

**CONSOLIDATED EDISON COMPANY OF NEW YORK INC.  
ELECTRIC INTERFERENCE O&M AND CAPITAL EXPENDITURE FORECAST  
EXCLUDING LOWER MAHATTAN**

**O&M FORECAST**

Rate year 1

Electric Interference expenditure forecast for rate year including Company labor	\$80,238,000	
Company Labor 4.6% (Labor % of Historic Year)	\$3,690,948	
Net expenditure forecast excluding labor		\$76,547,052

**Historic year**

Electric interference expenditure for historic year, twelve months ending Dec 31st 2007	\$53,981,422	
Company labor	\$2,500,483	
Net expenditure		\$51,480,939
Program change		\$25,066,113

**CAPITAL FORECAST**

	2009	2010	2011	2012
Electric Interference capital expenditure forecast	\$33,655,000	\$34,355,000	\$35,115,000	\$35,250,000

STATE OF NEW YORK  
DEPT. OF PUBLIC SERVICE

DATE: 10/15/08  
CASE NO: 08-E-0539  
Ex. 126

**CONSOLIDATED EDISON COMPANY OF NEW YORK INC.  
NEW YORK CITY CAPITAL COMMITMENT & EXPENDITURES  
AND CON EDISON O&M INTERFERENCE FORECAST 2008 - 2011**

(millions)

NYC Capital Commitment (Jan 2008 Publication)					2008	2009	2010	2011	2012
Water (WM - 1 & WM - 6 Budget Categories)					112	59	269	296	
Sewer					199	178	355	250	
Highway (Excluding WTC)					600	593	445	428	
Bridges**					(1091)	411	(1668)	1080	651
<b>Total Commitment</b>					<b>1332</b>	<b>1910</b>	<b>1720</b>	<b>1077</b>	
Five year Average Commitment Target 64% (See calc. below)					852	1222	1101	689	
City Expenditure Forecast calculated @97.6% of target (Worksheet 1)						832	1193	1074	673

\*\* -Forecast expenditures adjusted. See written testimony.

**Con Edison's Interference Forecast:**

2009	2010	2011	2012
96.51	138.40	124.63	78.04
72.39	103.80	93.47	58.53

Con Edison's gross Interference forecast @  
11.6% of City forecast (5 Yr Avg)

Electric O&M Interference @ 75% of Con Ed gross forecast(5 Yr.Avg)

**RATE YEAR FORECAST**

	With Lab.	W/O Lab
Electric Interference forecast for rate year 4/01/09 - 3/31/10 (RY1)	80.238	76.547
Electric Interference forecast for rate year 4/01/10 - 3/31/11 (RY2)	101.215	96.559
Electric Interference forecast for rate year 4/01/11 - 3/31/12 (RY3)	84.735	80.838

Five year average Commitment target calculation for January Commitment Plans

Year	Target
2003	62%
2004	66%
2005	63%
2006	63%
2007	65%
Avg	63.80%

Say five year Avg target 64%

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**CONSOLIDATED EDISON COMPANY OF NEW YORK  
NYC's ACTUAL EXPENDITURE AS A % OF NYC's  
COMMITMENT TARGET FROM JAN COMMITMENT PLAN**

Fiscal Year	NYC's Actual Expenditure	NYC's Comm. target from previous FY Jan. Commitment Plan	NYC Actual Exp. as a % of Previous Years Commitment Target
2003	624	629**	99%
2004	\$695	\$664	105%
2005	\$716	\$771	93%
2006	\$635	\$610	104%
2007	\$644	\$721	89%
Five Year Average	\$3,314	\$3,395	97.61%
			Say 97.6%

\*\* Used actual commitment due to unavailability of detailed data to calculate commitment target for 2002

**COMMITMENT TARGET CALCULATION**

	City's Comm. Plan - Jan	City's Comm. Plan - Jan	City's Comm. Plan - Jan	City's Comm. Plan - Jan
Items	2003 Pub.	2004 Pub.	2005 Pub.	2006 Pub.
Water Main (WM1 & WM 6)	167	\$151	\$117	155
Sewer	288	272	222	253
Highway	303	382	348	284
Bridges	313	363	281	453
Total Comm. Plan	1071	1168	968	1145
Commitment Target @	664	\$771	610	721
62% - 2003				
66% - 2004				
63% - 2005				
63% - 2006				

**CONSOLIDATED EDISON COMPANY OF NEW YORK INC**  
**STEAM INTERFERENCE EXPENDITURE**  
**AS A PERCENTAGE OF GROSS INTERFERENCE EXPENDITURE**

Analysis based on 2003 thru 2007 data

DISCIPLINE	2003 Expenditure	% of Total	2004 Expenditure	% of Total	2005 Expenditure	% of Total	2006 Expenditure	% of Total	2007 Expenditure	% of Total
Electric	56,004,791	81.67%	56,171,355	76.90%	69,665,085	80.38%	53,969,294	66.89%	53,981,422	69.58%
Gas	9,354,897	13.64%	14,019,604	19.19%	14,238,308	16.43%	23,083,953	28.61%	21,601,323	27.84%
Steam Interference	1,409,328	2.06%	1,177,383	1.61%	730,201	0.84%	1,049,951	1.30%	582,795	0.75%
Steam Op's Interference	1,806,148	2.63%	1,680,684	2.30%	2,034,816	2.35%	2,578,472	3.20%	1,413,997	1.82%
Total	68,575,164	100.00%	73,049,027	100.00%	86,668,409	100.00%	80,681,670	100.00%	77,579,537	100.00%

DISCIPLINE	Total Expenditure	%of Total
	2003-2007 by discipline	2003-2007
Electric	289,791,947	74.97%
Gas	82,298,085	21.29%
Steam Interference	4,949,658	1.28%
Steam Op's Interference	9,514,117	2.46%
Total	386,553,807	100.00%

**Say 75%**

**CONSOLIDATE EDISON COMPANY OF NEW YORK INC**

**CON EDISON'S EXPENDITURE AS A PERCENTAGE OF NYC'S EXPENDITURE**

**Analysis Period: 2003 Thru 2007**

Description	2003	CE Expenditure	2004	CE Expenditure	2005	CE Expenditure	2006	CE Expenditure	2007	CE Expenditure
	Expenditure	As a % Of NYC's	Expenditure	As a % Of NYC's	Expenditure	As a % Of NYC's	Expenditure	As a % Of NYC's	Expenditure	As a % Of NYC's
City Expenditure	623,801,000		695,054,000		715,775,000		635,305,000		644,367,000	
Con Edison O&M	68,575,164	10.99%	73,049,027	10.51%	86,668,409	12.11%	80,681,670	12.70%	77,579,537	12.04%

Description	5 yr Total	CE O&M as a %
	Expenditure	of City Exp.
City Expenditure	3,314,302,000	
Con Edison O&M	386,553,807	11.66%

**Use 11.6% of City's Projected Expenditure to derive at Con Edison's O&M Expenditure.**

**CONSOLIDATED EDISON COMPANY OF NEW YORK INC.**  
**LOWER MANHATTAN ELECTRIC O&M AND CAPITAL FORECAST**  
(millions)

**O&M FORECAST;**

Description	RY1	RY2	RY3
Lower Manhattan Electric O&M expenditure forecast (excluding Company labor 4.65%)	13,849	14,286	15,271

**CAPITAL FORECAST**

Description	2009	2010	2011	2012
Lower Manhattan Electric Capital expenditure forecast	18,071	16,139	18,300	21,550

Exhibit \_\_ (MIS-P-3)

STATE OF NEW YORK  
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NEW YORK CITY DEPARTMENT OF  
DESIGN + CONSTRUCTION

Exhibit (MISP-4)  
Pg 1 of 4

June 19, 2007

DAVID J. BURNETT, AIA  
Commissioner

ERIC C. MACFARLANE, P.E.  
Deputy Commissioner  
Infrastructure

Mr. Michael A. Mobyed, Project Manager  
Public Improvement / Engineering  
Consolidated Edison Company of New York, Inc.  
150 Broadway, Suite 2220  
New York, NY 10038

RE: Project ID HWMWTCA6E

Joint Bid Work for Consolidated Edison Company of New York, Inc.  
Reconstruction of Beekman Street from Park Row to Gold Street and  
Park Place from Broadway to West Broadway  
Borough of Manhattan

Dear Mr. Mobyed:

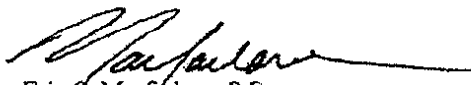
Bids for the referenced contract were opened on March 22, 2007. The City has awarded this contract to the apparent overall low bidder, **TROCOM CONSTRUCTION CORP.** Based on the bidder's price, the total cost of Consolidated Edison Company of New York, Inc.'s share of the work is \$12,036,650.00 which includes construction cost, Resident Engineering Inspection (REI) and Transit Authority Force Account (FA) as shown on Project Cost Shared Summary by Each Participating Party. The Memorandum of Bids, Low Bid Share Breakdown, REI contract, Transit Authority Force Account Agreement and Project Cost Shared Summary by Each Participating Party are attached for your reference.

At your option you may wish to follow the City's example by adding a contingency factor (suggested minimum factor 15%) to your budget appropriation.

As per Article 8, Section 8.6 of the Joint Bid Agreement, Consolidated Edison Company of New York, Inc. has the option of submitting payment by check, or if greater than \$250,000.00, by letter of credit. In order for this Department to proceed with the registration of this contract, it is hereby requested that Consolidated Edison Company of New York, Inc. forward a check for the above amount made payable to "THE CITY OF NEW YORK, DIRECTOR OF FINANCE (HWMWTCA6E)" or submit a letter of credit, to Mr. Robert Cleary Assistant Commissioner, NYCDDC, Budget & Finance-Financial Management Unit, 30-30 Thomson Avenue, 4<sup>th</sup> Floor, Long Island City, NY 11101.

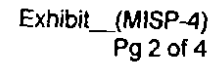
As per Article 8.5 of the Agreement final actual costs reconciliation will be performed at substantial completion of the contract.

Very truly yours,

  
Eric C. Macfarlane, P.E.

Encl.

