On Page 22, the Company proposes the integrated Customer360 database to improve the accessibility of customer data. Explain how Customer360 addresses customer interaction pain points that are not addressed in the proposed CARE program.
7. On page 23, the Company cites the Contact Center data products that will help teams identify the impact of their programs on customer calls without needing to be an expert in the Contact Center or the Contact Center Cloud Software. Provide the cost savings associated with removing experts in the Contact Center and cloud software in favor of the modeled data product.
8. On page 23, the Company states that the expanded availability of customer and Contact Center data products will enable clean energy programs to have new ways of measuring program success. Provide all associated measures of Contact Center data program success and estimated impacts.
9. On page 23, the Company states that customer-level meter and consumption patterns will be available to analyze how changes at the customer level will impact grid capacity planning and impacts from distributed energy resources (DERs). Provide the current analytics platform used to inform capacity planning and DER integration.
10. On page 23, the Company states that customer-level data is required to conduct ground- up advanced analytics that validate commodity demand forecasts and impacts at the network or circuit level, as well as predict cross commodity and external crew needs during storm response. Describe the current analytics platform used to inform these projects.
11. On page 28, the Company begins a cost-benefit analysis. Complete the basis for the estimate in point three of financial benefits to implementing these improvements.

Response

1. Please see a list of the tools by name, development start year, and product go live year in the “Q1” tab of DPS-28-665 Attachment 1 Customer Data and Analytics Responses.

Regarding associated costs, the Customer Data and Analytics Program leverages a customer-centric, agile project management approach with shared resources across Customer Operations and IT to enable the successful delivery of its program workstreams, and thus cannot provide associated costs by tool.

Notwithstanding, the program can approximate the 2024 costs associated with the Credit and Collections data and analytics workstream to be approximately \$2.2 million.

2. Most of these reports are descriptive reporting intended to enable business decisions and do not have associated metrics.

However, two of these tools have customer-related success metrics tied to enabling customers to maintain on-time payments and prevent service terminations: 60 Day Arrears Email Campaign Segmentation and the Payment Propensity Model. The metrics used to measure the success of these tools are:

- Pay Rate (*distinct accounts emailed that paid within 7 days of the email / distinct accounts emailed*)
- Average Payment (*paid dollars / distinct emailed accounts that paid within 7 days of the email*)
- Total Payments and Payment Dollars
- Total Payment Agreements and Payment Agreement Dollar Value
- Inbound Call Rate (*distinct accounts emailed that called within 7 days of the email/ distinct accounts emailed*)
- Total Inbound Calls

3.

- a. Risk scores associated with delinquencies have not been developed and therefore scoring criteria details are not yet available. The program, which will start after 2026, plans to use data already available to its operations to produce these segmentations and propensity models. A limited set of internal employees will have access to this data. No one outside of the Company will have access to this data.

- b. See response to subpart 3a.

4.

- a. At present, the Company has not developed the capability to predict complex accounting and billing errors. Currently, the Customer Data and Analytics team provides descriptive reporting that identifies account and billing errors such as meter issues, legacy system and equipment issues, usage holds, billing holds, and service holds that arise after the billing system runs. The business teams then address these errors. Now that the Company has the foundation for descriptive reporting in place, it can begin more advanced predicative modeling for customer accounting and billing issues if funding is provided in the next rate period.
- b. There are currently no plans for back office or field teams to use GenAI for account review.

5. Currently, agent scheduling and staffing decisions are informed by standard contact center metrics, including Average Handle Time (AHT), Service Level (percentage of calls answered within 30 seconds), and call volume patterns by hour. These metrics have enabled the team to manage call spikes, scale support for increased volumes, and meet existing service level targets. A detailed description of these metrics is provided in the “Q5” tab of DPS-28-665 Attachment 1 Customer Data and Analytics Responses.

The use of enhanced performance metrics is expected to support incremental refinements in scheduling and training, primarily by improving visibility into agent performance trends. These refinements are intended to sustain service levels and support efficient resource use as demand patterns evolve. Additionally, classification of call level metrics by call type can be leveraged to identify targeted employee training opportunities.

6. The Customer360 data product will not directly address customer interaction pain points, as this is a data model that is built to enable cross-domain analytics. Analytics products built by the Customer Data and Analytics team can help impact customer interaction pain points, but only after product design and adoption. As the program works to expand the Customer Analytic Record (CAR) into the Customer360 model, it will take a collaborative approach with CARE to synchronize their efforts and minimize duplicative work. However, note that CARE is not a data model parallel to CAR, but rather a program that supports the Company’s clean energy programs.
7. The Contact Center Data and Analytics products will not remove the need for contact center experts and cloud software, and so will not provide any associated cost savings.
8. Estimated impacts of call center data products on clean energy program success are not yet available, as the metrics have not yet been finalized. However, the Company anticipates that measures of average call handle time, wait times, first call resolution, and repeat caller behavior will be part of the call center data products. Through linking the call center data product with Customer360, clean energy program teams will be able to obtain these metrics for customers enrolled in clean energy programs.
9. Currently, the Company primarily relies on traditional load forecasting and direct load requests from new business customers to inform capacity planning and DER integration. The Company also uses Advanced Metering Infrastructure (AMI) data from the Enterprise Data & Analytics Platform (EDAP) to calibrate load-flow models for impact assessments and annual work planning.

Beyond these efforts, the Company is looking to use the EDAP platform to improve DER and electrification planning by leveraging improved customer segmentation. An expanded data model will integrate customer-level meter and consumption data with new and existing customer attributes, enabling DER teams to better assess customers’ electrification potential and incorporate those projections into capacity planning.

10. Currently, commodity demand forecasting and storm response needs are met by operational systems; the data models for these functions are fed by these operational

systems but are largely not based on customer data modeled for reusable analytics across the enterprise. Outside of existing operational systems, the Company has deployed analytics use cases as part of the AMI Business Analytics project in EDAP to enhance existing forecasting processes with more granular customer-specific insights related to heat pumps and electric vehicles. However, the customer-level data models related to this project are not connected to the larger CAR data model (which is focused on the analytics needs of Customer Operations) and thus does not exist in a way that would allow the Company to effectively leverage insights across projects. The Customer Data Product referenced in the whitepaper will exist as a reusable data product that will be usable for analytics programs across the Company.

11. The Company interprets point three to mean subsection three within the section of the white paper which asks about project costs. As stated in the program's white paper in Exhibit__(IT-9), page 29, costs are based on a methodology and rubric provided across the following dimensions:

- Data Complexity – accessibility, quality, and interoperability of necessary data
- Data Volume – number of systems and integration techniques
- Use Case Complexity – complexity of underlying analytics and operationalization
- Use Case Volume – the number of high value use cases available

This rubric was used to determine the ratings provided on page 28 for the respective Contact Center and Customer product oriented delivery teams (PODs). The underlying rationale for these ratings, which are the same for both PODs, is as follows:

- The major source systems in the Customer domain contain significant volumes of complex data.
- It is high value and high effort to blend and model this data into a secure single source of truth about our customers that can be reused across business programs.
- There are many high value use cases well established in the industry related to Customer Operations' workstreams.
- Many of the use cases themselves have complex implementations due to the necessary business process changes and number of users requiring training.
- Opportunities for use cases in the Generative AI space are strong in Customer Operations due to the available volume of unstructured data but will require significant testing.

Product	Product Description	Year Started	Year Completed	Current Status
60 Day Arrears Email Campaign Segmentation	Segments customers in arrears >60 days based on age of arrears and customer type. Produces an automated file for an email campaign that prompts customers to pay their outstanding balance.	2024	2024	In use
60 Day Arrears Email Campaign Review Metrics dashboard (reporting)	Provides comprehensive reporting on a variety of email send and response metrics, including payments and calls within 7 days of the email send.	2024	2024	In use
Field Activity Report dashboard	Provides views of completed field activities and fieldable accounts that are planned for field activity. Views include breakdown of collector documents, jobs reached and outcomes, aggregated team performance metrics, and field priority lists.	2024	2024	In use
Payment Propensity Model	Machine learning model used to understand a customer's propensity to pay their upcoming bill to prioritize collections activities (soft contacts and field visits) and inform the optimal action to be taken to reduce arrears for individual accounts.	2024	2024	In use
Payment Propensity Report dashboard	Report used to track monthly model performance so data scientists can evaluate changes over time and determine when to adjust the model to improve performance.	2024	2024	In use
Payment Arrangements Report dashboard	The Payment Arrangements report provides a comprehensive overview of key metrics and trends surrounding payment arrangements. This report covers lifecycle from payment arrangement requests, to approved and/or active payment arrangements, to conclusion.	2024	2025	In use
Field Top Line Metrics Report dashboard	Report provides a high-level view of field jobs reached and outcomes including payments, turn offs and reconnections.	2024	2025	In use

Expected Value Model	<p>Using historical data and account characteristics (e.g. meter type), the machine learning model assesses the likelihood that a collections visit to an account will result in 1 of 3 outcomes and assigns an expected value (EV) score to the account. When aggregated, the sum of the EV scores represents the dollars we can expect to collect from a group of accounts. EV can be used to prioritize accounts for visits. Pilot test ran March 2025</p> <p>Anticipated outcome of using the model is a reduction in the proportion of field visits resulting in No Access/Refusal, and therefore an increase in the proportion resulting in payments or TONP (+ reconnects).</p>	2024	2025	In testing
MDAC Postering Overview dashboard	Dashboard tracks postering stages for Multi Dwelling Accounts (MDAC) and shows 1) which accounts are eligible for postering, 2) which have been posted, and 3) which accounts are eligible for collector visits. It also provides insight on how many inbound calls are generated by MDAC accounts and how many MDAC accounts that were visited resulted in TONPs, if/when they were reconnected, and payments.	2024	2025	In use
Replevin dashboard	Allows users to see the number of cases and arrears dollars (>30 days) in each stage of Replevin and how long they've been in a stage, so a user can identify stages that are holding up cases and explore reasons for any hold ups.	2025	2025	In use
Collector Burndown dashboard	Shows the daily new inflow and outflow of collector documents, and a trendline of total collector documents so that the field team can see the rate at which they are burning down the collector document backlog.	2025	2025	In use

Field Agent Report dashboard	The Field Agent Report allows users to monitor Customer Field Representative (CFR) activity and incorporates production and performance metrics. CFRs are measured against pre-defined borough-level targets. Close monitoring of the field helps to drive collector performance, highlights risk areas and enhances visibility to management while driving down arrears.	2025	2025	In use
Credit & Collections Central Credit Dashboard	<p>This report provides a view of the health and trajectories of the arrears portfolio and the effectiveness of their respective programs to enable identification of emerging risks and ensuing corrective actions.</p> <p>This report was created using legacy Customer Information System data. After the Company transitioned to the Customer Care & Billing system (CC&B), this report was retired.</p>	2023	2023	Not in use

Metric	Definition	Purpose
Average Handle Time	The average time in seconds that it took to handle a call. This can be calculated at the Agent and Workgroup Level.	AHT is a metric that we track and would like to see go down. High AHT can indicate a need for training or an increase in high-complexity calls.
Shrinkage	The percentage of calling time lost during a period due to an agent being in other statuses.	Includes end of shift duties, meetings, emails, coaching, and other agent obligations. The goal is not to eliminate shrinkage, but to manage the levels to ensure agents are available to take calls and do not have too many non-call related activities throughout the day.
Schedule Adherence	The percentage of the shift that an agent spends in their scheduled state. This is broken up into Break, Lunch and Working (which considers all statuses minus lunch/break as 'working')	Call volumes fluctuate throughout the day and schedules are set to ensure that staffing levels meet call volumes at specific time intervals throughout the day. Tracking schedule adherence helps ensure that the workforce is available at expected levels.
First Contact Resolution (FCR)	The percentage of calls that an agent handles where the customer does not call back within 24 hours. If the customer does not call back within that period, we consider their issue resolved.	The FCR rate is used as an indicator to ensure that when customers speak to an agent, that their issues are resolved without having to call back and speak with another agent.
CSAT	The average customer satisfaction score that an agent receives.	Used as an indicator to determine level of customer satisfaction for transactions handled by agents.
Service Level	The percentage of all calls answered that were answered within 30 seconds.	Beyond being a useful indicator of customer experience, this allows us to understand if we are appropriately staffed to handle call volumes.
Occupancy	The percentage of time spent handling calls or available to handle calls.	Occupancy measures time either spent on calls or available to take calls.
Productive Agents	The average number of agents that were handling calls or available to handle calls across a period.	This metric normalizes the number of logged in agents and their statuses to FTEs answering calls or available to take calls during a given interval. This enables supply and demand analysis on daily call volumes.
Average Seconds to Answer	The average seconds taken to answer calls.	Provides greater detail to help better understand service level figures.

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-30
Date of Response: April 11, 2025
Responding Witness: Customer Operations Panel

Question No. :730

Subject: Billing and Payment Enhancements

Regarding the Company's Information Technology Panel Exhibit____(IT-5) - Billing and Payment Enhancements pages 30 to 35:

1. On page 30, the Company states the enhancements will empower customers by increasing billing clarity, payment offerings, and program awareness.
 - a. Provide a detailed list of how customers can currently remit bill payments to the Company with a description of each.
 - b. For each month in calendar years 2023 and 2024, provide a detailed breakdown of the number of payments made for method in the list provided in 1.a.
 - c. Provide a detailed description for why payment offerings in 1.a. are not sufficient offerings for customers to pay their bills including any studies completed.
 - d. Describe how the proposed enhancements will improve each of payment offerings.
2. On page 30, the Company states that it intends to pilot several modern kiosks. Provide the following:
 - a. Has the Company commenced the pilot. Provide the timeframe for the pilot.
 - b. How many and locations of the modern kiosks.
 - c. A detailed list of all the functionalities for each kiosk.
 - d. A detailed description of how a customer can create a payment agreement and how it aligns with the Home Energy Fair Practices Act.
 - e. The languages that the kiosks will offer.
3. On page 31, the Company proposes a personalized video messaging initiative. Provide a detailed description of how the messaging in the video is tailored to customer's circumstances.
4. Does the Company provide how-to videos to assist customers understanding similar programs? If so, provide details including how customers access such videos.
5. On page 31, the Company states it conducted an online survey in which customers

revealed interest in payment kiosks. Provide details surrounding the circumstances of the survey including survey population, demographics, etc. Provide a copy of the survey and the results.

6. Does the Company anticipate an increase in in-person payments in the future?
7. What methods of payment does the Company's existing fleet of kiosks accept?
8. What methods of payment will the replacement kiosks accept at the time of installation that the current kiosks do not?

Response

1.
 - a. Currently, customers can remit bill payment through the following methods:
 - Electronic Check (E-ACH)
 - Credit/Debit Card
 - Physical Check (ACH)
 - Cash

There are a number of channels through which customers may pay their bill through these methods, including online on MyAccount, through calling the contact center through the interactive voice response (IVR) system, in person at customer walk-in centers, by mail, as well as through their home banking site or third-party retailers that accept payments on behalf of customers.

The ways to pay bills are detailed on the bills themselves, as illustrated in the image in DPS-30-730 Attachment 1 Customer Bill_Ways to Pay. These payment options are also detailed online at <https://www.coned.com/en/accounts-billing/payment-options>.

- b. See DPS-30-730 Attachment 2 Customer Payments 2023-2024 for the number of payments made per month in 2023 and 2024 via each of the methods listed in response to Question 1(a).
 - c. As the payments landscape evolves and digital payment options continue to emerge, customers expect to have more ways to pay their bills. These new and emerging digital payment options include digital wallets (like ApplePay and Google Pay), PayPal, Venmo, and others.

Based on a one-question pulse customer survey performed in 2022 relating to preferred customer payment methods, more than 40% of customers would prefer to pay via digital wallets (10%) or modern payment processors like Venmo,

PayPal, and Zelle (33%). The results of this survey are provided in DPS-30-730 Attachment 3 Payment Options Pulse Survey Results.

- d. The proposed billing and payment enhancements will provide customers with more ways to pay their bills through expanded options that fit their lifestyles, thereby improving their customer experience. The Company will integrate with its current credit/debit card vendor to provide more payment options on MyAccount, such that use of these new digital payment methods will be as seamless as possible while maintaining currently available payment methods for those who prefer them.
- 2.
- a. The Company has not yet commenced the modern kiosk pilot. The pilot is expected to begin in Q3 2025 and last nine months to one year.
 - b. One modern kiosk will be located at each of following Company locations:
 - Manhattan (Harlem) Walk-in Center: 122 East 124th Street
 - Bronx Walk-in Center: 1775 Grand Concourse
 - Brooklyn Office: 30 Flatbush Avenue
 - c. Modern kiosks will provide more options to underbanked and underserved customers. A final list of kiosk functionalities is not available, as the Company's Request for Proposal (RFP) process for the new kiosks is still underway. However, the following functionalities are expected to be phased in over the course of the pilot:
 - Improved accessibility and ADA compliance
 - Ability to accept credit and debit cards, cash, and checks
 - High security locks for cash intake
 - Barcode scanning to obtain account numbers from customer bills
 - Paper receipt printing
 - Transactions posting immediately to customer accounts through the Company's Customer Care & Billing (CC&B) system
 - Real-time calling with a customer service representative (CSR) if additional support is needed
 - Cameras for security and for communication with a CSR
 - Dual amplified speaker system, microphone, and external audio headset connector
 - d. The Company will seek to add "button/selection" features that will either bring customers to the Con Edison website to create a deferred payment agreement (DPA) or create a DPA directly on the kiosk that feeds into the Company's CC&B system. Enablement of these features will take additional development and testing, including to ensure compliance with the Home Energy Fair Practices Act, and as such this functionality will be part of later stages of the pilot.

- e. The kiosks will offer 25 languages: English, Arabic, Bengali, French, Haitian Creole, Hindi, Italian, Korean, Polish, Portuguese, Russian, Spanish, Urdu, Yiddish, Amharic, Tigrinya, Chinese, Mandarin, Cantonese, Vietnamese, Somali, Oromo, Cambodian, Farsi, and Lao.
- 3. The video will be personalized to each customer by pulling in data from CC&B, such as name, usage, and basic billing information. This personalized video will educate customers on what programs they qualify to enroll in to encourage participation. A redacted example of this video is provided in DPS-30-730 Attachment 4 Redacted Personalized Video Message.
 - 4. How-to videos are available on the Company's website and YouTube channel for customers searching for information on program enrollment, bill savings, payment support, and other topics. Both the website and YouTube channel provide this information in a dedicated section on Saving Energy and Money. Recent videos include "How to Read Your Utility Bill," "Save with Con Edison's Clean Heat Program!" and "Electrify Your Home for Energy Efficiency and Savings."

These videos can be viewed at <https://www.youtube.com/@ConEdisonNY>.

- 5. The Company conducted a survey from October 29 to November 11, 2024, of more than 10,000 Con Edison customers who made a bill payment at a Con Edison walk-in center kiosk. The survey had a response rate of 1%, with 122 customers responding (116 in English and 6 in Spanish). The results of this survey are provided in DPS-30-730 Attachment 5 Bill Payment Kiosk Survey Results.
- 6. The Company anticipates an increase in in-person payments as its collections activities increase. The addition of credit/debit card payment features on kiosks will make it more convenient for customers to make in-person payments, as will an increase in the number of kiosk options available near where customers live and work. A customer pulse survey found 44% of customers would be interested in paying their bills in person if a convenient option were made available to them, as shown in DPS-30-370 Attachment 6 Kiosk Location Survey.
- 7. The Company's existing kiosks accept check and cash payments.
- 8. In addition to currently available check and cash payments, the replacement kiosks will accept credit and debit card payments.

Ways to pay your bill

1. **Auto Pay:** Pay your bill automatically from your checking or savings account at no charge. Enroll at conEd.com/MyAccount or call 1-212-243-1900.
2. **Online:** Pay at conEd.com/MyAccount using your bank account, credit card or debit card at no cost.
3. **App:** Download the Con Edison app from the App Store or Google Play Store.
4. **Phone:** Pay by phone at 1-888-925-5016 using your bank account, credit card or debit card at no cost.
5. **In Person:** Our walk-in centers are open Monday through Friday from 8:30 a.m. to 5:00 p.m.

Bronx: 1775 Grand Concourse

Brooklyn: 345 Jay Street

Manhattan: 122 East 124th Street

Queens: 89-67 162nd Street

Staten Island: 1140 Richmond Terrace

Westchester: 1 Bogopa Plaza

* If your payment stub is labeled "CASH ONLY" please pay in person or with a credit card at 1 888-925-5016.

6. **Mail:** Send a check or money order, payable to Con Edison, using the envelope provided to authorize us to make a one-time electronic fund transfer from your account or to process the payment as a check. You will not get the check back. Do not send cash.

Con Edison

PO Box 1702

New York, NY 10116-1702



Save a stamp. Pay your bill online at
[ConEd.com/MyAccount](https://conEd.com/MyAccount)



Go Paperless!

Scan the QR Code with your smart device or
visit conEd.com/MyAccount to enroll in eBill

Questions? Call toll free 1-800-75-CONED (1-800-752-6633)

2023 Payment Transactions					
Month	Electronic Check E-ACH	Credit/ Debit Card	Physical Check ACH	Cash	Total
Jan	2,696,513	430,219	395,410	212,450	3,734,592
Feb	2,056,606	386,955	355,222	203,145	3,001,928
Mar	2,399,439	446,886	491,097	213,242	3,550,664
Apr	2,127,428	394,183	338,883	199,316	3,059,810
May	2,432,479	458,938	363,019	217,827	3,472,263
Jun	3,227,655	409,074	368,032	199,148	4,203,909
Jul	2,203,441	423,884	320,381	208,874	3,156,580
Aug	2,422,112	463,232	386,641	212,210	3,484,195
Sep	2,189,092	401,391	311,549	228,286	3,130,318
Oct	1,926,365	384,004	291,801	190,689	2,792,859
Nov	2,150,642	402,627	292,940	196,852	3,043,061
Dec	1,917,806	367,077	243,999	188,700	2,717,582
Total	27,749,578	4,968,470	4,158,974	2,470,739	39,347,761
Percentage	71%	13%	11%	6%	100%

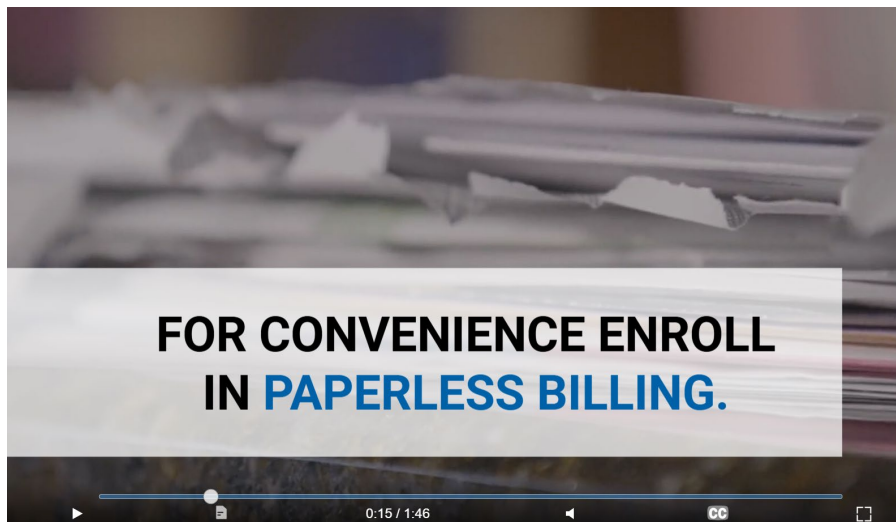
2024 Payment Transactions					
Month	Electronic Check E-ACH	Credit/ Debit Card	Physical Check ACH	Cash	Total
Jan	2,192,469	468,374	295,680	157,008	3,113,531
Feb	2,063,943	433,142	245,750	160,050	2,902,885
Mar	2,046,913	453,411	285,340	161,837	2,947,501
Apr	2,232,569	511,559	276,852	172,956	3,193,936
May	2,301,191	509,077	282,918	156,542	3,249,728
Jun	2,021,808	446,875	246,827	157,218	2,872,728
Jul	2,198,337	528,155	260,401	159,367	3,146,260
Aug	2,202,791	526,593	260,374	156,597	3,146,355
Sep	2,103,224	512,926	243,104	162,590	3,021,844
Oct	2,354,683	539,598	251,748	154,880	3,300,909
Nov	1,905,363	460,416	223,614	165,013	2,754,406
Dec	2,691,875	549,557	248,302	172,672	3,662,406
Total	26,315,166	5,939,683	3,120,910	1,936,730	37,312,489
Percentage	71%	16%	8%	5%	100%

In the future, if Con Edison were to offer any of the following options to pay your monthly bill, which one would you prefer to use?