STATE OF NEW YORK  
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**RE: Project ID HWMWTC6E**  
**Joint Bid Work for Consolidated Edison Company of New York, Inc.**  
**Reconstruction of Beekman Street from Park Row to Gold Street and**  
**Park Place from Broadway to West Broadway**  
**Borough of Manhattan**

bc: D/C E. Macfarlane, Assoc./C R. Zetterlund,  
Assoc./C G. Cowan, W. Svilar  
A/C D. Ng, D/A/C Mallick, M. Zargarelahi, J. Wong, Y. Tong  
A/C E. Doleyres, T. Foley, S. Jaromi, S. Keshava  
A/C N. Venugopatan, M. Jean-Louis, K. Yan, C. Loke  
A/C R. Cleary (w/attachment), T. Morrison  
S/G/C R. Sottile, G/C D. Varoli



Contract HWMWTCAGB  
Reconstruction of Berkman Street  
Project Cost Shared by Each Participating Party

	Federal	City	Don Edson	ECS	TWC	TOTAL
Construction	2,421,854 16.49%	548,730 3.74%	9,206,361 62.69%	2,348,578 15.99%	161,048 1.10%	14,686,571 100.00%
15% Contingency	363,278 16.49%	82,310 3.74%	1,380,954 62.69%	352,287 15.99%	24,157 1.10%	2,202,886 100.00%
Construction TOT	2,785,132	631,040	10,587,315	2,700,865	185,205	16,889,557

REI	494,552 16.49%	112,053 3.74%	1,879,976 62.69%	479,589 15.99%	32,887 1.10%	2,999,057 100.00%
10% Contingency	49,455 16.49%	11,205 3.74%	187,998 62.69%	47,959 15.99%	3,289 1.10%	299,906 100.00%
REI TOT	544,008	123,258	2,067,974	527,548	36,175	3,298,963

Force Account	249,892 16.49%	56,642 3.74%	950,313 62.69%	242,429 15.99%	16,824 1.10%	1,516,000 100.00%
15% Contingency	37,498 16.49%	8,496 3.74%	142,547 62.69%	38,364 15.99%	2,494 1.10%	227,400 100.00%
Force Account TOT	287,391	65,138	1,092,860	278,793	19,318	1,743,400
						21,931,919

Total Con/REI/FA	\$ 3,106,398	\$ 717,425	\$ 12,036,660	\$ 3,070,596	\$ 210,550	
Total Contingencies	\$ 450,232	\$ 102,011	\$ 1,711,499	\$ 438,010	\$ 29,939	

GRAND TOTAL	\$ 3,616,630	\$ 819,436	\$ 13,748,159	\$ 3,507,206	\$ 240,489	\$ 21,931,919
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# CON EDISON'S ESTIMATE

Proj #	Name					2007	2008	2009	2010		Total
HWMWTCA6E	Beekman St / Park Place				O&M	740	1,737	1,740	1,000		5,217
HWMWTCA6E	Beekman St / Park Place	6ED8291			Electric Capital	500	1,300	1,300	696		3,796
HWMWTCA6E	Beekman St / Park Place	6GD3301			Gas Capital	-	640	643	648		1,931
HWMWTCA6E	Beekman St / Park Place	6SD1471			Steam Capital	-	825	825	814		2,464
Total for the project											13,408

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**2009 ELECTRIC RATE CASE**

**SHARED SERVICES PANEL**

**CAPITAL AND O&M**

**EXHIBITS**

**FACILITIES****CAPITAL**

FACILITIES - EH&S, REGULATORY, COMMITMENT PROJECTS - CATEGORY A .....	SSP-1-- PAGES 1, 5-7
FACILITIES CRITICAL INFRASTRUCTURE - CATEGORY B .....	SSP-1-- PAGES 1-2,8-9
FACILITIES - PROGRAMS - CATEGORY C .....	SSP-1--PAGES 2,3,10-11
FACILITIES – USER REQUESTS - CATEGORY D .....	SSP-1--PAGES 3,4,12
HURRICANE HARDENING .....	SSP-1--PAGES 13-15
ASTORIA DOCKS .....	SSP-1--PAGES 16-17
FACILITIES FLUSH IMPROVEMENTS .....	SSP-1--PAGES 18--20
ELECTRIC INCIDENT COMMAND CENTER .....	SSP-1--PAGES 21-22

**O&M****IRVING PLACE**

INDOOR AIR QUALITY IMPROVEMENT PROGRAMS .....	SSP-2--PAGES 1-2
LOCAL LAW 11 FAÇADE REPAIRS .....	SSP-2--PAGES 1, 3
FLOORING UPGRADES PROGRAM .....	SSP-2--PAGES 1, 4
BUILDING INFRASTRUCTURE RESTORATION PROGRAMS .....	SSP-2--PAGES 1, 5
MAINTENANCE ASSOCIATED WITH CAPITAL .....	SSP-2--PAGES 1, 6

**REGIONS**

INDOOR AIR QUALITY IMPROVEMENT PROGRAMS .....	SSP-3--PAGES 1-2
FLOORING UPGRADES PROGRAM .....	SSP-3--PAGES 1,3
STRUCTURAL INSPECTIONS & REPAIRS .....	SSP-3--PAGES 1, 4
BUILDING INFRASTRUCTURE RESTORATION PROGRAMS .....	SSP-3--PAGES 1, 5
SHERMAN CREEK (NEW LOCATION).....	SSP-3--PAGES 1, 6
3RD AVENUE YARD (NEW BUILDING) .....	SSP-3--PAGES 1, 7
CONTRACTUAL RENT & TAX INCREASES.....	SSP-3--PAGES 1, 8
REPLACEMENT WORKOUT LOCATION FOR WEST 28TH STREET .....	SSP-3--PAGES 1, 9

FUTURE SUBSTATION FACILITIES COSTS .....	SSP-4
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SECURITY OPERATIONS CENTER .....	SSP-5
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**CENTRAL FIELD SERVICES**

VEHICLE FUEL COSTS.....	SSP-6--PAGES 1-2
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**INFORMATION RESOURCES****CAPITAL**

NERC COMPLIANCE MANAGEMENT FRAMEWORK.....	SSP-7--PAGE 1
DATA WAREHOUSE AND BUSINESS INTELLIGENCE .....	SSP-7--PAGES 2-3
NETWORK OPERATIONS CENTER.....	SSP-7--PAGES 4-5
OTHER BUSINESS .....	SSP-7--PAGES 6-8

## **O&M**

EXPAND PROGRAMMING SUPPORT .....	SSP-8---PAGE 1
NERC CYBER SECURITY ASSESSMENT .....	SSP-8--PAGE 2
MAINFRAME OPERATING COSTS .....	SSP-8--PAGE 3

## **HUMAN RESOURCES**

HUMAN RESOURCES REQUEST FOR COMPANY .....	SSP-9
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## **O&M**

CORPORATE HIRING & CAREER PATH TRAINING .....	SSP-10 AND SSP-11--PAGES 1-3
HUMAN RESOURCE STRATEGY PROGRAM .....	SSP-11--PAGES 4-5
CARE MANAGEMENT PROGRAM .....	SSP-11--PAGE 6
STRIKE CONTINGENCY .....	SSP-11--PAGE 7

## **CAPITAL**

TLC TECHNOLOGY UPGRADES / TRAINING PROJECTS.....	SSP-12--PAGE 1
HUMAN RESOURCE SYSTEM PAYROLL SUPPORT .....	SSP-12--PAGE 2
LAB & TEST EQUIPMENT .....	SSP-12--PAGE 3

## **PURCHASING**

SINGLE ENTRY POINT ORDERING SYSTEM – ARIBA .....	SSP-13
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**CONSOLIDATED EDISON COMPANY OF NEW YORK, INC. FACILITIES CAPITAL BUDGET PLAN; EXHIBIT (SSP - 1).**

	2007	2008	2009	2010	2011	2012	2013	Workpaper
	Actuals	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	number
<b>2007 PROJECTS</b>								
<b>MULTI-YEAR PROJECTS</b>	4,673	1,230	-	-	-	-	-	
Irv PI - Emergency & Exit Lighting Upgrades	78		-					
Astoria - Water main replacement	1,869		-					
A-11 Dock Project - NRG Portion	251							
Flatbush Ave - Perimeter HVAC Program	145	200	-					
WEA - Fire Alarm System Upgrade (Central Eng)	80		-					
Irv PI - Emergency Generator Upgrade (Central Eng)	3,621	2,000						
3rd Ave Yard - Main Building (\$150K for new Conf Rm Audio-visual)	150							
3rd Ave Yard - Main Building (\$30K for Security Intercom)	30							
3rd Ave Yard - Main Building (\$2,700,000 orig funded for 2006)	11,988	6,000						
	18,212	8,200	-	-	-	-	-	

**CATEGORY A - Safety, Environmental, Regulatory, Etc.**

Irv PI - Steam Radiator Quick SO Valves	1							
Ast PCB Shed - Install Secondary Containment (Deferred pending DEC)	-							
Irv PI - 17th Fl Computer Rm Fire Protection (Deferred)	-							
Rye HQ - FACP and Smoke Detectors Replacement	114							
Rye S/C - Boiler Damper/CO Monitor	60							
Irv PI - Mailroom/Loading Dock Fire Door Replacement	30							
Van Nest 21A - Elect Pnl Corrections at GCC	47							
TLC - Reroute of Vent Pipe from Splice Lab Oil Bath	31							
Flatbush - Rear Loading Dock Heater Relocation	50							
WEA - GOSS Computer Rm Fire Protection	117	30						
Irv PI - "F" Elevator Shaft Platforms for Future Elect/Mech Equipment	575							
Irv PI - 21st fl Renovation/20th fl sprinkler	1,749	200						
Irv PI - 7th fl Renovation for Security	474	2,160						
Irv PI - 6th fl Renovation	23	9,000	-					
Irv PI - LL 26 Fire Prot Tnk/25th, 27th fl & all Stages Sprinkler/Salvage								
Tnk/Crossover Pipe for Standpipe System	44	1,000	3,000					Comp 1
Irv PI - 15th & 19th fl Renovations	-		13,000					Comp 2
Irv PI - 3rd, 4th, 5th fl Renovations	-		-	18,100	15,000			
Irv PI - 7th, 8th fl Renovations & sprinkler mech/elec spaces of 2, 9, 10th fls						15,000		
Irv PI - LL26 Renovations							20,000	
Flatbush Ave - 6th & 7th Fl Renovation (LL26 Space)	-	1,000	8,000					Comp 3
Van Nest - SPCG Plan Containment for Pad Mounted Transformers	63	175						
Van Nest 1601 - Renovate for Gas Eng & Use as Temp Space	40	960						
Van Nest S/C Bldg 1 - Renovate 2nd fl East & Middle Mezz Offices	-	500	3,500					Comp 4
Van Nest - Cable Lab Safety/Alarm System High Voltage Testing Area	-	60						
Davis Ave - Lightning Arrestor		150						
Davis Ave - Cooling Tower Permanent Ladder System		45						
Flatbush - EDG Power Feeds to 419 Server Farm (IR Audit)	-	80						
Cleveland St - Block Heaters Electric Feeds		150						
TLC - Green Roof		1,425						
28th St S/C - Haz/Non-Haz/PILC Storage Area - Canopy Replacement	-	85						
Eastview - Relocation of C&D and Storage Bin Area	-		500					Comp 5
Eastview - Employee Parking Crosswalk Improvements (Deferred)	-		-			100		
Various Locations - Backflow Preventor Devices			375	375				
Various Locations - Emergency/Emerging Work	-	125	500	500	500	500	500	
(1) Victory Blvd - Reno for Relocation Underground/Apparatus Supers		83						
	3,418	17,228	28,875	18,975	15,500	15,600	20,500	

**CATEGORY B - Critical Infrastructure**

Queens Boulevard - Elevator Modernization	19		-					
Kissina/Jamaica Renovation	716							
Rockaway/Foster Ave Renovation	1,615							
Astoria - WWT Facility Valves & Piping replacement	105							
TLC - 532 ton Chiller Replacement	715							
Van Nest S/C Bldg 21A - ERC/Gas Control Rm Renovation	581							
Davis Ave - Chiller/Absorber Unit	1,389							
Irv PI - Cooling Tower Electrical Upgrades	259							
110th St S/C - HV2 Replacement	128							
Sherman Creel - Satellite WOL (budget increase by \$300,000)	506							
Victory Blvd - Hot Water Heater Replacement	1							
Astoria Bldg 142 - HVAC Replacement	27							
Irv PI - 1360-S Office HVAC Leak Correction	8							
Irv PI - 1148-S Renovation/Upgrade	5							
Irv PI - Rm 349 Carpet Replacement	189							
Irv PI - Rm 1320 & 1350 Carpet Replacement	31							
Cleveland St S/C - Domestic Water Supply	19							
Astoria - Replacement of Steam Line to Building 82	741							
Rye HQ - LAN Rm 205 AC	56							
Exterior St - Dock Rehabilitation	190	310						
Irv PI - Cooling Towers 2,3,4 Jib Crane Structural Supports	5	165						
Irv PI - Elevator Cab 13 Controls Upgrade	102	25						
WEA - E. Control Room Lights/Ceiling/Renovations & AC	-	2,405	2,470					CI 1