1,438 responses

Redacted Sample: Personalized Video Message





YOUR 12-MONTH RANGE: \$67.51 - \$90.96

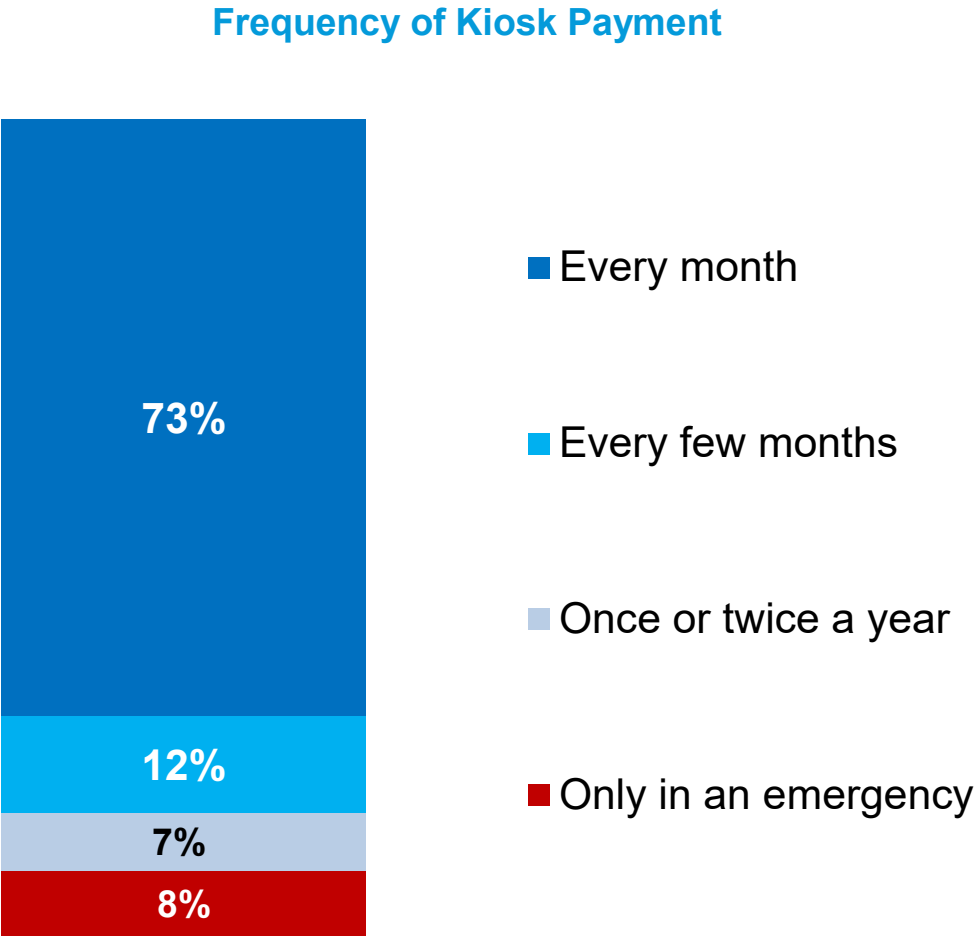
**YOUR MONTHLY BUDGET BILLING
AMOUNT IS \$79.00**





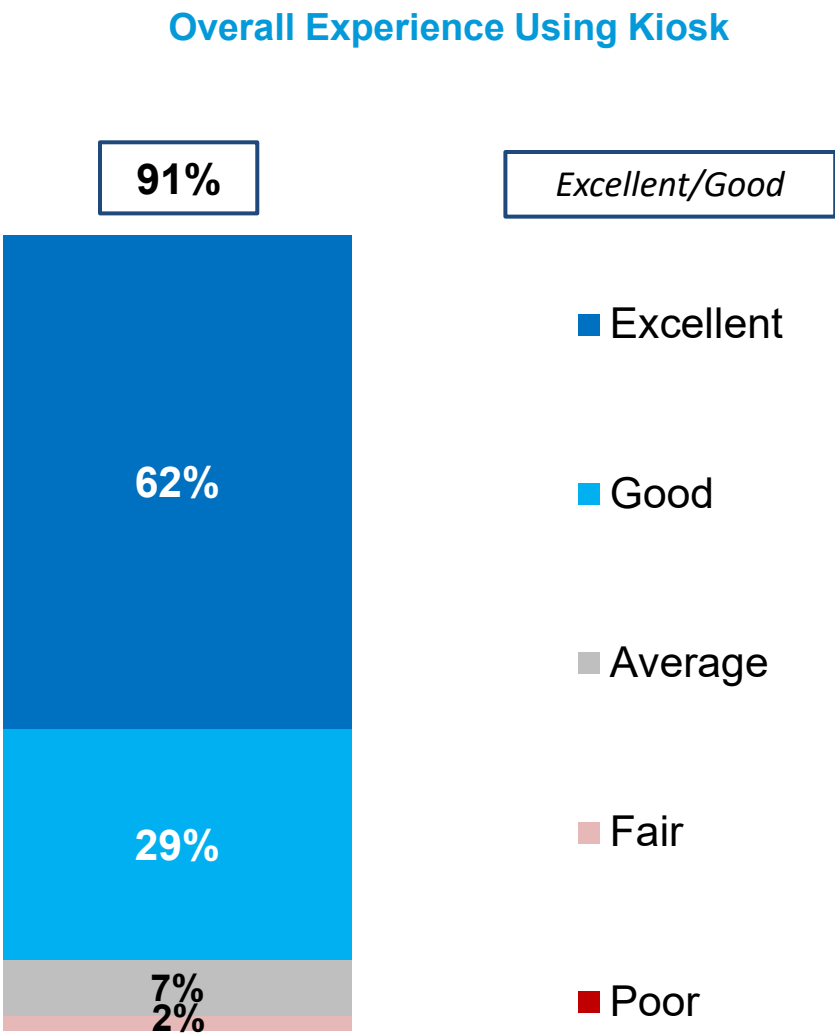
Bill Payment Kiosk Survey Results

November 2024



Q1 - How frequently do you pay your Con Edison bill at a kiosk in a walk-in center? (Base: Total n=122)

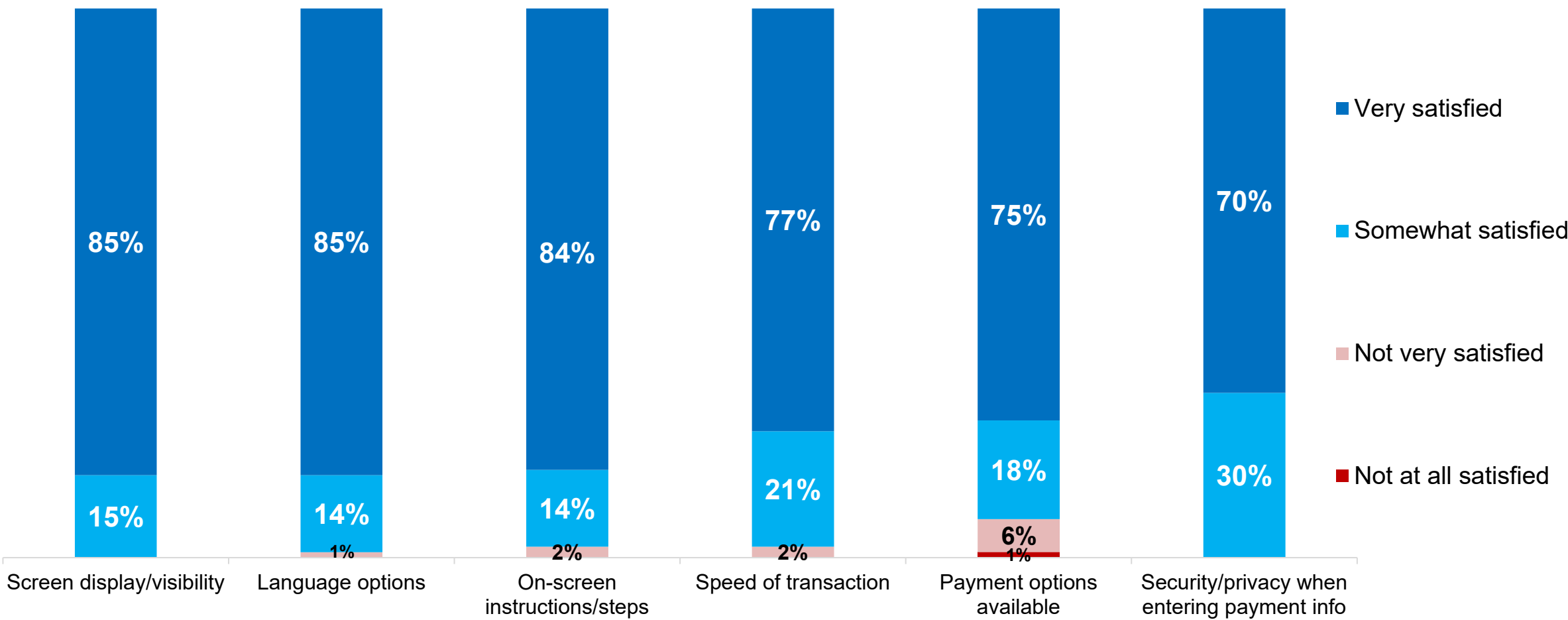
Nine in ten rate their kiosk experience as Excellent to Good.



Q2 - Overall, how would you rate your experience with using the kiosk? (Base: Total n=122)

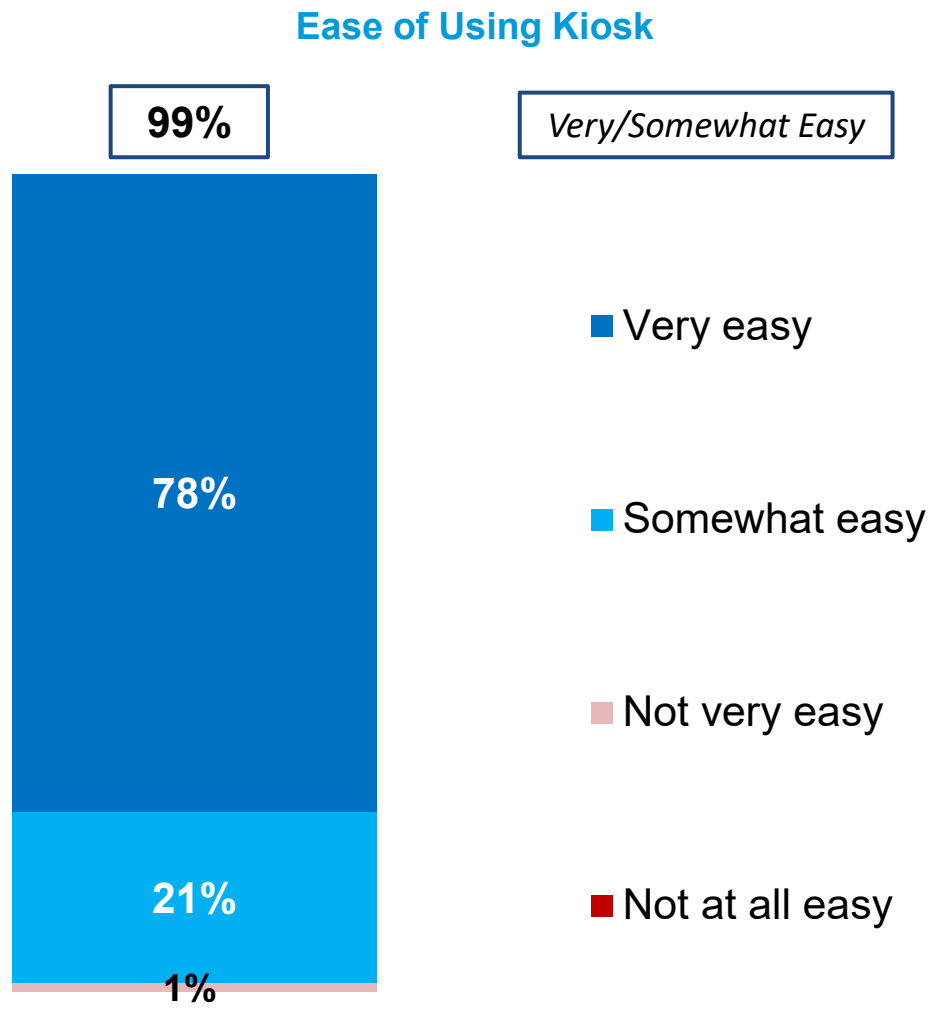
...additionally, customers are happy with various aspects of the kiosk, though a few would like more payment options.

Satisfaction with Different Aspects Using Kiosk



Q3 - How satisfied were you with each of the following when using the kiosk? (Base: Total n=122)

Virtually all found the kiosk easy to use.

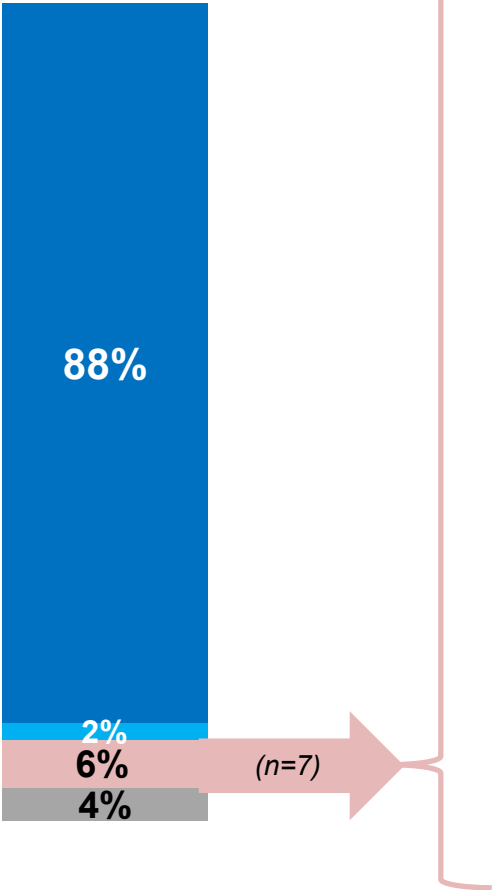


Q4 - How easy was it to use the kiosk to make your Con Edison payment(s)? (Base: Total n=122)

Most were able to pay their bill themselves using the kiosk. A few needed assistance, which was completed in a timely manner.

Ability to Make Payment by Self or with Assistance

- Paid bill myself by kiosk
- Paid bill myself using iPad
- Needed Assistance
- Don't recall

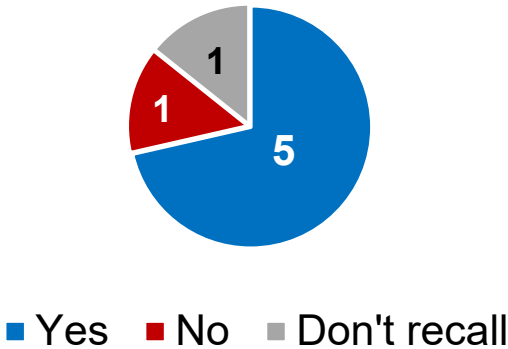


Reasons for Assistance

- First time user, wanted to make sure it was done correctly (n=2)
- On-screen instructions not easy to follow (n=2)*
- Wasn't sure how machine printed receipt at end of transaction (n=1)
- Wanted payment plan (n=1)
- Wasn't sure if any change would be given back (n=1)**

See verbatims in notes below

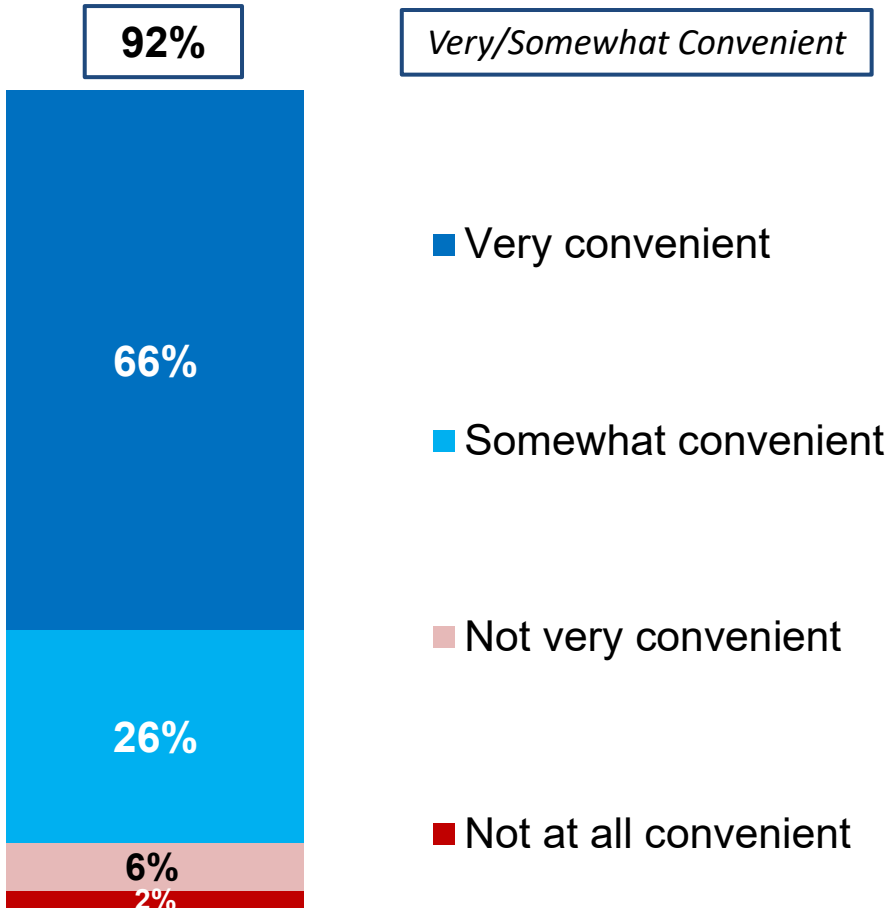
CSR Helped in Timely Manner *(small base, numbers used, not %s)*



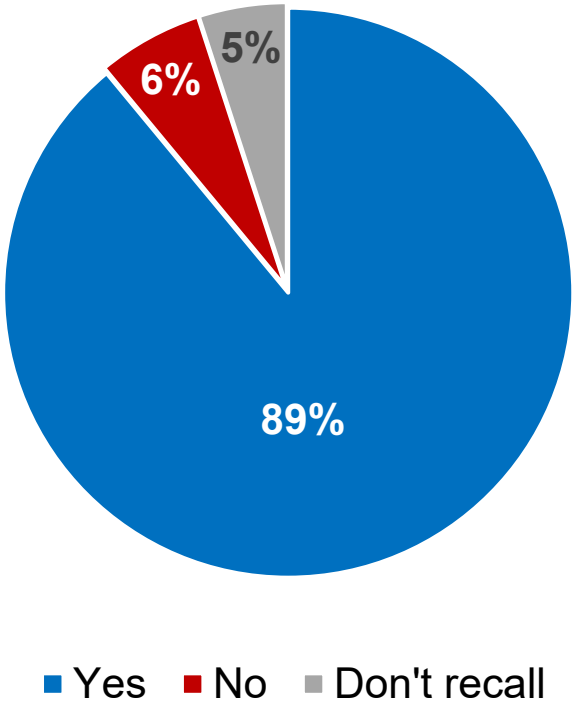
Q5 - When you last paid your bill at the kiosk in the walk-in center, were you able to do the payment by yourself or did you need to speak with and/or get assistance from a Con Edison representative? (Base: Total n=122)
Q6 - Why did you need to speak with and/or ask for assistance from a Con Edison representative when using the kiosk? Please be as specific as possible. (Base: Needed assistance n=7)
Q7 - Was the Con Edison representative able to help you in a timely manner? (Base: Needed assistance n=7)

The walk-in center hours and locations are convenient for most.

Convenience of Walk-In Center Hours



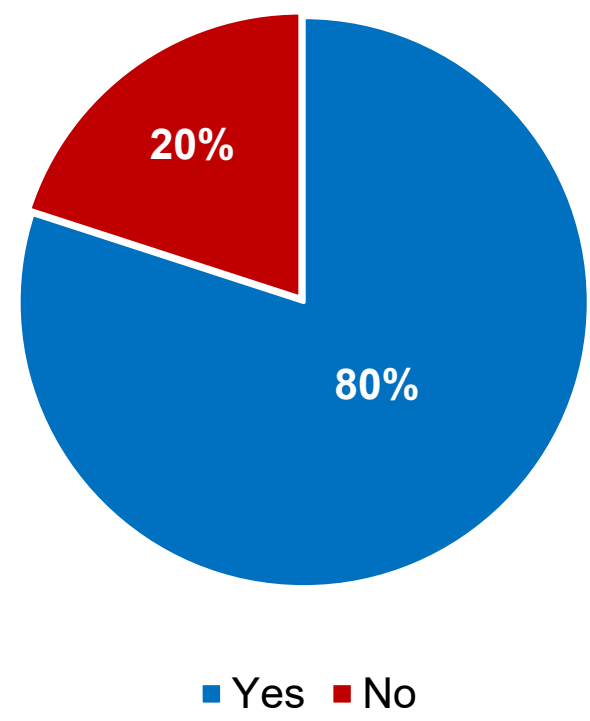
Convenience of Walk-In Center Location



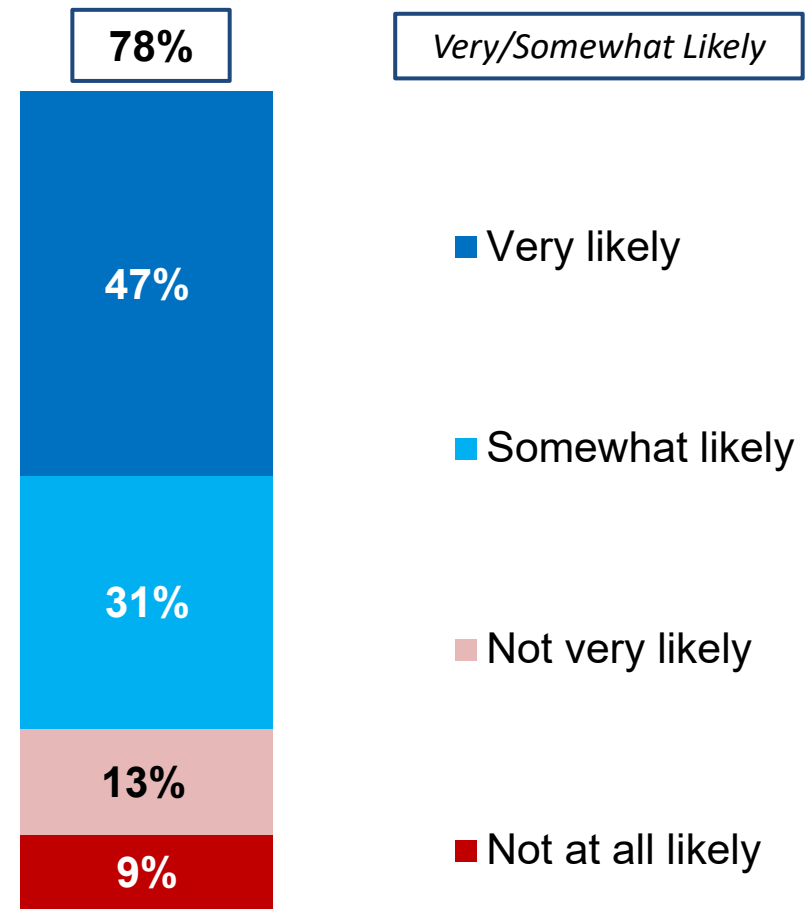
Q8 - Are the hours at the walk-in center, where you pay your bill using the kiosk, convenient? The hours are Monday-Friday from 8:30am to 5pm. (Base: Total n=122)
Q9 - Is the kiosk in the walk-in center [where you pay/paid your Con Edison bill] conveniently located? (Base: Total n=122)

...though, most would find stand-alone kiosks around NYC helpful and would likely use the kiosks if they were on a wall outside walk-in center and available 24/7.

Helpfulness of Stand-Alone Kiosks around NYC



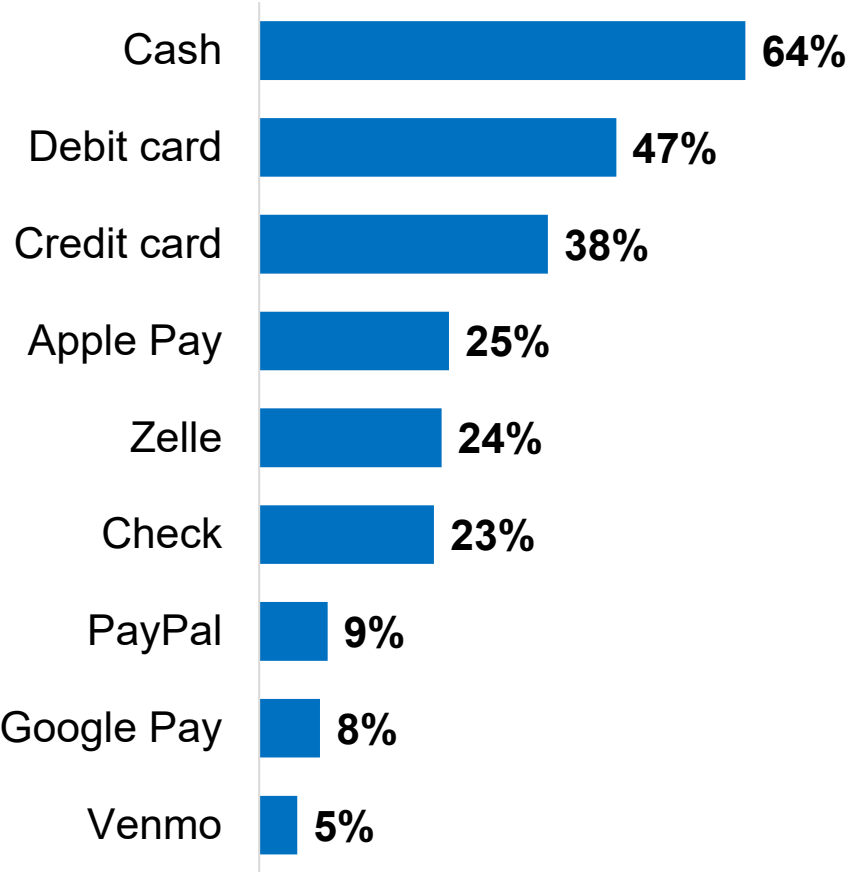
Likelihood to Use Kiosk if on Outside Wall of Walk-In Center



Q10 - Would it be helpful to add some stand-alone kiosks (such as within a store or building) around the NYC area (including all the boroughs and Westchester County), to make it more convenient for customers to pay their bill? (Base: Total n=122)
Q11 - In the future, if Con Edison were to place these bill payment kiosks on the outside wall of the walk-in centers, so that you can use it whenever you want, 24/7, how likely would you be to use it? (Base: Total n=122)

Customers are interested in having additional payment options at the kiosk, with most continuing to pay with cash, followed by paying with debit and/or credit cards.