	2007 Actuals	2008 Budget	2009 Forecast	2010 Forecast	2011 Forecast	2012 Forecast	2013 Forecast	Workpaper number
125th St - Relocation of CSR and Walk-in Center Areas			4,625					
16th St - 2nd Fl Muster Rm/3rd Fl Lockers for Electric Ops FOD		60	-					
TLC - 315 ton Chiller/Cooling Tower/Piping Replacement	130	2,870	-					
Astoria - MEG Power System	-	1,250	-					
Van Nest S/C Building 1 - Compressor modifications/replacement	13	1,500	-					
Eastview S/C - Storeroom Platform Rebuild	-	1,100	-	-				
Flatbush - 7th Fl Roof Replacement	74		900					CI 2
Davis Ave - Roof Replacement (New Building)	-		715					CI 3
Irv PI - HVAC Chiller Piping Replacement		50	200	200	200	200	200	CI 4
Flatbush - Rm 520 UPS Upgrade	-		150					CI 5
Flatbush - Rm 520 LAN Rm A/C (tied in Voice Recog/UPS upgrade projects)	-		430					
Flatbush - 3rd fl LAN Rm Closet Ventilation			10					
Irv PI - Conversion of 875-S from LAN rm to office space for Tech Services			65					
Irv PI - LAN rm 1820 exhaust/transfer fan			10					
3rd Ave Yd - Paving/Parking/Building 2,3,4 Demo/Wall Preservation	-		3,000					CI 6
Flatbush - LAN Rm UPS Consolidation - Rms 312 & 7th Fl Telephone Rms	-		-	650				CI 7
Astoria Building 136 - LAN Room AC & IR Office Evaluation	-		-	150				CI 8
Astoria - Guard House #5 Roof Replacement	-		-	90				
Van Nest 21 - 2nd Fl AC - 4 & Boiler Removal			-	225				
Eastview - Concrete Slab for New Lifts for Transportation			-	25				
Van Nest Building 1 - Air Curtain Replacement			-	150				
Rye S/C Server Farm - UPS Upgrade for Relocation of TLC ISP Connection			-	100				
Irv PI - Cascade Chemical Feed System Upgrade			-	75				
Irv PI - 18th Fl Windows Replacement			-	150				
TLC - Critical LAN & UPS AC & Back-up Power (Microturbine)	-		-	2,500				CI 9
28th St S/C - Roof Replacement (deferred)	-		-			-		
28th St - Flush WWT Shed Replacement (deferred pending DOB)	172		-					
	7,796	9,735	12,575	4,315	200	200	200	

**CATEGORY C - Programs****PAVING/RESURFACING/PARKING/LOADING PLATFORMS**

Davis & VB - Transportation Garage Floor Resurfacing			-	-	130			
Bronx Garage - Flooring Resurfacing	-		-	-	125			
CPB - Paving/Resurfacing Program			-	-	250			
Astoria - Paving/Resurfacing Program (Continued)	154		-	-	-	600		
Astoria - Transformer Shop Parking Lot Paving				-		100		
Neptune Ave S/C - Parking Area Resurfacing	-		-	-		100		
Eastview S/C - Employee parking lot expansion	-		-			3,000		Prog 1
Rye HQ - Parking area resurfacing (lots 2,4,5,8,12,13)	146		-		-	110	300	
Various OWS - Replacement of Pneumatic with Electric Driven Pumps	-		-	-	150			
Irv Place - Concrete Pads for Trash & Waste Containers	-		-	-	105			
Other locations (tbd)	-		-		-	-	500	
<b>SIDEWALKS/GATES/FENCES/GARAGE DOORS</b>			-					
Other locations (tbd)	-		-	-	-	-	200	
<b>WINDOWS</b>			-					
Irv PI - Window Replacement	-		-	-	3,000	6,000	3,000	Prog 2
Davis Ave - Window & Lintel Replacements	-		-	460	300			
Other locations (tbd)	-		-		-	-	500	
<b>OFFICE RENOVATIONS</b>			-					
Irv PI - Upgrade of Room 420			-		50			
Irv PI - 1475 Office Renovation for Shared Services Admin Group	100							
Van Nest S/C Bldg 1601 - Facilities Office Renovation & Conf Rm	92	100						
Van Nest - Car Wash Building Conversion to Offices	-				700			prog 3
Van Nest Building 1 - Room 100 Reconfiguration of Workstations			-		35			
Bruckner - Conference Room								
Cleveland St - Testing Area for Draeger Gas Detectors	-		-		100			
Davis Ave - Call Center Renovation & Window Replacement	-		-	500				Prog 4
Victory Blvd - Renovation of Electric Ops Space	-		-	350				Prog 5
110th Street - Technology Upgrades to 2nd Fl Conf Rm			-	160				
110th St S/C - Conversion of Stores Areas to Office Space	-		-	100				
28th St - Elect Ops Move into Gas Area	-		-		100			
CPB - 2nd Fl Renovation	-		-		2,000	2,000		Prog 6
CPB - EQ Planners Office Renovation	-		-		30			Prog 7
CPB - 2nd Fl IH Ergonomic Improvements			-	350				
Astoria Building 97 - Office Renovation	247		-					
TLC - Cafeteria Sound System	-							
TLC - Redesign training areas 123 - 125a	-		-		1,500	1,500		Prog 8
Astoria - ChemLab Office renovation	-				300			Progs
QB - C/M Office Renovation					-	100		
Rye HQ - New Office for Cafeteria Manager	-		-	30				Prog 10
Other locations (tbd)	-		-		-	-	3,000	
<b>BATHROOM/LOCKER ROOM/KITCHEN RENOVATIONS</b>			-					
Van Nest S/C Bldg 1 - Renovate 1st fl Mezz Bathrooms/Locker rooms	-		-	300	500	100		
Van Nest S/C Bldg 1 - Renovate Shop fl Bathrooms/Locker rooms	-		-	500	500			
Van Nest - Transportation Garage Slop Sink			-	-		15		
Cleveland St S/C - Locker room/bathroom renovation (men's/ladies)	-		-	-	500			
Rye S/C - 2nd fl bathroom renovation	-		-	150				
Rye S/C - 3rd fl bathroom renovations (Men's/Ladies)	-		-	300				
WEA - Washroom Upgrades	-		-	-	200			
110 th St S/C - Locker room & Bathroom Renovations			-	350				
Victory Blvd S/C - Ladies bathroom/locker room renovation	-		-	250				
Flatbush Ave - 3rd fl bathroom renovation	-		-	150				

	2007 Actuals	2008 Budget	2009 Forecast	2010 Forecast	2011 Forecast	2012 Forecast	2013 Forecast	Workpaper number
CPB S/C - 1st Fl Bathroom renovation	-	-	-	250	-	-	-	
TLC - Grease trap replacements	-	-	-	-	-	100	-	
Irv Pl - G Stainwell Washroom upgrades	2	-	-	-	600	-	-	
Astoria Building 136 - Expand men's & women's locker areas	-	-	-	-	200	-	-	
Other locations (tbd)	-	-	-	-	-	-	500	
HVAC	-	-	-	-	-	-	-	
Irv Pl - Air Handler Replacement 6SW	1	200	-	-	-	-	-	
Irv Pl - Air Handler Replacement 8SE	-	-	200	-	-	-	-	
Irv Pl - Air Handler Replacement 13SE	-	-	-	300	-	-	-	
Irv Pl - Air Handler Replacement 18NW	-	-	-	100	-	-	-	
Irv Pl - Air Handler Replacement PA - 2	-	-	-	450	-	-	-	
Irv Pl - Air Handler Replacement PA - 4	-	-	-	-	-	250	-	
Irv Pl - Air Handler Replacement 20NW & 20NE	-	-	-	-	150	-	-	
Irv Pl Data Center 2 - 10 ton Typhoon cooling units # 5 and # 6 Repl	-	-	-	400	-	-	-	
Irv Pl Data Center 1 - 10 ton Ed Pack cooling unit # 9 Replacement	-	-	-	200	-	-	-	
Irv Pl - Cooling Tower Condenser Water Valves Replacement	-	-	-	350	-	-	-	
Irv Pl - Cooling Towers 4 & 5 Rebuild	-	-	-	-	-	-	-	
Irv Pl - Cooling Tower Vibration Sensors Replacement	-	-	-	50	-	-	-	
Irv Pl - BMS Upgrades	-	-	50	-	-	-	-	
Irv Pl - Rm 226 HVAC/PET Device Room Improved Ventilation	-	-	-	15	-	-	-	
Irv Pl - 1452-S Pressure Control Box Installation	-	-	-	50	-	-	-	
Irv Pl - 1360S HVAC Condensate Pump (Office Leak)	8	-	-	-	-	-	-	
Irv Pl - 4th fl DataCenter HVAC to address temperature variations	-	-	-	350	-	-	-	
Irv Pl - HVAC Noise Concern in Conf Rm 1328 (ruled expense- \$30K)	-	-	-	-	-	-	-	
Cleveland St S/C - Yazaki Absorption Unit Replacement	-	-	-	400	-	-	-	
Neptune Ave - 2nd Fl AC Unit Replacement	-	-	-	100	-	-	-	
Van Nest - Main Boiler Replacement	-	-	-	-	4,000	-	-	
Van Nest Building 1 - HVAC Replacement for 3rd Fl Offices	-	-	-	150	-	-	-	
Van Nest - Planning Office HVAC	-	-	-	150	-	-	-	
Bruckner - Transportation Garage Heating System Upgrade	-	-	-	250	-	-	-	
Bruckner - Yazaki Replacement	-	-	-	300	-	-	-	
Van Nest 21/21A - BMS For HVAC Systems	-	-	-	100	-	-	-	
Fordham Road Customer Payment Center - Vestibule Air Curtain	-	-	-	50	-	-	-	
TLC - Pavilion Ventilation	-	-	-	100	-	-	-	
TLC - LAN Rm AC (various tbd)	-	-	-	300	-	-	-	
CPB - Meter & Test Area HVAC	-	-	-	150	-	-	-	
WEA - W. Control Rm Chiller Replace	-	-	-	800	-	-	-	
WEA - SOCCS/UPS Liebert AC replacement	-	-	-	750	-	-	-	
WEA - BMS Upgrades	-	-	-	400	-	-	-	
WEA & 16th St Cooling Tower Make-up Water Meters	-	-	-	-	10	-	-	
28th St - Bathroom Ventilation Improvements	-	-	-	50	-	-	-	Prog 11
28th St - Bay #7 Exhaust Fan	-	-	-	-	25	-	-	Prog 12
28th St - SSC Office HVAC	-	-	-	100	-	-	-	
Other locations (tbd)	-	-	-	-	-	-	1,000	
LIGHTING & ELECTRICAL UPGRADES	-	-	-	-	-	-	-	
Regional Storerooms Bronx - Lighting	-	-	-	-	100	-	-	
Irv Pl - Electrical Distribution Panel Upgrades	-	-	-	-	530	-	-	
Irv Pl - Cafeteria Neon Lighting Replacement	-	-	-	-	15	-	-	
Irv Pl - Board Room Lighting Replacement	-	-	300	-	-	-	-	
CPB Storerooms - Lighting upgrade	-	-	-	150	-	-	-	
TLC - Perimeter Lighting for Security Breach	-	-	50	-	-	-	-	
Other locations (tbd)	-	-	-	-	-	-	250	
ROOFS (tbd by roof inspection program)	-	-	-	-	-	-	2,000	
SECURITY	-	-	-	-	-	-	-	Prog 13
Van Nest - Turnstiles	115	-	-	-	-	-	-	
16th St S/C - Security relocation/consolidate	-	-	-	1500	-	-	-	
28th St S/C - Security (Deferred)	-	-	-	-	-	0	-	
110 th St S/C - Security	-	-	-	0	500	-	-	
Irv Pl - MECC Upgrades Associated with Corporate Security Audit	-	-	-	250	-	-	-	
TLC - Security Upgrades	-	-	-	1,000	-	-	-	
CPB - Security Upgrades	-	-	-	850	500	-	-	
Neptune Ave - Security Upgrades	-	-	-	-	1,000	-	-	
Davis Ave - Security (Includes Walk-in Center project)	-	-	1,500	-	-	-	-	
Cleveland St - Security Upgrades	-	-	-	-	500	-	-	
3rd Ave Yd - Security Upgrades (Security Program or Parent Project)	-	-	-	-	-	-	-	
Other locations (tbd)	-	-	-	-	-	-	1,000	
EDG UPGRADES	-	-	-	-	-	-	-	
TLC - EDG CERC & Business continuity upgrades	-	-	-	1,000	5,355	-	-	
Van Nest Shop - EDG Upgrade (i.e. backup)	-	-	-	600	-	-	-	
Flatbush Ave - EDG Upgrade	-	-	-	500	500	-	-	
VB - PST Office EDG Back-up	-	-	-	300	-	-	-	
Rye HQ - EDG Upgrade (Possible Relocation from VN)	-	-	-	750	-	-	-	
MISCELLANEOUS	-	-	-	-	-	-	-	
Eastview - Automation of Chemical Water Treatment System	-	-	-	30	-	-	-	
Irv Pl - Stage G FP Tank Level Control Wiring Upgrade	-	-	-	-	50	-	-	
	865	300	2,100	17,395	24,760	13,975	12,250	