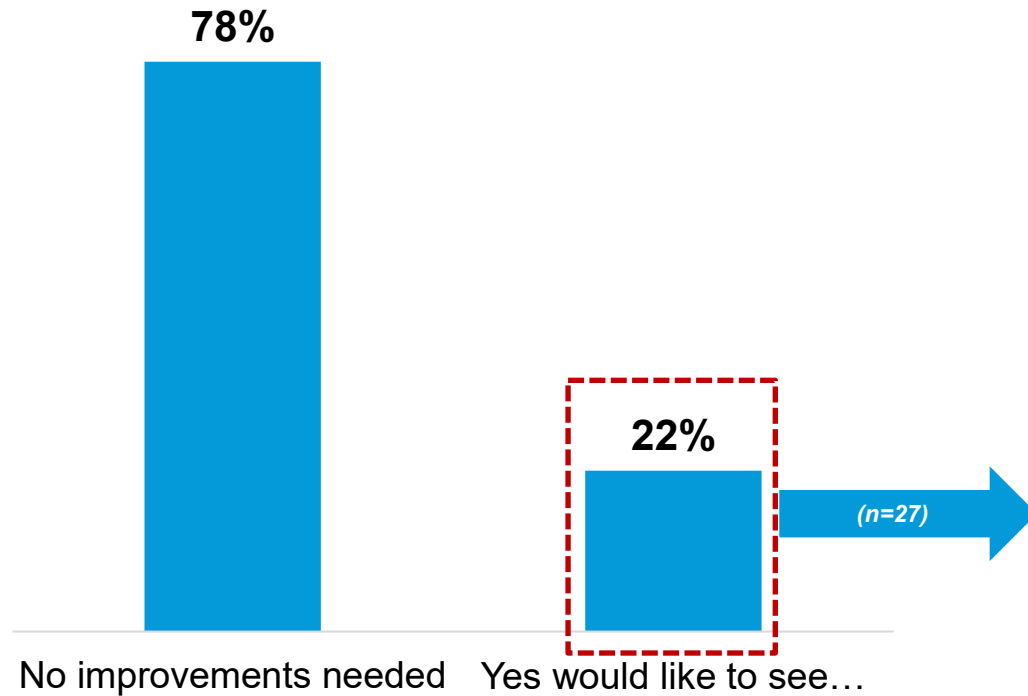
Payment Options Desired at Kiosk



Q12 - If Con Edison added more payment options, which of the following payment options would you be most likely to use at the kiosk? Select all that apply. (Base: Total n=122)

Page 197 of 216

Suggested Improvements Using Kiosk



- More locations, including in stores
- More payment options (no fee for credit cards)
- Extended/more convenient hours (weekends)
- Ability to receive change back rather than a credit
- Ability to scan bill to go directly to payment

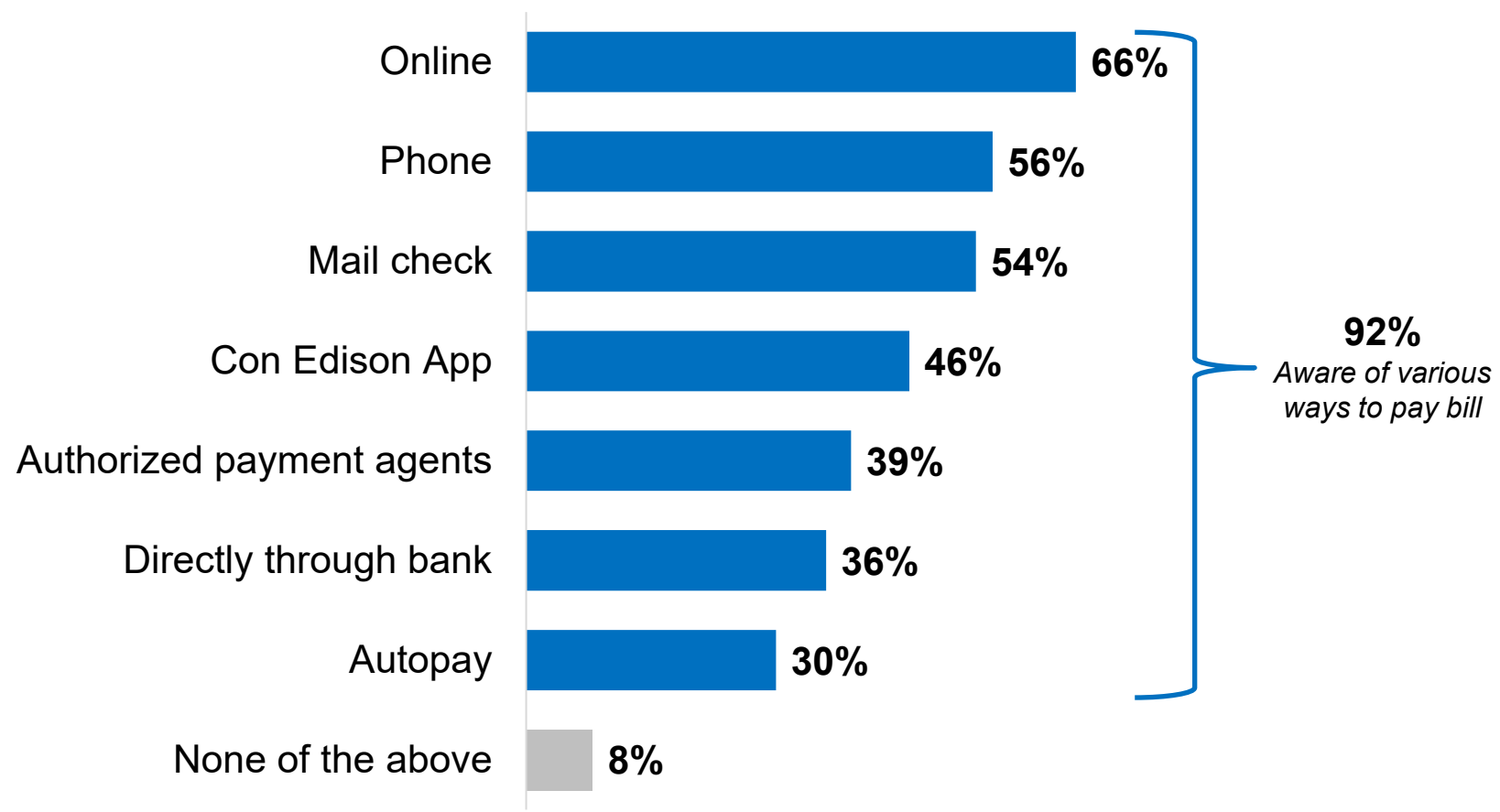


Q13 - What else can Con Edison do to improve your experience using kiosks? (Base: Total n=122)

Verbatims in appendix

Almost all customers are aware of the various ways available to them to pay their bill any where, with paying online, via phone or mailing a check at the top.

Awareness of Other Ways Available to Pay Bill



Q14 - Finally, below are other ways available for you to pay your Con Edison bill. Prior to this survey, which were you already aware of? Select all that apply. (Base: Total n=122)

adding standalone kiosks around the NYC area (including all boroughs and Westchester County) to make it more convenient for customers to pay their bill. Which of the following locations would you be very interested in using as a way to pay your bill?

Total Responses: 1221

Retail Stores, such as Walgreens, CVS or Local Pharmacy

Picked by 416 members.

34%

7-Eleven

Picked by 101 members.

8%

Department of Finance/Business Centers

Picked by 53 members.

4%

DMV (Department of Motor Vehicles)

Picked by 62 members.

5%

Local Library

Picked by 241 members.

20%

MTA Subway System

Picked by 126 members.

10%

Local Police Department

Picked by 52 members.

4%

Some other location, specify:

Picked by 36 members.

3%

Not interested in paying my bill at a kiosk

Picked by 688 members.

56%

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-39
Date of Response: April 23, 2025
Responding Witness: Customer Operations Panel

Question No. :876

Subject: Estimated and Delayed Billing

Refer to the “Long-Term Estimated and Delayed Billing Metric” section of the Company’s Customer Operations Panel testimony.

1. On page 84, the Company proposes to exclude bills for non-residential customers for five unsuccessful attempts by either its return to utility (RTU) vendor or Company employee to install an advance metering infrastructure (AMI) meter. For each reporting period since the commencement of the metrics, provide a side-by-side comparison of the reported performance results and the revised performance results accounting for the proposed exclusion.
2. On page 85, the Company proposes to exclude from the metric accounts defective or non-communicating meters for which the Company has engaged in the replevin process. For each reporting period since the commencement of the metrics, provide a side-by-side comparison of the reported performance results and the revised performance results accounting for the proposed exclusions.
3. Refer to the proposed exclusions in Questions 1 and 2 above. Provide a side-by-side comparison of the reported performance results since commencement of the metrics, with the revised performance results accounting for the proposed exclusions from both Questions 1 and 2.

Response

1. The Company is unable to provide a comparison of the revised performance results accounting for the proposed exclusion since the commencement of the metrics, as it would require the Company to conduct a special study to identify the date of each unsuccessful attempt for each non-residential customer and associated bills the Company proposes to exclude. The Company will file a supplemental response providing this comparison for the first quarter of 2025 after it files its first quarter Estimated and Delayed Billing Report in Cases 22-E-0064 and 22-G-0065 on April 30, 2025.

2. The Company has not engaged the replevin process for customers with defective or non-communicating meters, so the performance results would not change.
3. Please see the Company's response to Question 1.

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-39
Date of Response: May 06, 2025
Responding Witness: Customer Operations Panel

Question No. :876-Supp1
Subject: Estimated and Delayed Billing

Refer to the “Long-Term Estimated and Delayed Billing Metric” section of the Company’s Customer Operations Panel testimony.

1. On page 84, the Company proposes to exclude bills for non-residential customers for five unsuccessful attempts by either its return to utility (RTU) vendor or Company employee to install an advance metering infrastructure (AMI) meter. For each reporting period since the commencement of the metrics, provide a side-by-side comparison of the reported performance results and the revised performance results accounting for the proposed exclusion.
2. On page 85, the Company proposes to exclude from the metric accounts defective or non-communicating meters for which the Company has engaged in the replevin process. For each reporting period since the commencement of the metrics, provide a side-by-side comparison of the reported performance results and the revised performance results accounting for the proposed exclusions.
3. Refer to the proposed exclusions in Questions 1 and 2 above. Provide a side-by-side comparison of the reported performance results since commencement of the metrics, with the revised performance results accounting for the proposed exclusions from both Questions 1 and 2.

Response

Please see DPS-39-876 Supp1 Attachment 1 for a comparison of the reported performance results and the revised performance results accounting for the proposed exclusion in Question 1 for the first quarter of 2025.

Metric 1

Electric residential, electric non-residential, non-demand (excluding NYPA), and gas residential customers

	Q1 2025	Q1 2025 (w/Exclusion)
Electric AMI Total Bills	3,491,460	3,491,418
Estimated > 125 Days	8,612	8,608
Delayed > 125 Days	9,340	9,340
Electric Legacy Total Bills	4,570	4,543
Estimated > 125 Days	2,946	2,924
Delayed > 125 Days	292	291
Gas AMI Total Bills	888,179	888,179
Estimated > 125 Days	6,201	6,201
Delayed > 125 Days	3,173	3,173
Gas Legacy Total Bills	3,685	3,685
Estimated > 125 Days	2,069	2,069
Delayed > 125 Days	435	435
Total Bills	4,387,894	4,387,825
Estimated > 125 Days	19,828	19,802
Delayed > 125 Days	13,240	13,239
Total Percentage	0.75%	0.75%

Metric 2

Electric non-residential demand, NYPA electric and gas non-residential customers: NYPA traction meter reported separately for customer bills.