**CATEGORY D - User Requests**

Irv Pl - Pressure Switches for Chilled & Secondary Water Pumps	-	-	-	-	-	50	UR1
Irv Pl - Additional Points for Alarm Panel in Control Room	-	-	-	-	-	100	UR2



	2007	2008	2009	2010	2011	2012	2013	Workpaper
	Actuals	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	number
Irv PI - Alarm for Glycol Systems	-		-			-	150	
CPB - Meter/Test Area HVAC	-		-	1	-	-	150	
Irv PI - Alarm panel upgrades	-		-			-	100	
Flatbush Ave - Flood Control Improvements	-		-	-	-	-	300	
Victory Blvd - Main Bldg Exit ramp Rebuild	-		-		-	-	60	
CPB S/C - Addition LPG Storage	-		-		-	-	70	
16th St S/C - Enlarge Ave C gate for truck traffic	-		-		-	-	150	
TLC - Enclose gas pavilion for training	-		-		-	-	1,500	
CPB S/C - Flush Truck Shed	-		-		-	-	1,500	
CPB S/C - Fencing barrier installation	-		-		-	-	100	
Eastview S/C - Create new bay in switch area	-		-		-	-	300	
Rye HQ - Cafeteria Proposal for New Wall/Doors	-				-	-	25	
Cleveland St S/C - Garage building - New shape-up room	-				-	-	300	
Astoria - Front park area refurbishment	-				-	-	300	
Astoria - Yard salt bins installation	-				-	-	350	
Astoria Building 136 Cafeteria - Dining area refurbishment	-				-	-	500	
TLC - Arcade area lighting replacement	-				-	-	150	
TLC - Employee/student notification system	-				-	-	300	
TLC - Building 1 & 2 assembly area	-				-	-	500	
WEA - HALON System Alternative Evaluation	-		-		-	-	1,500	UR3
WEA - Renovate training area	-					-	350	
WEA - Kitchen Upgrade	-					-	100	
Van Nest - Building 1 Winter Shed	-					-	120	
Van Nest - Building 3 Garage Door	-				-	-	200	
Van Nest - Use of Paint Storage Bldg for Gasoline Storage Variance	-				-	-	175	
Van Nest 1601 HVAC - Additional Johnson Controls	-				-	-	80	
Bruckner Garage - Moisture/Condensation Issue	-				-	-	250	
	-		-	-	-	-	9,730	

<b>TOTAL</b>	<b>34,964</b>	<b>36,693</b>	<b>43,550</b>	<b>40,685</b>	<b>40,460</b>	<b>29,775</b>	<b>42,680</b>	
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**SPECIAL PROJECTS**

Hurricane Building Hardening Projects	10,000	-	6,125	10,000	10,000	10,000	HH
Astoria A-11 & A-12 Dock Restoration		2,000	2,500	3,500	3,500	-	
Facility Flush Improvements	3,250	12,000	11,450	-	-	-	
Rye Command Center	-	2,000	-	-	-	-	
Security Projects	1,562						
<b>GRAND TOTAL</b>		<b>51,505</b>	<b>59,550</b>	<b>80,760</b>	<b>53,960</b>	<b>43,275</b>	<b>52,680</b>

**2009 Electric Rate Case - Shared Services - Capital**

Project/Program Title	Facilities - EH&S, Regulatory, Commitment Projects - Category A
Status	With Engineering
Estimated Service Date	Various

Work Description:

These are projects have been initiated to correct unsafe conditions, environmental issues, to comply with local, state or federal regulatory requirements or building code and to respond to various audit, Independent Monitor, Ombudsman commitments. Because of their critical nature, projects in this category are considered to be of essentially equal priority and should be engineered and installed in first.

Examples of such projects are:

- Irv PI - LL 26 Fire Protection Tank/25th, 27th fl & all Stages Sprinklering/22<sup>nd</sup> fl Salvage Tank Refurbishment- \$3,000,000

This project is needed to meet the 15,000-gallon Fire Protection water storage requirements, which effectively requires that there be 30 minutes of available sprinkler water flow. Presently, the existing storage tank is 5,000 gallons which equates to approximately 10 minutes of water flow. To achieve the 15,000 gallon/30 minute water flow requirement, the existing Fire Protection and Salvage Water tanks that comprise the 20<sup>th</sup> Floor East Penthouse tank, will be tied together. New Booster pumps will now be needed to supply adequate water pressure to the various stage floors immediately below the building storage tanks and also to the floors, tower and stages above the East Penthouse Tank. This project must be completed before the building is completely sprinklered.

As part of this project, the un-renovated 25th, 27th floors and all stages of the Irving Place tower will also be provided with the LL26 sprinklers/heating/heat tracing, as required, and the 22<sup>nd</sup> floor Salvage Water Tank will be refurbished/restored to service, as this will take the place of the salvage water function now provided by the 20<sup>th</sup> Floor East Penthouse. This project was originally estimated at \$650,000 but that only included one new tank, booster pumps and minimal piping. The increased cost is primarily associated with the additional pipe runs from the booster pumps to the tower and stage floors and the normal/emergency electric feeds required for these pumps; and the cost to refurbish the 22<sup>nd</sup> floor Salvage Water Tank. The cost to sprinkler the un-renovated 25th, 27th floors and all stages of the Irving Place tower was originally included in the 6<sup>th</sup> floor renovation project but was deferred and is now included in this project.

LL 26 projects described in Testimony

- Irv PI - 15th & 19th fl Renovations LL26 Sprinkler - \$13,000,000 reduced from \$15,000,000.
- Irv PI - 3rd, 4th, 5th fl Renovations - \$33,100,000
- Irv PI - 7th, 8th fl Renovations & sprinkler mech/elec spaces of 2, 9, 10th fls - \$15,000,000
- Flatbush Ave - 6th & 7th Fl Renovation (LL26 Temporary Space) - \$8,000,000

This project calls for renovation of the two floors at the Brooklyn/Queens Headquarters building and is needed to provide for personnel temporary space associated with the LL26 office renovation projects at Irving Place. This project was originally listed as Category C but is now Category A because of its association with the LL26 projects.

### 2009 Electric Rate Case - Shared Services - Capital

Note that since Flatbush 6<sup>th</sup>/7<sup>th</sup> floors will be renovated in 2009, 28,000 sq ft (6<sup>th</sup> FI) become available for temporary space by late 2009. This reduces the total amount of temporary space required for outside of the Company (i.e. rent) from 100,000 sq ft to 72,000 sq ft.

- Van Nest S/C Bldg 1 – Renovation of 2nd fl East & Middle Mezz Offices due to improper fire rated construction - \$3,500,000.

Per NYC DOB Building Code, interior bearing walls and bearing partitions must be constructed of non-combustible materials having a rating commensurate with its class rating. The bearing walls of these offices are not non-combustible materials and therefore must be replaced. As these walls support the office ceiling and HVAC systems, it is recommended to remove the offices in their entirety and build new. The space is approximately 15,000 SF.

- Eastview - Relocation of C&D and Storage Bin Area to avoid high tension transmission wires - \$500,000

At Eastview S/C there is a concern about safety during loading/unloading operations at the existing C & D (Construction & Debris) and Storage area (i.e. equipment may come in close proximity to the existing 345 kV transmission wires located directly above the storage bins.) Administrative controls such as warning signs and height indication wires are used to insure safe operations and compliance with Con Edison's (25 ft) and OSHA (20 ft) safe distance (clearance) from the high-voltage transmission lines but engineering controls are desirable. Transmission Operations requested the relocation of existing storage bins to another place in order to eliminate the possibility of overhead high-voltage lines contact and flashover hazard. This project relocates the existing storage containers, cable reels, concrete poles to a newly constructed C&D area. The new concrete bin walls will be 4ft high above ground and sized as follows: C & D debris storage bin – 38 ft x 30 ft; Asphalt storage bin – 30 ft x 30 ft; Gravel storage bin – 20 ft x 30 ft; Sand (Backfill Material) storage bin – 30 ft x 30 ft. Concrete footings for storage bins wall will be constructed at least 4 ft below grade and there will be no impervious floor to allow rainwater to drain into underlying soil. In addition a 120 ft x 15 ft asphalt pavement will be required between the new storage bins/existing roadway.

- Various Locations Backflow Preventor Devices - \$750,000

In accordance with the NYC Plumbing Codes, New York Department of Health Regulations and DEP Regulations, domestic water service installations must be provided with backflow prevention devices. The type of device, whether a double check valve or reduced pressure zone device, depends on the degree of hazard at the particular facility. Each facility has been analyzed and the type of device identified.

#### Justification:

This projects are strictly associated with correcting unsafe conditions, environmental issues, complying with local, state or federal regulatory requirements or building code and responding to various audit, Independent Monitor, Ombudsman commitments and have received the departments highest priority.

#### Estimated Completion Date:

These projects will take place over the course of the rate case years. It is the intent of the Facilities Capital Improvement Program to address and mitigate issues and concerns associated with projects identified as Category A as early as possible & reasonable. The thrust of the program is thus in 2009 but continues into 2010, 2011 and 2012; projects currently identified as Category A in these latter years are associated with compliance with LL26 which requires full

**2009 Electric Rate Case - Shared Services - Capital**

sprinklering of 4 Irving Place (the Corporate Headquarters) by 2019 and is thus part of a multi-year program.

Status:

At the moment, the Category A projects are being engineered.

Funding (\$000)

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 – 2013
17,228	\$28,875	\$18,975	\$15,500	\$15,600	\$20,500	\$99,450

**2009 Electric Rate Case - Shared Services - Capital**

Project/Program Title	Facilities – Critical Infrastructure - Category B
Status	With Engineering
Estimated Service Date	Various

Work Description:

These are projects have been initiated because they are deemed necessary to maintain the structural integrity of the building or to allow it to operate as designed or to protect critical equipment (e.g. failed roof, high maintenance HVAC or elevator equipment, deteriorated docks/piers, LAN Room AC Installations, etc.) Projects within this category would be evaluated and prioritized based on criticality to the facility and the corporation.

Examples of such projects are:

- WEA - E. Control Room Lights/Ceiling/Renovations & AC - \$2,470,000
- 125th St - Relocation of CSR and Walk-in Center Areas - \$4,625,000
- Flatbush - Roof Replacement - \$900,000
- Davis Ave - Roof Replacement - \$715,000
- Irv Pl - HVAC Piping Replacement Program - \$200,000/year (multi-year)
- Flatbush Ave - Rm 520 LAN Rm A/C - \$150,000
- Flatbush Ave - UPS Upgrade Room 520 - \$430,000
- 3rd Ave Yd - Paving/Parking/Building 2,3,4 Demo/Wall Preservation - \$3,000,000 This project was originally listed as Category C but is now Category B as it is associated with restoring truck & vehicle parking at the 3<sup>rd</sup> Ave yard facility.
- Flatbush - LAN Rm UPS Consolidation - Rms 312 & 7th Fl Telephone Rms - \$650,000
- TLC - Critical LAN & UPS AC & Back-up Power - \$2,500,000
- Irv Pl - Cooling Tower Electrical Upgrades - Completed in 2007
- Irv Pl - "F" Elevator Shaft Platforms for Future Elect - Completed in 2007
- Astoria - Replacement of Steam Line to Building 82 - Completed in 2007
- Exterior St - Dock Rehabilitation - Complete in 2007/2008

Justification:

These projects are strictly associated with correcting critical infrastructure issues in the various buildings of Facilities. Note that most of the buildings of Facilities are fifteen to twenty years old with certain locations such as Cleveland Street and Rye Service Centers constructed over sixty years ago. Equipment associated with operating these facilities, along with its infrastructures, has aged and reached a point where it is no longer economical or practical to continue to repair. Heating, ventilating and air-conditioning (HVAC) equipment, in most cases, is close to twenty years old and has outlived its useful life. This equipment should be gradually replaced with more efficient systems that utilize more environmentally friendly refrigerants. Interior offices, in certain cases, do not meet current space-use, NYC or Westchester Building Code or present day industry life-safety standards.

These address infrastructures issues in the Company headquarter buildings, work-out centers and yards and customer service centers that require almost an immediate response.

**2009 Electric Rate Case - Shared Services - Capital**Estimated Completion Date:

These projects will take place over the course of the rate case years. It is the intent of the Facilities Capital Improvement Program to address and mitigate issues and concerns associated with projects identified as Category B as early as possible & reasonable, but after Category A projects are mostly addressed. The thrust of the program is thus in 2009 and 2010 but continues into 2011 and 2012; projects currently identified as Category B in these last two years are primarily associated with the Irving Place HVAC Piping Replacement Program.

Status:

At the moment, the Category B projects are being evaluated and engineered, where the scopes of work are defined.

Funding (\$000)

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 - 2013
\$9,735	\$12,575	\$4,315	\$200	\$200	\$200	\$17,490

**2009 Electric Rate Case - Shared Services - Capital**

Project/Program Title	Facilities - Programs - Category C
Status	With Engineering
Estimated Service Date	Various

Work Description:

These would be performed each year in order to maintain & improve on overall conditions at the facilities buildings & yards. The program may address efficiency improvements and/or equipment modernization or upgrades and projects are evaluated/prioritized based on facility assessments. These projects generally have to do with Yard Paving/Resurfacing, Roofs identified in the Roof Inspection Program, HVAC systems nearing the end of their normally useful life, general office renovations, elevator upgrades, etc.

Examples of such projects are:

- 3rd Ave Yard - Paving/Parking/Building 2,3,4 Demo/Wall Preservation – moved to Category B
- CPB - Paving/Resurfacing Program Phase 2 ~ \$250,000
- Astoria - Paving/Resurfacing Program ~ \$600,000
- Irv Pl - Window Replacement ~ \$3,000,000 to \$6,000,000/year (multi-year)
- Davis Ave - Window & Lintel Replacements ~ \$300,000 to \$460,000/year (multi-year)
- Flatbush Ave - 6th & 7th Fl Renovation for C/M – moved to Category A
- WEA - E. Control Room Lights/Ceiling/Renovations - moved to Category B
- Van Nest S/C Bldg 1 - Renovate 1st fl Mezz Bathrooms/Locker rooms - \$ 100,000 to \$500,000/year (multi-year)
- Irv Pl - G Stairwell Washroom upgrades ~ \$600,000/year
- Irv Pl - Air Handler Replacement 13SE - \$300,000
- Bruckner - Yazaki Replacement - \$300,000
- TLC - 315 ton Chiller Replacement – to be completed 2008
- Cleveland St S/C - Yazaki Absorption Unit Replacement - \$400,000
- WEA - Air Handler Replacement: AC-4 & AC-4A, DO AC (East CR) – part of East Control Room Renovation in project Category B.
- Regional Storerooms Bronx – Lighting - \$100,000
- 16th St S/C - Security booth relocation/consolidate (Security Program) - \$1,500,000
- Flatbush Ave – EDG Upgrade - \$500,000/year (multi-year)
- Various Security Projects (dollars transferred from Security funding: \$1,500,000 – 2009; \$3,600,000 in 2010 & \$2,500,000 in 2101). Typical projects cover Critical Headquarter Buildings and Service Centers)

Justification:

These projects are strictly associated with correcting critical infrastructure issues in the various buildings & yards of Facilities. Note that most of the buildings of Facilities are fifteen to twenty years old with certain locations such as Cleveland Street and Rye Service Centers constructed over sixty years ago. Equipment associated with operating these facilities, along with its infrastructures, has aged and reached a point where it is no longer economical or practical to continue to repair. Heating, ventilating and air-conditioning (HVAC) equipment, in most cases, is close to twenty years old and has outlived its useful life. This equipment should be gradually replaced with more efficient systems that utilize more environmentally friendly refrigerants. Interior offices, in certain cases, do not meet current space-use, NYC or Westchester Building Code or present day industry life-safety standards.

These projects will programmatically modernize, upgrade, and improve various equipment and infrastructures associated with the Company headquarter buildings, work-out centers and yards and customer service centers.

**2009 Electric Rate Case - Shared Services - Capital**Estimated Completion Date:

The thrust of the Facilities Capital Improvement Program is to address Category A, then B projects and then to gradually move from a compliance and emergency response related work to one that programmatically improves the working conditions of the buildings and yards. Therefore, a bulk of the Category C projects takes place in 2010, 2011 and 2012 with the intent that the majority of the compliance and emergency response work is accomplished by 2010.

Status:

At the moment, the Category C projects are being evaluated and engineered, where the scopes of work are defined.

Funding (\$000)

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 – 2013
\$300	\$2,100	\$17,395	\$24,760	\$13,975	\$12,250	\$70,480



**2009 Electric Rate Case - Shared Services - Capital**

Project/Program Title	Facilities – User Requests - Category D
Status	With Engineering
Estimated Service Date	Various

Work Description:

Any projects which do not meet the criteria of category A, B or C and are strictly at the request of the user are deemed Category D. Each would be evaluated for need and prioritized on a "first-come-first-served" basis and budgeted/engineered/scheduled accordingly.

Examples of such projects are:

- Irv PI – Additional Pressure Switches for Chilled & Secondary Water Pumps - \$50,000
- Irv PI - Additional Points for Alarm Panel in Control Room - \$100,000
- 16th St S/C - Enlarge Ave C gate for truck traffic - \$150,000
- CPB S/C- New Flush Truck Shed - \$1,500,000
- TLC - Enclose gas pavilion for training - \$1,500,000
- TLC - Employee/student notification system - \$300,000
- Bruckner Garage - Moisture/Condensation Issue - \$250,000

Justification:

These projects are essentially extras that the various Facilities user organizations would like in order to better improve their operation or overall conditions. As mentioned above, these will be addressed as capital funds become available and on a "first-come-first-served" basis. They will be budgeted/engineered/scheduled accordingly.

Estimated Completion Date:

The thrust of the Facilities Capital Improvement Program is to address Category A, then B projects and then to gradually move from a compliance and emergency response related work to one that programmatically improves the working conditions of the buildings and yards (i.e. Category C). A bulk of the Category C projects take place in 2010, 2011 and 2012 with the intent that the majority of the compliance and emergency response work is accomplished by 2010.

Category D will then follow if and when capital funds become available.

Status:

These projects are on hold until when and if capital funds become available.

Funding (\$000)

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 – 2013
\$0	\$0	\$0	\$0	\$0	\$9,730	\$9,730

**2009 Electric Rate Case - Shared Services - Capital**

<b>Project/Program Title</b>	Various - Hurricane Building Hardening Projects
<b>Status</b>	With Engineering
<b>Estimated Service Date</b>	Various – On-Going

**Work Description:**

Building Hurricane Hardening encompasses steps that the Company will take to strengthen and reinforce certain facilities in the event of a hurricane (various categories) to increase the likelihood that critical facilities be able to operate, so that the Company can continue its business as best as possible, during such an event. After the 2005 hurricanes in the Gulf region, the Company began studying the potential effect of hurricanes on its facilities. To date, several studies have been conducted in this effort.

**1<sup>st</sup> Thornton-Tomasetti (TT) Study – West End Avenue (WEA)**

The Company hired Thornton-Tomasetti (TT) to perform a detailed structural evaluation of WEA based on drawing research/field observations; computer modeling/analysis of the building's steel frame structure; manual calculations for the masonry walls, roof mounted equipment anchorage, and roof deck, including debris impact; and qualitative evaluation of windows, doors, louvers, roofing systems, and transformer bay enclosures. The building was evaluated for current code requirements for wind loading associated with hurricane categories 2, 3 and 4. In addition, exploratory holes were also drilled into several of the [Concrete Masonry Units] ("CMU") walls to confirm that they are un-grouted and un-reinforced. Based on this exploratory information and the TT study, it was determined that the WEA building would need to be hardened.

**Altran Solutions Study – Ability of critical regional facility locations to serve as Shelters**

The Company hired Altran Solutions to perform a screening evaluation of **4 Irving Place, Buildings 21 and 21A at Van Nest, 1 Davis Avenue, 30 Flatbush Avenue and Rye Headquarters**. This effort involved assessing the buildings for suitability as hurricane shelters (structural and flooding standpoint only) and assigning them numeric ratings. The screening criteria came from FEMA 361, the American Red Cross and additional information obtained from the state of Florida and addressed the following: flooding due to storm surge, building age and type of construction; categorizing and rating the building elements (main load resisting system, roof, floors, walls, cladding, windows, doors); debris hazards; et al. The evaluation did not involve any formal analysis but did result in the identification of building components that would need hardening and related "order of magnitude" costs. The screening relied on past performance of various buildings during historical hurricanes of all categories. As such, there was no distinction made of the hurricane category number in determining the rating. The Altran reports assessed the capability of the critical Con Edison buildings to resist major hurricanes and concluded that all buildings were rated below acceptable for use as shelters and would need to be hardened.