	Q1 2025	Q1 2025 (w/Exclusion)
Electric AMI Total Bills	151,552	151,531
Estimated > 125 Days	864	862
Delayed > 125 Days	582	582
Electric Legacy Total Bills	642	634
Estimated > 125 Days	423	417
Delayed > 125 Days	56	56
Gas AMI Total Bills	143,650	143,551
Estimated > 125 Days	2,806	2,750
Delayed > 125 Days	1,656	1,655
Gas Legacy Total Bills	1,495	1,477
Estimated > 125 Days	886	874
Delayed > 125 Days	69	69
Traction Meters	892	892
Estimated > 125 Days	5	5
Delayed > 125 Days	-	-
Total Bills	298,231	297,193
Estimated > 125 Days	4,984	4,903
Delayed > 125 Days	2,363	2,362
Total Percentage	2.46%	2.44%

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-50
Date of Response: May 08, 2025
Responding Witness: Customer Operations Panel

Question No. :1024

Subject: Follow up to PULP question 20 (PULP_3_20_Attachment 1 Customer Outreach Activities by Cost Category)

Referring to PULP's interrogatories for Set PULP-3, question number 20, PULP requested a breakdown of RY1 O&M increase of \$1,322,000. The Company provided PULP_3_20_Attachment 1 Customer Outreach Activities by Cost Category, a breakdown of outreach activities and a line item titled RY1 Total Requests (000s) of \$6,604. The Company further explains in its response that the \$1,322,000 increase is the difference between the test year and of \$5,282,000 and the RY1 request of \$6,604,000.

- a. Provide the same spreadsheet with a breakdown of the \$1,322,000 to show the breakdown of the cost increases for each cost category.
 - i. In your response, include supporting documentation (i.e. vendor quotes, historic spend data, or other workpapers) to demonstrate the Company's approach for developing the estimates for the cost increases, including assumptions and methodology.
- b. Replace each 'Xs' with the cost amount for each cost category.
- c. Identify the specific location of the associated outreach activity cost items in the Company's Revenue Requirement workpapers. Include the workpaper name, item name in the document, and the letter or number of the row and column.

Response

- a. The Company cannot break down the overall increase of \$1,322,000 across the categories of customer outreach activities referenced in PULP-3-20 Attachment 1 Customer Outreach Activities by Cost Category. As demonstrated in the Company's response to PULP-3-20, these are activities that cut across different budgets, not cost centers or budgetary line items, and as such the Company has answered this request by breaking down its incremental costs in alignment with the budget format filed in Exhibit_(CO-08)_Customer Outreach_Attachment 1_Request Details.

See DPS-50-1024 Attachment Outreach RY1 Incremental Budget Details for the RY1 incremental cost breakdown in a format consistent with the Company's original budget filing.

See the following files providing additional context to demonstrate the Company's approach for developing these cost estimates.

- DPS-50-1024 Attachment 2 Opower Costs Proposal – Confidential provides the cost estimates for the Opower Affordability Suite email communications to support the Energy Affordability Program outreach, which comprises the bulk of the RY1 outreach request.
- DPS-50-1024 Attachment 3 Gas Mailing Historical Costs Example 2023 – Confidential and Attachment 4 Gas Mailing Historical Costs Example 2024 – Confidential illustrate increases in costs and volume over time that contribute to the escalations in funding applied across line items in the RY1-3 Customer Outreach and Education budget request.

b. N/A.

c. Outreach activity cost items are filed in the following locations:

- Exhibit_(CO-08)_Customer Outreach_Attachment 1_Request Details
- Update Filing Exhibit AP-E3 – Schedule 6, lines number 11, 31, 40 and Update Filing Exhibit AP-G3 – Schedule 6, lines number 11, 31, 40.
- “AP-EG3 Schedule 6 Ops - Customer Operations,” in the tab “Cus Ops by cost center all cost,” rows 63, 98, and 115, which provides the Test Year total of \$5,282,000
- “AP-3 Informational Advertising CECONY 25,” as further explained in the Company's response to DPS-17-429, Question 7, regarding non-labor costs

Incremental Budget Request Details – RY1

Table 1: Incremental Budget Request Details (\$000)

	2026 (RY1)	Cost Drivers
Incremental Labor	\$228	<ul style="list-style-type: none"> Addition of 1 FTE - Sr Specialist (2L) - at \$128 labor rate to support the increase in outreach events Overtime for existing staff to account for event needs
Incremental Non-Labor	\$1,094	<ul style="list-style-type: none"> Opower Affordability Suite email communications Full-year Oracle subscription fees not accounted for within the test year Year over year funding increases across key budget areas based on Company forecasting of increased outreach volume and materials costs
Total O&M	\$1,322	

Table 2: Incremental Non-Labor Details (\$000)

Program Description	2026 (RY1)
Direct mailings, including: <ul style="list-style-type: none"> Mailings to life-support equipment (LSE) customers, community organizations, medical professionals, and master-metered buildings with elevators Energy safety mailings to direct and indirect Con Edison customers. 	\$7
Energy and community-themed events, including: <ul style="list-style-type: none"> Participation in over 240 events per year Distributing literature and speaking with customers about energy efficiency, safety, the programs and services offered by Con Edison, and other related topics Association dues for community advocacy groups 	\$2
Bill inserts, including <ul style="list-style-type: none"> Customer News – the Company's multi-topic newsletter, which is sent quarterly to all customers Spotlight – the Company's biannual newsletter for elderly, blind and disabled customers Brochures, flyers, and other printed material for distribution at Company events and upon customer request 	\$2
Annual energy education ad campaigns, including: <ul style="list-style-type: none"> Online videos on billing- and payment-related topics Blast email campaigns (general education and storm-related) Energy and safety program for schoolchildren Kids mobile applications Smart Meter Communications 	\$19

Low Income Regional Plan , including: <ul style="list-style-type: none"> • Resource Direct Line • General Education about billing and bill relief • Email campaigns • Weatherization Kits • Education for Title I kids 	\$7
Initial email communications , including: <ul style="list-style-type: none"> • New customer turn-ons emails • Energy Affordability Program alert emails (OPower Affordability Suite) 	\$779
Web-based engagement , including: <ul style="list-style-type: none"> • "eLearning" modules centered on enhancing the Customer Experience and other important topics • Educational videos • Employee-engagement campaigns 	\$-
Customer feedback , including: <ul style="list-style-type: none"> • Focus groups • Company-sponsored customer opinion surveys • Subscriptions to utility customer satisfaction studies 	\$2
Website maintenance and enhancement , including: <ul style="list-style-type: none"> • Upgrades to conEd.com/kids • Enhancement of the My Energy Calculators suite of online bill analysis tools • Continued support of the mobile-optimized version of conEd.com and the My conEdison mobile app • Customer Central website enhancements • WINS Notification maintenance and support 	(\$44)
Oracle full year subscription vs. partial year in the Test Year	\$320
TOTAL	\$1,094

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to DPS Interrogatories – Set DPS-50
Date of Response: May 09, 2025
Responding Witness: Customer Operations Panel

Question No. :1025

Subject: Infrastructure Project Outreach

1. On p. 2 of 8 of Exhibit_(CO-8), the Company describes an unknown funding need to support its Work Notice Information System (WINS) to satisfy regulations that require the Company to notify NYC Officials and Community Boards each time it receives an NYC Department of Transportation permit for work lasting more than seven days. On p. 53 of the Customer Operations Panel's testimony, the Company describes incorporating a more robust automated work notification tool for customers affected by construction work.
 - a. Explain the difference between the two proposals.
 - b. Explain if these proposals are part of the Company's Infrastructure and Security outreach program as described in its Outreach and Education Plan 2024 – 2025 filed on April 1, 2025 in Case 17-M-0475.
 - c. Provide the cost to incorporate this enhanced outreach. In your response, include supporting documentation (i.e. vendor quotes, historic spend data, or other workpapers) to demonstrate the Company's approach for developing the estimates for the cost increases, including assumptions and methodology.
2. On p.40 of the Con Edison Outreach and Education Plan 2024 – 2025 filed on April 1, 2025 in Case 17-M-, the Company describes its Infrastructure and Security outreach program and highlights its smart meter, gas service line inspection, tree/pole maintenance, AMI natural gas detectors, and Undergrounding Pilot campaigns. Provide the following information about the Company's outreach planning process for infrastructure projects with substantial public impacts:
 - a. Explain which department is responsible for customer notifications related to infrastructure projects.
 - b. Explain how the Company determines which customers to notify.
 - c. Explain the timing of the customer notification. Specifically, how far in advance of project start date the Company notifies customers.
 - d. Explain what Company contact information is provided to customers for inquiries/complaints about an upcoming project.
 - e. Describe the outreach process the Company implements to inform impacted communities where it may consider non-pipe alternatives.

- i. Include a description of the type of outreach sent to impacted customers, and community leaders (i.e., municipal and elected officials, community-based organizations, etc.).
 - ii. Provide sample copies of project information/materials that the Company shares with stakeholders.
- f. Provide a copy of a customer notification letter that describes an upcoming project.
- g. Describe the Company's project outreach budget process. How does it determine the amount of outreach funding needed?
- h. Explain if the project outreach funds are specific to any incremental program or funded as part of any previous rate case O&M outreach and education line item.
- i. Identify the specific location of the associated outreach budget items in the Revenue Requirement workpapers. Include the workpaper name, item name in the document, and the letter or number of the row and column.

Response

1.
 - a. There is no difference. The two proposals –the Work Notice Information System (WINS) and a robust work notification tool – are the same. The reference on page 53 of the Customer Operations Panel's testimony was to the WINS request on page 2 of Exhibit___(CO-8).
 - b. The Work Notice Information System (WINS), also referred to as a work notification tool, is referenced on page 26 of the Company's 2024-2025 Outreach and Education Plan in the context of an email program to alert customers and elected officials about work being performed in their communities. Investments in this tool are driven by New York State Senate Bill 2021-S4013A, effective in 2023, which requires the Company to notify New York City's elected officials and community boards each time it receives a New York City Department of Transportation work permit resulting in impactful work lasting seven days or more. The requested funds will support WINS, including single-permit and pre-notification options to comply with these regulations under an increasing volume of notifications (estimated 80,000 permits per year).

The tool is discussed in the "Mass/Blast Notifications," not the "Infrastructure and Security" section of the report. Rather, the outreach related to "Infrastructure and Security" concerns structural or physical developments, such as tree/pole maintenance and transmission system upgrades, and developing public awareness materials that focus on recognizing threats to utility systems and how the Company directs customers to report any wrongdoing.

Because the topics listed in the annual Outreach and Education Plan are based on a Department of Public Service-provided template, the plan discusses programs and activities funded outside of the Customer Operations Outreach and Education budget. The “Infrastructure and Security” section represents some of these broader Company outreach activities not included in the Exhibit__(CO-8) proposal.

- c. Costs for WINS enhancements are based on historical implementation experiences and are included within the “website maintenance and enhancement” line item in the Outreach and Education Program request. In 2025, this line item totals \$124,000 and includes the enhancements work as outlined in Exhibit__(CO-8). In RY1-3, this total is \$80,000 for continued enhancements and ongoing maintenance, particularly given increases in permit volume. As a reference for historical costs which informed these estimates, see DPS-50-1025 Attachment 1 WINS Enhancement Historical Costs – Confidential.
2. In this response, the Company interprets “infrastructure projects with substantial public impacts” to refer to projects that include significant construction or excavation work, which can range from undergrounding or large gas main replacements to significant capital efforts, such as construction of a new substation.

Notifications for local, short duration, and/or ongoing projects, like gas service line inspections or tree/pole maintenance as also referenced in this question, are handled through the WINS notification process as referenced in question 1 above.

- a. The Company’s Regional and Community Affairs team is responsible for developing a tailored customer and community engagement approach for large infrastructure projects with substantial public impacts, in collaboration with the operating areas and project teams performing the work. While the strategies developed include customer notifications, they are largely driven by municipal regulations and extensive community outreach and engagement planning with community boards, government agencies, local elected officials, and subject matter experts.
 - b. The Company first identifies the impacted area of a project and then will notify relevant customers in accordance with the project’s community and customer engagement strategy. The impacted area is dependent on the size and scope of the project.
 - c. The timing of the customer notification is dependent on the project and sent in accordance with the project’s community and customer engagement strategy. For example, for the undergrounding initiative, notifications are sent about 10 days before construction starts in a customers’ neighborhood.
 - d. The contact information provided to customers depends on each project, often including a project-specific phone number and/or email to contact for inquiries

and/or complaints. This contact information is included in project-specific communications and websites.

- e. Non-pipe alternatives were not referenced in the “Infrastructure & Security” section of the 2025 Outreach and Education Plan. Notwithstanding, the process for outreach for non-pipe alternatives can be found in sections 3.1, 5.1, and 7.1 of NPA Deployment Plan, filed on January 21, 2025, in Case 23-G-0147.
 - i. The description of outreach conducted can be found in sections 3.1, 5.1, and 7.1 of the NPA Deployment Plan, filed on January 21, 2025, in Case 23-G-0147.
 - ii. Sample copies of the materials can be found in Appendix A and Appendix B of the NPA Deployment Plan, filed on January 21, 2025, in Case 23-G-0147.
- f. See DPS-50-1025 Attachment 2 RCC Southeast Queens Notification Email as an example email sent to about 60,000 customers in spring 2025 in connection with the Eastern Queens/Idlewild Substation Project.