Using the recommendations provided in the Altran study and information currently known, the estimated costs to harden 4 Irving Place, Buildings 21 and 21A at Van Nest, 1 Davis Avenue, 30 Flatbush Avenue and Rye Headquarters would be approximately **\$40,000,000**. This includes measures such as replacing existing "unshuttered" windows with a hurricane resistant version; reinforcing windows with an anchored film; reinforcing exterior masonry walls; and replacing existing ballasted or lightweight metal decked roofs, anchoring poorly attached roof mounted equipment.

**2<sup>nd</sup> Thornton-Tomasetti (TT) Study – 4 Irving Place, WEA and Buildings 21 and 21A at Van Nest**

Because of this substantial cost indicated above, Engineering and the Coastal Storm Committee refined the parameters utilized in the TT and Altran studies mentioned above in order to limit the extent of hardening required and therefore cost. TT was again hired and evaluated methods for hardening not all but select locations, such as 4 Irving Place, WEA and Buildings 21 and 21A at

**2009 Electric Rate Case - Shared Services - Capital**

Van Nest. In the cases of Irving Place and WEA, these buildings were analyzed so that certain floors/areas as opposed to the entire buildings could be utilized as shelters. Buildings 21 and 21A at Van Nest were analyzed as shelters and also to remain as operational facilities during a hurricane event.

These reports again indicated that significant and costly exterior hardening modifications would be needed for Van Nest Buildings 21 & 21A so that they can be used as shelters and operating facilities during a hurricane event. The modifications for creation of shelters at Irving Place and WEA appear to be slightly more feasible, although still very costly. A summary of the Capital Costs Estimates for these Hardening Sites is provided below:

- Van Nest 21/21A - \$13,000,000 to \$15,000,000 for exterior skin, impact resistant window/doors, interior and roof bracing, measures to secure roof-top equipment, EDG/HVAC enclosures. Hurricane resistant roof.
- Irving Place 3<sup>rd</sup> Floor Shelter for 350 Storm Riders - \$4,000,000 to \$5,000,000. New hardened interior walls around shelter perimeter. Impact resistant window/doors. Dedicated HVAC & EDG or harden existing EDG. Emergency lighting/exit signs, potable water & sanitation storage.
- Irving Place Data Centers & MECC Hardening - \$4,000,000 to \$5,000,000. Hurricane windows/steel support frames or hardened wall similar to shelter. Measures to protect electrical equipment in basement from flooding.
- WEA 2<sup>nd</sup> Floor Shelter for 15 persons – \$5,000,000 to \$6,000,000. Similar shelter measures as Irving Place. West exterior wall hardening of shelter area. Exterior/interior wall hardening measures to minimize damage to Bulk Power Control Room & supporting IR Rooms. Hurricane resistant roof, impact resistant window/doors.

•  
**3<sup>rd</sup> Thornton-Tomasetti (TT) Study – 4 Irving Place, WEA and Buildings 21 and 21A at Van Nest**

Since 2<sup>nd</sup> TT study determined that the probability of the lower bound of a Cat 3 hurricane is in the ~ 300 year Return Period range (~7000 year for upper bound) and the upper bound of a Cat 1 (95 mph) is in the 50 to 100 year Return Period range, it was felt that the Company should have a better understanding of what it would take to hardened the above facilities to the criteria with a more reasonable probability of occurrence. In this final study TT assessed the vulnerability of relevant portions of Irving Place, WEA, Van Nest 21/21A using design wind loads (98 mpg - 3 second gust) of the recently adapted NYC Building Code Standard (mid Category 1 range) and windborne debris criteria from FEMA & ASTM.

These four buildings were designed to the building code in place at the time, which may/may not have properly considered wind loads, but certainly did not consider damage from windborne debris or take into account new information gained over the years (e.g. based on experience of building behavior during a hurricane - swirling winds at building corners cause damage in these areas). It was felt that since shelter criteria (160 mph winds) would not be used, the necessary modifications could be substantially less. It appears from the draft TT reports that the hardening scope, although slightly less, is still significant and costly. A summary of the Capital Costs Estimates for these Hardening Sites is provided below:

- Irving Place 3<sup>rd</sup> Floor Hardened Area for 350 Storm Riders - \$3,500,000 to \$4,500,000. New hardened interior walls around perimeter. Impact resistant window/doors. Dedicated HVAC & EDG or harden existing EDG. Emergency lighting/exit signs, potable water & sanitation storage.
- Irving Place Data Centers & MECC Hardening - \$4,000,000 to \$5,000,000. Impact resistant window/doors. Measures to protect electrical equipment in basement from flooding.
- WEA 2<sup>nd</sup> Floor Hardened Area for 15 persons – \$3,000,000 to \$4,000,000 includes hardened interior walls around perimeter; hardened west exterior walls by connecting to concrete floor. Emergency lighting/exit signs, potable water & sanitation storage.

**2009 Electric Rate Case - Shared Services - Capital**

Bulk Power Control Room & supporting IR Rooms - hardened exterior walls on 3<sup>rd</sup> & 4<sup>th</sup> floors. Install impact resistant windows & hurricane resistant roof.

- Van Nest 21/21A – harden exterior brick, interior bracing, install impact resistant window/doors & hurricane resistant roof, measures to secure roof-top equipment, EDG/HVAC enclosures. \$13,000,000 to \$14,000,000.

**Justification:**

As determined by the Coastal Storm Committee, several of the above critical Company locations may need to serve as shelter or both shelter and operating facility before, during and after a hurricane.

**Estimated Completion Date:**

The Company has not selected the work scope that it will proceed with concerning the hardening of its facilities. The results of the above studies will be presented to Senior Management for review.

**Note - In 2008 two roof projects will be replaced at Irving Place: the Cooling Tower roof and the Cafeteria/Auditorium roof; both are located on the south side of Irving Place. The TT hurricane assessments determined that these roofs are vulnerable to hurricane force winds and that damage to them may allow significant amounts of water to enter the building. The water may eventually travel down floor/wall penetrations or service risers and reach the 19<sup>th</sup> floor CERC and 17<sup>th</sup> floor data centers, areas that the Company would want to protect from a hurricane event.**

The Company has not selected the work scope that it will proceed with concerning the hardening of its facilities. The results of the above studies will be presented to Senior Management for review.

**Funding (\$000)**

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 - 2013
\$10,000	\$0	\$6,125	\$10,000	\$10,000	\$10,000	\$36,125

## 2009 Electric Rate Case - Shared Services - Capital

Project/Program Title	Facilities –Astoria Site: A-11 Dock and A-12 Luyster Creek Bulkhead
Status	Waterfront Inspection Completed/with Engineering
Estimated Service Date	2009 - 2012

**Work Description:**

The Astoria 5-years waterfront inspection program identified various deteriorations and degradations of the A-11 and A-12 docks ranging from “Poor” to “Serious”.

Below are descriptions of the identified deteriorated conditions and recommended repairs:

**Astoria A-11 & A-12 Dock Condition & Recommendations (Poor and Serious Conditions):**

- A-11 Dock Area C Coating Repair in Splash Zone - \$50,000 (Immediate Corrective Action)**  
 Present condition: The protective coating in the splash zone is flaking off throughout the steel pile bulkhead and up to ¼” of corrosion product covers the steel. ***It is recommended to install new protective coating within the splash zone on the sheet pile bulkhead.***
- Astoria A-11 Dock, Area A Repairs - \$1,545,000 (allow 1.25 factor for miscellaneous general conditions) ~ \$1,930,000**  
 Present condition: the timber cribbing and timber bulkhead are in poor to serious condition due to advanced deterioration of the cribbing within the tidal zone, complete loss of connection hardware between transverse and longitudinal cribbing members, and evidence of marine borer activity. The intake area for underwater pumping is in poor condition: large area of grating in the outer screen is missing and silt build-up at the bottom of concrete intake enclosure. The outer screen is completely missing in the tidal zone due to corrosion.  
***Recommendation: the installation of over-sheeting with an anchored steel pile bulkhead for vehicle and equipment loading upland of the bulkhead in order to access the active pipeline and the dock area.***
- Astoria A-11 Dock, Area D Repairs - \$4,269,000 (allow 1.25 factor for miscellaneous general conditions) ~ \$5,340,000**  
 Present condition: the timber cribbing and timber bulkhead are in poor to serious condition due to heavy deterioration of the cribbing timbers in the tidal zone, complete loss of connection hardware between transverse and longitudinal cribbing members, evidence of marine borer activity, loss of fill at the interface between the cribbing and each concrete mooring dolphin, and a completely failed timber fender system. Mooring bollards are in critical condition. Due to impact damage, the bollards will not safely support the mooring of any vessel. Concrete mooring dolphins are in poor condition due to spalling of the concrete at the corners; also concrete in the tidal zone is eroded and steel supports at the offshore face of each dolphin are deteriorated.  
***Recommendation: demolition of the top portion of the cribbing structure, removal of the concrete mooring dolphins, and the installation of an anchored steel sheet pile bulkhead.***
- Astoria A-12 Luyster Creek Bulkhead Repairs - \$3,277,000 (allow 1.25 factor for miscellaneous general conditions) ~ \$4,100,000**  
 Present condition: the timber cribbing is in poor to serious condition due to missing or heavy deteriorated timbers, evidence of fill loss, fallen concrete, complete loss of connection hardware between transverse and longitudinal timbers, and dilapidated vertical posts at the locations of some transverse timbers.  
***Recommendation: the installation of over-sheeting of the existing cribbing with cantilevered steel sheet pile bulkhead.***

**Total Cost ~ \$11,370,000 Say \$11,500,000 (including \$50,000 above)**

**2009 Electric Rate Case - Shared Services - Capital****Justification:**

The corrective action repairs/recommendations will correct current conditions, prevent continuous deterioration of affected dock structures; and make these structures available for continuous Con Edison operations.

**Estimated Completion Date:**

This project can be completed in 2009 - 2012

**Status:**

With Engineering.

**Funding (\$000)**

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 - 2013
\$0	\$2,000	\$2,500	\$3,500	\$3,500	\$0	\$11,500

## 2009 Electric Rate Case - Shared Services - Capital

<b>Project/Program Title</b>	Program to Improve Flush Facility Functionality and Reliability (Cap)
<b>Status</b>	
<b>Estimated Service Date</b>	2011

**Work Description:**

- Enclose the Flush Truck Facility unloading areas, bins, and associated basins to provide weather protection and ensure proper facility operation.
- Enclose the wastewater treatment systems at the Brooklyn, Manhattan, and Queens Flush Truck Facilities in a building to provide complete weather protection for all components and ensure continuous system availability.
- Design and implement system redundancy through parallel installation of critical components including, but not limited to:
  - Transfer pump
  - Sand/Anthracite Filter
  - Particulate filter
  - Carbon filter backwash pump
  - Treated wastewater holdup tanks
  - Composite sampler
- Design and install water treatment controls to provide remote monitoring of all three facilities on a 24/7 basis.
- Investigate alternative technologies and state-of-the-art equipment for the wastewater treatment Systems to improve operation, minimize O&M costs, and ensure long-term availability.

**Justification:**

See ATTACHMENT

**Estimated Completion Date:**

2010 – Year End

**Planning and Budgeting:**

- Develop a detailed scope of work
  - Prepare equipment/material specifications
  - Develop detailed design drawings and construction specifications
  - Prepare a bid package for Purchasing to solicit bids
  - Review bids and select construction contractor
  - Provide project management oversight
  - Provide pre-operational testing/monitoring of new facilities and equipment
- |  |              |
|--|--------------|
| * Engineering/Design Costs   | \$ 2,700,000 |
| * Buildings for unloading areas and associated facility components     | \$12,000,000 |
| * Buildings to enclose the three wastewater treatment systems          | \$ 4,500,000 |
| * Treatment system control systems and redundant design implementation | \$ 7,000,000 |
| * Start-up/pre-operational testing costs                               | \$ 500,000   |
| Total costs for 4 facilities:  | \$26,700,000 |

**2009 Electric Rate Case - Shared Services - Capital****Status****Funding (\$000)**

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 - 2013
\$3,250	\$12,000	\$11,450	\$0	\$0	\$0	\$23,450

**ATTACHMENT****Functionality and Reliability Improvements at Flush Facilities**

Con Edison's inspection improvements for underground electric structures and the installation of new vented covers have yielded an upward trend in annual flush waste generation. Flush waste consists of debris accumulations that have been removed from underground electric structures to facilitate performing work safely, and in accordance with all applicable specifications for quality. Entering more structures, more frequently has led to substantial increases in flush waste quantities (see table), challenging the physical assets designed to manage this material, while also yielding increased costs.

Solid debris and sediment regularly deposits in Con Edison's underground electric structures through street run-off, and in-leakage from sources such as water and sewer mains. Vactor trucks flush these materials from underground facilities prior to work, yielding a waste material that is transported to Con Edison's four Flush Facilities for management. Flush waste may generally be considered in terms of three waste streams upon unloading at the Flush Facilities: solid debris, sediment, and water.

At all four facilities, vactor trucks empty their contents into drying bins, which retain the relatively more coarse material while water and finer solids, or sediment, drain into sub-grade collection structures. Upon sufficient drainage, the drying bins are unloaded into lined containers for transport and disposal. At three of the four facilities, the sediment settles while water is pumped through wastewater treatment systems for discharge to the New York City sewer system in accordance with permit conditions. The solid debris and sediment accumulations are removed periodically for transport and disposal. At the remaining facility, water and sediment accumulate in a sub-grade collection structure prior to removal and transport for disposal.

The flush truck facilities and associated wastewater treatment systems are located entirely outdoors. The environment severely impacts facility and equipment operation, especially during extreme weather events such as heavy rains and sub-freezing temperatures. These conditions wear heavily upon the facility components. Overall facility maintenance costs continue to escalate, and each of the water treatment systems have already surpassed their practical design life.

The technology employed at these facilities is not as cost-effective as other methodologies that are available for this application. Considering the necessity of these facilities in the performance of day-to-day work, ensuring continuous operation and long-term availability is absolutely critical.



**2009 Electric Rate Case - Shared Services - Capital**

Waste Stream	Annual Flush Waste Generation				2003-06 Increase
	2003	2004	2005	2006	
Solid Debris (tons)	4538	5080	5683	6175	36%
Sediment (tons)	4857	5130	6032	7045	45%
Water (gallons)	8,337,229	9,668,357	11,164,803	12,183,336	46%

**ISSUES:**

- Facilities are located outdoors, where they are regularly exposed to harsh environmental conditions that can adversely affect operations and personnel safety:
  - Low temperatures inhibit drainage from drying bins by freezing water in the solid debris, results in ice formation on walking surfaces in the unloading area, and inhibits movement of water to the wastewater treatment system.
  - Wastewater treatment components require extensive efforts to provide freeze protection and ensure continuous availability.
  - Water enters the sub-grade drainage structures during normal rainfall events, necessitating handling with the wastewater generated by normal operations. The costs associated with treating and/or removing rainfall water at all facilities on an annual basis is significant, and generally believed to be in excess of \$400,000 annually.

Enclosing all the dumping bins, solid debris storage areas, sedimentation basins, retention basin (Hell Gate) and the wastewater treatment systems would provide for more efficient and safe operation, while increasing facility longevity and reducing O&M costs.
- The existing wastewater treatment systems are series design, without redundancy to provide operating flexibility in the event of component failure. Single component failure within a facility necessitates system shutdown, and ultimately limits vector availability. Without wastewater treatment system availability, vectors cannot continue to unload at the facility, necessitating unloading at more distal locations, and increasing truck cycle time between flush evolutions.
- The present wastewater treatment system controls are locally operated requiring dedicated operators at each location. Control system design improvements will promote cost savings through more efficient system operation, and remote/centralized monitoring capabilities on a 24/7 basis.

<b>Project/Program Title</b>	Emergency Incident Command Center and EM staff offices
<b>Status</b>	Ongoing
<b>Estimated Service Date</b>	2009

**Work Description:**

Emergency Management (EM) will work with Facilities Engineering to design an appropriate location for an Incident Command Center (ICC) and office space for its Overhead Emergency Management operations. It is anticipated that the existing EOEM office space (approximately 1,500 square feet) on the third floor of 511 Theodore Fremd Avenue can be renovated to house an Incident Command Center.

The Incident Command Center should be equipped to provide for any contingency. It should be constructed to IR and Facilities standards for reliability, including redundant power and network supplies, redundant AC, diesel backup power and should include:

- Separate power and diverse power feeds (two distribution feeders) with separate points of entry
- Backup generation with automatic transfer switch
- Redundant Uninterrupted Power Supply
- Redundant HVAC
- Separate and diverse telecommunications circuits (provider and route diversity) with separate points of entry
- Redundant server/telecommunications rooms located on opposite sides of facility
- Redundant fire suppression systems
- Redundant access control capabilities
- Security cameras
- UPS/backup power system
- Phones – phones should be set up to rollover automatically
- Cell Phones for team members that leave the command center
- Secure wireless network capability
- Satellite Phone
- Teleconferencing Equipment
- Dedicated computers
- Laptop connection(s)
- Printer – connected to a desktop and accessible to laptops
- Video teleconferencing
- Fax machine – connected to a dedicated phone line
- Photocopier – easily accessible to the command center
- TV with satellite connection – provides ability to monitor the news
- Key office supplies – pens, markers, flip charts, paper, etc
- LED Projector
- Status Board
- Sign in/out board
- Conference table
- Assigned work stations for each key function
- "ad hoc" stations
- Hardcopy backups of key site or reference information.

**Justification:**

The ICC will be available for the regional Incident Command and General Staff and afford space for each Command and General staff members operations. This will facilitate communication among the operations and planning sections and with the municipalities, media and executive staff.

The ICC is designed to be multifunctional and will remain “hot” in order to facilitate quick start-up of emergency response operations.

**Estimated Completion Date:**

2009

**Status:**

Ongoing

**Funding (\$000)**

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 – 2013
\$0	\$2,000	\$0	\$0	\$0	\$0	\$2,000

STATE OF NEW YORK  
DEPT. OF PUBLIC SERVICE

DATE: 10/15/08  
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EXHIBIT \_\_ (SSP-2)  
PAGE 1 of 6

**Facilities - Corporate Headquarters (Irving Place)**  
(\$000's)

**2009 Electric Rate Case**

**Indoor Air Quality Improvement Programs**

Duct cleaning  
Induction unit drip tray inspection  
Roof inspection and repairs  
Piping inspection and replacement program  
ACM Insulation abatement and replacement program (1 Shaft Only)<sup>1</sup>

Historic Year	1st Rate Year	2nd Rate Year	3rd Rate Year	2010-2012 Incremental Total
Actual 12/31/2007	RYE 3/31/2009	RYE * 3/31/2010	RYE * 3/31/2011	RYE * 3/31/2012
0	343	503	503	503
143	70	49	49	49
18	242	200	237	270
0	568	62	62	62
0	207	110	110	110
161	1,430	924	961	994
				2,718

**Local Law 10-11 Façade Repairs (4 Yr Program)**

355	1,025	1,004	1,004	1,004	2,657
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**Flooring Upgrades Programs**

Replace carpeting on approximately two (2) floors annually  
Seal/epoxy fan room floors

206	698	620	620	620	1,654
0	67	67	67	67	201
206	765	687	687	687	1,855

**Building Infrastructure Restoration Programs**

Cooling Towers Restoration Program  
Valve replacement program (AHUs and PAs)  
Lobby refurbishment  
    restore marble  
    restore ceiling  
    replace turnstiles  
Window cleaning  
Install new window treatment systems along 15th St  
Seal double hung windows

0	1,350	630	0	0	630
0	245	245	245	245	735
0	140	140	140	140	420
0	130	70	70	70	210
0	0	0	250	250	500
0	165	153	153	153	459
0	0	20	0	0	20
0	30	30	30	30	90
0	2,060	1,288	888	888	3,064

**MAC**

Floor renovations (Rent)  
Floor renovations

0	7,000	2,160	4,432	4,432	11,024
226	5,960	5,495	0	0	5,269
226	12,960	7,655	4,432	4,432	16,293

**Facilities Totals**

948	18,240	11,558	7,972	8,005	26,587
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**Less Historic Year 2007**

(948)	(948)				(948)
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**Incremental 2009 Less Program Changes 2010**

			(3,586)		(3,586)
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**Incremental 2010 Less Program Changes 2011**

				33	33
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**Incremental**

948	17,292	10,610	7,024	7,057	24,691
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\* RYE = Rate Year Ending

<sup>1</sup> Orig estimate/submittal did not include re-insulation and 3rd party monitoring

<b>Project/Program Title</b>	<b>Indoor Air Quality Improvement Programs (4 Irving Place)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Programs that systematically address the quality of indoor air such as removing hazardous materials and improving HVAC operating equipment. Programs include, but are not limited to, HVAC duct cleaning and induction unit drip tray cleaning/inspections; inspection and repairs of roof and piping systems; and abatement and replacement of ACM insulation throughout the building.

**Justification:** Inspecting, cleaning and removal of hazardous materials associated with air and water distribution equipment and systems in the building will mitigate the spread of potential infectious diseases.

**Estimated Completion Date: 2012**

**Status: Ongoing**

**Funding: (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$161	\$1,430	\$924	\$961	\$994	\$2,879

<b>Project/Program Title</b>	<b>Local Law 11 Façade Repairs (4 Irving Place)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Repair conditions identified as "safe with repair and maintenance program" (SWRMP) including re-caulk all building windows per Cycle 6 Local Law 11 inspection report filed with NYC Dept. of Buildings.

**Justification:** New York City Local Law 11 of 1998 requires that all buildings, 100 feet or taller, be inspected on a 5 year cycle by a licensed architect and an inspection report be filed on behalf of the building owner with NYC Dept. of Buildings. Cycle 6 Inspection was performed in 2006 and filed as per regulation in February 2007. All repairs must be completed prior to next cycle inspection in 2012.

**Estimated Completion Date: 2012**

**Status: Ongoing**

**Funding: (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$355	\$1,025	\$1,004	\$1,004	\$1,004	\$3,012

<b>Project/Program Title</b>	<b>Flooring Upgrades Program (4 Irving Place)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Replace carpeting on approximately two (2) floors annually and resurface approximately fifty four (54) fan room concrete floors with epoxy sealer.

**Justification:** Normal wear and stretching of floor carpeting results with tripping hazards. In addition, the carpeting has worn beyond any economic or reasonable cleaning method resulting with extremely dirty carpets. Resurfacing the fan room floors will eliminate any water seepage or leakage to lower elevations during any possible equipment failures.