See DPS-50-1025 Attachment 3 Work Notice Email Example for a work notification system message associated with the above referenced project, which was distributed for planned work in specific geographic segments.
- g. Operating teams will engage with Regional and Community Affairs on large infrastructure projects. Community engagement and outreach activities related to large infrastructure projects are not a part of the budgets for these projects.
- h. As stated in answer 2(g) above, project outreach is not included within funding requests for large infrastructure projects. Any outreach related to these large infrastructure requests is coordinated between the operating teams and Regional and Community Affairs. These activities are specific to each project, and separate from the Customer Outreach and Education request as outlined in Exhibit__(CO-8), which is focused on broader, ongoing customer outreach efforts.
- i. N/A. As stated in answer 2(g) above, community engagement and outreach activities related to large infrastructure projects are not included within funding requests for these projects.



We are building a resilient electric grid that will deliver hundreds of megawatts of reliable and renewable energy to New York City.

Learn More

Live in Southeast Queens? Here's What You Can Expect

Construction began in fall 2024 and will last until summer 2028.

As the project progresses, you may experience:

- Construction noise from jack hammering, digging, and repaving the streets
- Temporary relocation of bike and bus lanes, as well as traffic detours
- Temporary loss of parking spots

Your electric service will not be affected. You'll still have the same reliable power throughout the project's duration.

We'll let you know before construction starts on your street, so you can make travel and parking arrangements ahead of time. We'll send out mail and put up signs around the neighborhood with details about how construction may affect you or your business.

We'll work as safely and efficiently as possible to minimize disruptions as we install the infrastructure to improve reliability for Queens customers for decades to come.

Learn More

Manage your account on the go. Download the Con Edison app.



Maher, Amelia (Megan)

From: ConEd Work Notification <notification@worknotice.coned.com>
Sent: Monday, April 21, 2025 8:52 AM
To: dl - Queens RCA
Subject: Con Edison Work Notice

Get updates about scheduled work in your area



We're Doing Work in Your Area

Location of Work

Queens

Work Scheduled

April 21 to May 4

Con Edison is performing Electric Upgrade work in your area. We expect to work from **April 21** to **May 4**.

Thanks for your patience as we perform this important work. We'll provide updates as details become available.

Locations and Work Schedule**FARMERS BLVD Btwn EVERITT PL and 118TH RD**

Monday 7:00 AM - 6:00 PM

Tuesday 7:00 AM - 6:00 PM

Wednesday 7:00 AM - 6:00 PM

Thursday 7:00 AM - 6:00 PM
Friday 7:00 AM - 6:00 PM
Saturday 9:00 AM - 4:00 PM

115TH AVE Btwn 165TH ST and MERRICK BLVD

What to Expect

Limited Street Parking

Reference Number: 25-02817-001

This service email gives you updates and information about your relationship with Con Edison.

Privacy Policy

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Con Edison 4 Irving Place, New York, NY 10003

Company Name: Con Edison
Case Description: 2025 CECONY Electric and Gas Rate Cases
Case: 25-E-0072, 25-G-0073

Response to PULP Interrogatories – Set PULP-3
Date of Response: February 28, 2025
Responding Witness: Customer Operations Panel

Question No. :20

The testimony of the Customer Operations Panel states, at 52 - 55, that the Company intends to undertake customer outreach activities in eight areas, requiring a RY1 O&M increase of \$1,322,000.

Please provide a breakdown of the total increase related to proposed customer outreach for activity area.

Response

See PULP-3-20 Attachment 1 Customer Outreach Activities by Cost Category.

The eight customer outreach activities outlined in the Company's Customer Operations Panel testimony are noted in the "Customer Outreach Activities" column in the table, cross-referenced with the cost categories related to the RY1 O&M request documented in Exhibit__(CO-8)_Customer Outreach and Education.

The RY1 O&M increase of \$1,322,000 is the difference between the test year of \$5,282,000 and the RY1 request of \$6,604,000.

Customer Outreach Activities <i>(As referenced on page 52 of the Customer Operations Panel testimony)</i>	Cost Categories <i>(As referenced in Exhibit __ (CO-08) _Customer Outreach_Attachment 1_Request Details)</i>									
	Labor	Direct Mailing	Energy and Community-Themed Events	Bill Inserts	Annual Energy Education Ad Campaigns	Low Income Regional Plan	Email Communications	Web-based Engagement	Customer Feedback	Website Maintenance and Enhancement
Deepening relationships and expanding outreach initiatives as part of the targeted Regional Outreach program to meet increasing demand in the communities we serve	X	X	X	X	X	X	X	X	X	X
Expanding the Company's Language Access initiative to provide more language translations and develop new tools for customers who speak languages other than English	X	X		X			X	X	X	
Adding the Opower Affordability Suite, a set of tools designed to identify, engage, and enroll customers in the Company's affordability programs						X	X			
Incorporating a more robust automated work notification tool for customers affected by Company construction work										X
Developing personalized engagement campaigns to provide customer-specific information to targeted audiences in languages beyond English and Spanish	X				X			X		
Expanding email campaigns, including those for clean energy, energy efficiency, digital literacy, payment agreements, and self-service tools	X					X	X		X	
Administering smart meter-related communications that were previously funded through the AMI Awareness budget					X					
Other efforts to engage with the communities we serve through multichannel communications	X	X	X	X	X	X	X	X	X	X
RY1 Total Request (000s)	\$1,570	\$774	\$260	\$220	\$1,942	\$699	\$779	\$55	\$225	\$80

Table 1. Assumed Cost Effectiveness Collection Activities Inclusive of Write-offs												
Collection Activity Type	Monthly Accounts Addressed	Cost of Resource (Monthly)	Cost per Account Reached	Accounts Reached	Average Collected (\$)	# of Paying Accounts/write off	% Success Rate (G/B)	Cost of Each Success (D/H)	Value of Each Success (F I)	Monthly Arrears Collected (G*F)	Monthly Net Benefit (K-C)	Net Benefit Ratio (L/C)
A	B	C	D	E	F	G	H	I	J	K	L	M
Field	47,000	\$1,591,450	\$27.98	325	\$710	11,500	24.47%	\$114.36	\$595.64	\$8,165,000	\$6,573,550	413.05%
Phone	74,000	\$666,000	\$9.00	74,000	\$560	26,000	35.14%	\$25.62	\$534.38	\$14,560,000	\$13,894,000	2086.19%
Digital	33,000	\$14,850	\$0.45	33,000	\$220	5,000	15.15%	\$2.97	\$217.03	\$1,100,000	\$1,085,150	7307.41%

Enter name of Utility here
OUTREACH AND EDUCATION PLAN
2025

Submitted by {Utility Staff}
on {Date}

Enter name of Utility here

OUTREACH AND EDUCATION PLAN

2025

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Enter name of Utility here

OUTREACH AND EDUCATION PLAN 2025

Executive Summary

While the following template is a mechanism to describe outreach campaigns on individual topic areas and outreach programs, the Executive Summary should provide the “bigger picture” of the overall outreach and education plan for 2025. The summary can also include an assessment of success of the previous year’s outreach efforts and the impact on the current year’s programs.

Enter name of Utility here

OUTREACH AND EDUCATION PLAN
2025

Section 1: Utility Information

UTILITY OUTREACH & EDUCATION AND COMPANY OFFICIALS

Dates Covered by Plan: From: January 1, 2025 To: December 31, 2025

- Outreach and Education (O&E) Liaison to Office of Consumer Services (OCS) Staff:

Name:

Title:

Mailing Address:

Email:

Telephone No. () - Fax No. () -

- Senior Manager/Officer in charge of Outreach and Education:

Name:

Title:

Mailing Address:

Email:

Telephone No. () - Fax No. () -

- Director of Outreach and Education:

Name:

Title:

Mailing Address:

Email:

Telephone No. () - Fax No. () -

- President or Chief Executive Officer:

Name:

Title:

SERVICE PROFILES

Service Territory:

- Municipalities (counties, towns, villages) served in whole or in part:

- Estimated or known total population in the service territory:

Please identify the source of this statistic:

- Total number of service accounts:

	Electric	Natural Gas Service	Steam Service
Residential			
Commercial			

Electronic Access:

- Total number of customers who participate in online billing:
- Total number of customers using e-mail for utility information and alerts:
- Total number of customers using mobile applications to manage their account:
- Total number of customers using mobile applications to obtain educational information, alerts, etc.: (specify whether web-based or text alert)

Low Income Customers

- Estimated number of low-income customers and/or number eligible for the Home Energy Assistance Program (HEAP):
- Estimated number of customers receiving HEAP during the last heating season:
 - regular:
 - emergency grants:

Special Needs Customers

- Total number of accounts coded 62 or over:
- Total number of accounts coded Elderly/Blind/Disabled:
- Total number of customers known to be on life support equipment:
- Total number of customers receiving bills and brochures in Braille:
- Total number of customers receiving large-print bills:

Customers with Limited English Proficiency (LEP)

- Languages other than English spoken in the service territory:

Please identify the source of this information:

How does the utility identify special needs and LEP customers?

Does the utility code the customer account once a special needs and/or LEP customer has been identified?

How does the utility encourage these customers to identify themselves?

Do customer service representatives discuss Special Needs Programs with customers who call to apply for service?

Note: Specific outreach programs targeted to these customers should be discussed in Section 4: Outreach and Education Topics, under the Special Needs and LEP Customers page.

INFRASTRUCTURE INVESTMENTS AND DEVELOPMENTS PLANNING

Describe major infrastructure investments (e.g., capital projects) and structural or physical developments (e.g., tree trimming and pole maintenance) being undertaken during 2025. Explain the Company's process for planning and executing public involvement for these major projects, including the methods used to determine:

- the level of outreach needed based on factors such as project scope, location, impact on the public including disadvantaged communities, environmental considerations, etc.
- messaging (e.g., project need, location/routes, non-pipe alternatives considered, cost)
- outreach activities and materials, including distribution methods.
- language accessibility needs.

If public awareness campaigns are planned, use the Infrastructure/Security page in Section 4 to provide more in-depth information about outreach activities regarding the project(s).

Enter name of Utility here

OUTREACH AND EDUCATION PLAN 2025

Section 2: Mandated Outreach and Education

OUTREACH & EDUCATION REQUIRED BY COMMISSION ORDER – (PART I)

Various Commission Orders have included specific Outreach & Education requirements. Please complete the form in Part II of this section for each case that included requirements for O&E, and for which the reporting time is still active. Similarly, we request that all Steam Corporations indicate the last time an O&E report was filed with the Commission and to which office it was sent.

PLEASE FILL OUT:

We have _____ number of Cases at this time and have completed a form for each active case.

OUTREACH & EDUCATION REQUIRED BY COMMISSION ORDER (PART II)

Case No.

Required by Order, Joint Petition, Settlement, Other:

Date the Order was Issued and Effective:

Summary of O&E requirements:

Intervals for which the O&E Report/s are Required to be Submitted (e.g., quarterly annually):

Confirm that past reports have been properly submitted: It is important to note that the reports must be sent to the Secretary's office. Simultaneously you may send a copy to Richard Berkley, Director of the Office of Consumer Services.

Please indicate to which office your O&E Reports were submitted and specify the date/s:

- | | |
|--|-------|
| <input type="checkbox"/> Secretary's Office | Date: |
| <input type="checkbox"/> Office of Consumer Services | Date: |
| <input type="checkbox"/> Other: _____ | Date: |
| (Name of DPS contact person) | |

Date Reporting May Cease:

Enter name of Utility here
OUTREACH AND EDUCATION PLAN
2025

Section 3: Global Outreach and Education Tools

2025 Outreach & Education Plan with 2024 Results

CUSTOMER ASSISTANCE LINES/CALL CENTER

Include any plans relating to the use of call centers/customer assistance communication channels (e.g. telephone, chat). List and describe the purpose of all the channels available for consumers to seek assistance. Does the Company produce outreach materials specifically regarding the call centers or is call center information included in publications on specific topics?

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C.

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

Mass/Blast Notifications

Please describe how and when the utility uses e-mail, text alerts and robo-calls for mass notifications as part of its overall O&E plan. Note: use of these tools for specific topics (e.g. safety) should also be described in more detail on the page for that program.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

OUTREACH MATERIALS

Identify the types of materials (e.g. print, visual aids, exhibits) developed for consumer outreach and education programs. Note: use of these tools for specific topics (e.g. safety, customer rights, LEP customers) should also be described in more detail on the page for that program. For LEP customers, indicate what languages are used in outreach materials.

New/Continuing Program:

Summary of 2024 Results: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2025 Results

UTILITY OUTREACH EVENTS

Describe how the utility identifies and participates in events such as presentations, community fairs, consumer advocate workshops, etc. Distinguish between utility-sponsored and community sponsored events. Use the tracking sheet in Appendix B to list events conducted in 2024 and those planned for 2025.

New/Continuing Program:

Summary of 2025 Results: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2025 Results

WEBSITE, SOCIAL MEDIA & MOBILE APPLICATIONS

Please describe how the utility uses its Website, Social Media, and Mobile Applications as part of its overall O&E plan. Note: use of these tools for specific topics (e.g. safety) should be described in more detail on the page for that program.

New/Continuing Program:

Summary of 2025 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

Enter name of Utility here
OUTREACH AND EDUCATION PLAN
2025

Section 4: Outreach and Education Topics

2025 Outreach & Education Plan with 2024 Results

BILLING SERVICES AND PAYMENT ALTERNATIVES

This section should include outreach and education programs regarding how consumers are informed of bill payment services and options. Indicate how this information is shared with new customers and special needs populations such as those with Limited English Proficiency.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

CUSTOMER RIGHTS AND RESPONSIBILITIES

This section should include outreach and education programs regarding how consumers are informed of their rights as a utility customer. Indicate how this information is shared with new customers and special needs populations such as those with Limited English Proficiency. Also include details regarding the Company's requirements under Case 20-M-0029 to inform customers of the right to obtain billing history of a dwelling.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials being distributed, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

ENERGY EFFICIENCY PROGRAMS

If the Company files a separate outreach plan as part of a Commission proceeding, the plan should be briefly described here. Reference the case number and date of most recent filing.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

ENERGY SERVICE AFFORDABILITY

If the Company files a separate outreach plan as part of a Commission proceeding (e.g. Energy Affordability Program), the plan should be briefly described here. Reference the case number and date of most recent filing.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

EXTREME WEATHER

Describe your program to inform customers about protections related to extreme weather. Include any messaging the utility provides about actions to curtail usage and how that information is conveyed to the public.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan

with 2024 Results

INFRASTRUCTURE & SECURITY

Describe outreach and education programs regarding major structural or physical developments, e.g. capital projects, tree/pole maintenance, transmission system upgrades, planned for 2025, and the Company's outreach planning process for projects with substantial public impacts. Also include public awareness campaign/materials that focus on recognizing threats to utility systems and how the Company directs customers to report any wrongdoing. If the Company files a separate outreach plan as part of a Commission proceeding (e.g. Energy Affordability Program), the plan should be briefly described here. Reference the case number and date of most recent filing.

Project Information

- Project Name:
- Project Location:
- Project Start Date: Construction Start Date:
- Project Completion Date:
- Small or Major Project: Disadvantaged Community: Y/N

Outreach Information

New or Continuing Outreach Program:

Description of 2025 Program: Include program elements such as target audience, messaging content, schedule/frequency, evaluation plan, and materials/channels/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website/social media. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

Feedback: What feedback did the Company gather? Did it impact the project plan, design, as feedback gathered, schedule, etc.

2025 Outreach & Education Plan with 2024 Results

METERING

This section should include outreach and education programs regarding metering (e.g., how to read a meter), shared metering, submetering, and AMR/AMI programs.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

NATURAL GAS/ELECTRIC SAFETY

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

NATURAL GAS PLANNING

Describe outreach efforts conducted as part of the on-going effort for long-term, modernized natural gas system planning process as per Case 20-G-0131.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

PRICE VOLATILITY

Describe outreach and education efforts to proactively communicate with customers about price volatility including unexpected surges in energy supply prices, the impact on utility bills, and steps the utility will take to mitigate costs and protect customers.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

SERVICE INTERRUPTIONS

This section should include public awareness programs regarding storm preparations, safety tips and restoration efforts including ETRs. The Company should describe its outreach efforts to customers and stakeholders prior to, during and after an outage event including use of web, social media, etc.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

SPECIAL NEEDS CUSTOMERS

This section includes messaging and communication efforts for a variety of special needs customers including Elderly, Blind and Disabled, and medical hardship/Life Sustaining Equipment users. Describe actions taken to identify the barriers to accessibility and expand customer access to print and digital materials, particularly those related to customer rights and responsibilities, safety, and bill assistance.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

SUMMER DEMAND RESPONSE/ LOAD REDUCTION

Case Number 00-E-2054 required utilities to provide a public awareness plan detailing the Company's steps to educate customers regarding the load and capacity situation and actions consumers can take to control their energy usage and bills. If the Company files a separate plan as part of a proceeding, the plan should be briefly described here. Reference the case number and date of most recent filing.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan with 2024 Results

WINTER HEATING SEASON

The winter program should include information about managing energy bills and staying safe. Topics can include bill management, disconnection of service, energy conservation tips, weatherization, furnace inspection, zone heating, preventing carbon monoxide emergencies, etc.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

2025 Outreach & Education Plan

Other

Include any outreach program not identified elsewhere in the template.

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

How Priority Was Set:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

Enter name of Utility here

OUTREACH AND EDUCATION PLAN 2025

Section 5: Employee Outreach and Education

2025 Outreach & Education Plan with 2024 Results

CUSTOMER SERVICE EMPLOYEE TRAINING

New/Continuing Program:

Summary of 2024 Results and Lessons Learned: Provide detailed evaluation in Appendix C

Goals for 2025:

Description of 2025 Program: Include program elements such as audience, messaging, schedule/frequency, evaluation plan, and materials/tools used as part of your outreach and education program such as bill inserts, publications, newsletter (physical and electronic), educational videos, mail (direct & email), media (digital, radio, television) and utility website. Provide distribution details such as when, frequency, and delivery method. Also attach copies of the materials, including screenshots of web, social media, and electronic communications in Appendix D.

Enter name of Utility here
OUTREACH AND EDUCATION PLAN
2025

Appendix A: Budget Information

In Case 23-G-0627, the Commission approved a Joint Proposal for National Fuel's rate proceeding. As part of the JP, the Company was directed to use a revised budget template in their Annual Outreach and Education Plan, beginning in 2025. The revised budget template, provided herein as Appendix A, will be used for increased transparency of the Company's outreach budget.

Similarly, each major energy utility will be tasked with enhancing the reporting of its outreach budget in the annual O&E plans. Appendix A has two reporting options:

- Option 1 – report the budget of each outreach programs identified in Section 4 of the O&E Plan
- Option 2 – report based on each utility's unique O&M cost elements as reflected in the utilities' revenue requirement. If this option is selected, the programs in Section 4 that fall under each cost element should be noted.

BUDGET INFORMATION

Estimated Outreach & Education Budget for January – December 2025:

Provide the total estimated budget for all programs' outreach and education expenditures. Include breakdown of total costs by program. If there is a significant increase or decrease in the planned expenditures from previous years, please provide a brief explanation of the change(s) in your outreach program(s) that impacted the updated budget.

Total Estimated Budget \$

- Electric Total \$
- Gas Total \$
- Steam Total \$

Changes in Total Program Budget from 2024: \$

	Total Estimated Costs	Briefly explain changes in your total budget. (i.e., new program, new winter outreach campaign, discontinued a program, etc.)
Billing Services and Payment Alternatives	\$	
Customer Rights and Responsibilities	\$	
Energy Efficiency Programs	\$	
Energy Service Affordability	\$	
Extreme Weather	\$	
Infrastructure and Security	\$	
Metering	\$	
Natural Gas/Electric Safety	\$	
Natural Gas Planning	\$	
Price Volatility	\$	
Service Interruptions	\$	
Special Needs Customers	\$	
Summer Demand Response/Load Reduction	\$	
Winter Heating Season	\$	
Other (indicate each program on a separate timeline)	\$	

Estimated Outreach & Education Budget for January – December 2025:

Provide a budget breakdown of the program's 2025 **estimated budget** for outreach and education expenditures. If there is a significant increase or decrease in the estimated expenditures from previous years, please provide a brief explanation of the change(s) in your outreach program that resulted in the budget changes.

Please make it clear whether your winter budget is part of your overall budget.

Total Estimated Budget \$

- Electric Total \$
- Gas Total \$
- Steam Total \$

Changes in Total Program Budget from 2024: \$

Breakdown by Categories: breakdown can be modified to reflect the Utility's unique budget tracking categories. The category name should be consistent with the category used in the Company's revenue requirement (i.e. Labor, Vendor Services, Advertising/Promotional Activities, etc.). If the costs are not included in the Company's revenue requirement, provide the funding source.

Note: list the relevant outreach programs that are funded through each O&M cost element used below.

	Electric Estimated Costs	Gas Estimated Costs
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$
[Insert Category Name] O&E programs:	\$	\$

Outreach Team – include the number of full-time equivalent employees supporting [Insert Name of Program]. Include job titles and a brief description of each job title.

Planned and Actual Outreach & Education Expenditures for January – December 2024:

Provide outreach and education expenditures for the previous FY' year. Indicate the total planned budget for 2024 and the total and actual expenditures. Each category table should include actual (not proposed) spending by category for the year. The category name should be consistent with the category used in the Company's revenue requirement (i.e. Labor, Vendor Services, Advertising/Promotional Activities, etc.). If the costs are not included in the Company's revenue requirement, provide the funding source.

Breakdown by Categories:

	Electric Planned	Electric Spent	Gas Planned	Gas Spent
Total.....	\$	\$	\$	\$

	Electric Planned	Electric Spent	Gas Planned	Gas Spent	Explain Budget Variance
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	
[Insert Category Name] <u>O&E programs:</u>	\$	\$	\$	\$	

Outreach Team – include the number of full-time equivalent employees supporting [Insert Name of Program]. Include job titles and a brief description of each job title.

Enter name of Utility here

**OUTREACH AND EDUCATION PLAN
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Appendix B: Outreach and Education Events

UTILITY OUTREACH EVENT SCHEDULE

[illegible]

Enter name of Utility here
OUTREACH AND EDUCATION PLAN
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Appendix C: 2024 O&E Plan Evaluation

2024 Results, Evaluation and Feedback:

Describe the measures used to evaluate the success of the outreach and education program, and where applicable provide copies of the results. Provide industry expert feedback, (e.g., reports, survey results, etc.) Identify who the industry experts are and what they evaluated. Include copies of analytics and any other form of feedback demonstrating the results of your program.

Customer Assistance Telephone Lines/Call Center

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Mass/Blast Notifications (E-Mail, Text, Robo-calls)

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Outreach Materials

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Utility Outreach Events

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Website, Social Media & Mobile Applications

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Billing Services and Payment Alternatives

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Customer Rights & Responsibilities

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Energy Efficiency Programs

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Energy Service Affordability

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Infrastructure & Security

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Metering

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Natural Gas/Electric Safety

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Natural Gas Planning

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Price Volatility

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Service Interruptions

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Special Needs Customer

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Summer Demand Response/Load Reduction

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

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Winter Heating Season

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Other

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Customer Service Employee Training

EVALUATION TYPE	PLATFORM EVALUATED	RESULTS/FEEDBACK	SOURCE OF FEEDBACK

Enter name of Utility here
OUTREACH AND EDUCATION PLAN
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Appendix D: 2025 O&E Materials Samples

2025 Materials Table of Contents:

Samples should be organized according to the topics provided in the template.

Con Edison - Customer Service Performance Mechanism				
Indicator	Current CSPM (Electric and Gas)		Staff Recommended CSPM (Electric and Gas)	
	Target	NRA	Target	NRA - Basis Points
Commission Complaints	≤ 2.0	0	≤ 2.0	0
	$> 2.0 - \leq 2.2$	5	$> 2.0 - \leq 2.2$	5
	$> 2.2 - \leq 2.4$	10	$> 2.2 - \leq 2.4$	10
	> 2.4	15	> 2.4	15
Customer Satisfaction Surveys of Emergency	≥ 3.57	0	≥ 3.73	0
	$< 3.57 - \geq 3.49$	2.5	$< 3.73 - \geq 3.65$	2.5
	$< 3.49 - \geq 3.41$	5	$< 3.65 - \geq 3.57$	5
	< 3.41	7.5	< 3.57	7.5
Customer Satisfaction Surveys of Non-Emergency	≥ 3.85	0	≥ 3.94	0
	$< 3.85 - \geq 3.75$	2.5	$< 3.94 - \geq 3.84$	2.5
	$< 3.75 - \geq 3.65$	5	$< 3.84 - \geq 3.74$	5
	< 3.65	7.5	< 3.74	7.5
Call Answer Rate	≥ 67.5	0	≥ 67.5	0
	$< 67.5 - \geq 65.0$	4	$< 67.5 - \geq 65.0$	5
	$< 65.0 - \geq 62.5$	7	$< 65.0 - \geq 62.5$	10
	< 62.5	10	< 62.5	15
Estimated and Delayed Billing Metric 1	≤ 1.77	0	≤ 1.34	0
	$> 1.77 - \leq 1.88$	1	$> 1.34 - \leq 1.45$	1
	$> 1.88 - \leq 1.99$	2	$> 1.45 - \leq 1.56$	2
	> 1.99	3	> 1.56	3
Estimated and Delayed Billing Metric 2	≤ 2.43	0	≤ 2.0	0
	$> 2.43 - \leq 3.89$	1	$> 2.0 - \leq 2.2$	1
	$> 3.89 - \leq 5.35$	2	$> 2.2 - \leq 2.4$	2
	> 5.35	3	> 2.4	3
Outage Notification	\$300,000 per communication activity, up to a limit of \$8 million			