**Estimated Completion Date:** 2012

**Status:** Ongoing

**Funding: (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$206	\$765	\$687	\$687	\$687	\$2,061

<b>Project/Program Title</b>	<b>Building Infrastructure Restoration Programs (4 Irving Place)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Replace the outer casings and windwalls on Cooling Towers 4 & 5. In addition, sandblast, repair defects and recoat the Cooling Tower's structural steel and piping. Other programs include restoration of equipment and systems that have surpassed the generally accepted life expectancies and require replacement or upgrading to ensure continual operation and/or existence. These various programs include, but are not limited to, restoration of wall, ceiling and turnstile systems in extreme traffic areas such as the main lobby/corridors; replacing main steam and chill water stop valves for the building's air handling units (54); and sealing/cleaning of building windows.

**Justification:** The Cooling Towers are integral pieces of equipment in the building's Central Air Conditioning System at 4 Irving Place. The Cooling Towers are located on the roof of the building. The outer casings and windwalls on Cooling Towers 4 & 5 are deteriorating resulting with pieces breaking off and extensive water leakage. These conditions pose a public safety, negatively impact system efficiency and waste water. In addition, the existing coating on the structural steel and associated piping for both cooling towers has deteriorated resulting with numerous corroded areas. These corroded areas may eventually result with complete metal failures. Estimate based on actual costs for the refurbishment of cooling towers 2 and 3 and Facilities Engineering estimate of additional repairs needed on Cooling Towers 4 & 5. Other programs are required since much of the building infrastructure is over 50 years old and has reached the end of its useful life. Failures create additional maintenance problems.

**Estimated Completion Date: 2012**

**Status: Ongoing**

**Funding: (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$0	\$2,060	\$1,288	\$888	\$888	\$3,064



<b>Project/Program Title</b>	<b>MAC (4 Irving PL)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** The Company has developed a plan to install required sprinkler systems in conjunction with the conversion of floors at 4 Irving Place to open-office plan arrangements (which in and of itself would require sprinkler systems). In order to meet LL26's 2019 deadline, the Company needs to accelerate its plans for open-office space arrangement. This, in turn, creates the need for additional space for temporary relocation of employees during the renovation. Currently, when the Company renovates a floor, it temporarily relocates the affected employees to another part of 4 Irving Place. This is because it is logistically difficult or practically impossible to maintain employees in their current work area during the renovation process. In order to meet the needs of this accelerated program, some of the affected personnel would need to be temporarily relocated out of 4 Irving Place because there is insufficient swing space currently in the building (i.e., currently less than one full floor of available swing space). Note that since Flatbush 6<sup>th</sup>/7<sup>th</sup> floors will be renovated in 2009, 28,000 sq ft (6<sup>th</sup> Fl) becomes available for temporary space by late 2009 or early 2010. This reduces the total amount of temporary space required out side of the Company from 100,000 sq ft to 72,000 sq ft.

**Justification:** This approach is due to the physical arrangements of ceilings and other building infrastructure and the presence of environmentally sensitive materials (such as lead and asbestos) that need to be addressed. It would be neither safe nor practical or efficient to perform the required renovation and sprinkler installation during off-shifts, when personnel have vacated the space, and allow the affected personnel to return to work during their normal work hours (thereby requiring a set-up and take-down of the work area on a daily basis). Most importantly, the safe removal of environmentally sensitive materials while the area is occupied is logistically extremely difficult. Having personnel completely vacate the space until the renovation (and any required abatement) is finished enables the Company to completely abate the environmentally sensitive materials in a safe and efficient manner.

**Estimated Completion Date:** 2019

**Status:** In the Engineering stage for the floors currently selected for renovation.

**Funding (\$000)**

Actual 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$226	\$12,960	\$7,655	\$4,432	\$4,432	\$16,519

**Facilities Operation and Maintenance (Regions)**

(\$000's)

**2009 Electric Rate Case**

**Indoor Air Quality Improvement Programs**

	Historic Year 12/31/2007	RYE 3/31/2009	RYE * 3/31/2010	RYE * 3/31/2011	RYE * 3/31/2012	2010-2012 Incremental Total
Duct Cleaning - Periodic inspection of duct interior by inserting video camera for the purpose of identifying conditions that require attention. Once identified repairs are then scheduled on a priority basis.	\$0	\$15	\$50	\$50	\$50	\$150
Air Conditioning Charcoal Filter Replacement Use of more efficient Carbon Filters to improve air quality at 16th Street	\$0	\$130	\$70	\$0	\$70	\$140
HVAC balancing at The Learning Center	\$0	\$0	\$60	\$65	\$65	\$190
Program Total	\$0	\$145	\$180	\$115	\$165	\$460

**Flooring Upgrades**

Carpeting - 6,000 SY annually includes furniture moving. Programatic approach to address aging carpet throughout the various locations including funding to move furniture in occupied areas. Annual inspection to result in highest priority carpet replacement annually.	\$964	\$810	\$417	\$425	\$425	\$303
Program Total	\$964	\$810	\$417	\$425	\$425	\$303

**Structural Inspections & Repairs**

Includes facades, sidewalks, parapets, brick repointing, re-caulking, waterproofing, roof repair, leaders and gutters. Repointing is a major expense especially at many of our older brick structures in Astoria and in the Bronx.

Roof Inspection & repair (including parapets, leaders & gutters)	\$112	\$1,000	\$842	\$842	\$842	\$2,414
Facades and brick re-pointing at various locations.	\$50	\$1,000	\$854	\$854	\$854	\$2,512
Program Total	\$162	\$2,000	\$1,696	\$1,696	\$1,696	\$4,926

**Building Infrastructure Restoration Programs**

Yard Resurfacing Resources required at multiple locations to address resurfacing issues for extending the life span and making better use of our properties	\$0	\$90	\$90	\$90	\$90	\$270
Painting and wall treatment repair/restoration  Programatic approach similar to carpet program where all locations are walked down annually and required painting is scheduled on a priority basis.	\$0	\$1,010	\$500	\$500	\$500	\$1,500
Environmental - Asbestos (ACM) Funding to cover asbestos survey investigations - (ACM)	\$17	\$200	\$100	\$100	\$100	\$283
Program Total	\$17	\$1,300	\$690	\$690	\$690	\$2,053

**Sherman Creek (new location)**

Additional guard (security officer) post required for the new location	\$0	\$100	\$100	\$100	\$100	\$300
Additional maintenance items required for new site: custodial contracts, repairs, materials and supplies.	\$0	\$71	\$103	\$103	\$103	\$309
Program Total	\$0	\$171	\$203	\$203	\$203	\$609

**3rd Ave Yard (new building)**

Additional Emergency Action Plan Director (security officer) (required for all Class E buildings in the City of New York) for the new building at 3rd Avenue	\$0	\$57	\$120	\$120	\$120	\$360
Additional cleaning services	\$0	\$0	\$31	\$31	\$31	\$93
Program Total	\$0	\$57	\$151	\$151	\$151	\$453

**Contractual Rent & Tax Increases**

Program Total	\$6,750	\$6,293	\$16,317	\$16,460	\$15,760	\$41,787
Grand Total Facilities Regions (O&M)	\$7,893	\$10,776	\$19,654	\$19,740	\$19,110	\$50,611
Less Historic Year 2007		(7,893)	(7,893)			(7,893)
Incremental 2009 Less Program Changes 2010				86		86
Incremental 2010 Less Program Changes 2011					(630)	(630)
Incremental	\$7,893	\$2,883	\$11,761	\$11,847	\$11,217	\$34,625

Note. RYE = Rate Year Ending

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<b>Project/Program Title</b>	<b>Indoor Air Quality Improvement Programs (Regions)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Programs that systematically address the quality of indoor air such as removing hazardous materials and improving HVAC operating equipment. Programs include but are not limited to periodic inspection & cleaning of HVAC duct systems, charcoal/carbon filter replacement at 16<sup>th</sup> Street and HVAC balancing at The learning Center.

**Justification:** Inspecting, cleaning and removal of hazardous materials associated with air ductwork distribution systems in the buildings will mitigate the spread of potential infectious diseases. Charcoal/carbon filter replacement (a manufacturer specification) and HVAC balancing will prolong the life of the equipment and improve the air quality within the buildings.

**Estimated Completion Date: 2012**

**Status: Ongoing**

**Funding: (\$000)**

Historical Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$0	\$145	\$180	\$115	\$185	\$480

<b>Project/Program Title</b>	<b>Flooring Upgrades Program (Regions)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Carpeting upgrade – 6,000 square yards of carpeting replacement annually and also includes moving furniture so carpeting can be installed. A programmatic approach to address aging carpet throughout various locations plus the cost to move furniture while the work is in progress. Annual carpet inspection will prioritize carpet replacement.

**Justification:** Normal wear and stretching of floor carpeting creates tripping hazards. In addition, the carpeting has worn beyond any economic or reasonable cleaning method resulting with torn, rolled and extremely dirty carpets.

**Estimated Completion Date:** 2012

**Status:** Ongoing

**Funding:** (\$000)

Historical Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$964	\$810	\$417	\$425	\$425	\$1,267

<b>Project/Program Title</b>	<b>Structural Inspections and Repairs (Regions)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Includes facades, parapets, brick re-pointing, re-caulking, waterproofing, roof repair, leaders and gutters. Re-pointing is a major expense especially at many of our older brick structures in Astoria and in the Bronx.

**Justification:** Work will prolong the life of the facilities' facades and roofs and prevent damage from water leaks.

**Estimated Completion Date: 2012**

**Status: Ongoing**

**Funding: (\$000)**

Historical Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$162	\$2,000	\$1,696	\$1,696	\$1,696	\$5,088

<b>Project/Program Title</b>	<b>Building Infrastructure Restoration Programs (Regions)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Programs include the following at multiple locations: Yard re-surfacing, striping and drainage to address re-surfacing issues, repaint worn striping to more efficiently utilize space and prevent freezing pooled water conditions thereby extending the life span and making better use of our properties. Painting & wall treatment repair/restoration - programmatic approach similar to carpet program where all locations are inspected annually and required painting is scheduled on a priority basis. Environmental (Asbestos - ACM) funding to cover asbestos surveys and investigations.

**Justification:** Many of the building infrastructure is old and has reached the end of its useful life.

**Estimated Completion Date:** 2012

**Status:** Ongoing

**Funding: (\$000)**

Historic Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$17	\$1,300	\$690	\$690	\$690	\$2,070

<b>Project/Program Title</b>	<b>Sherman Creek (new location) (Regions)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Sherman Creek is a three lot piece of property that once housed a generating station (now demolished) is currently being used by Electric Operations as a work out location for Cable Operations. There are several trailers on site that require the need for a guard post and maintenance items: custodial contracts, repairs, materials & supplies.

**Justification:** Guards required at this new locations for employee safety and to protect company property. Also, maintenance items required to maintain new site in a clean and efficient manner.

**Estimated Completion Date: 2012**

**Status: Ongoing**

**Funding: (\$000)**

Historical Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$0	\$171	\$203	\$203	\$203	\$609

<b>Project/Program Title</b>	<b>3<sup>rd</sup> Avenue Yard (new building) (Regions)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** A new building located at 320 4<sup>th</sup> Avenue, Brooklyn, NY is required to have on duty Emergency Action Plan Directors (required at all Class "E" buildings by the New York City Fire Department). The Emergency Action Plan Directors (EAPD) will also act as security guards. Also, a custodial contract is needed to clean the building and will be required at the new site.

**Justification:** Guards are required at this new location by the New York City Fire Department, Title 3 of the Rules of the City of New York, EAP industry notice #9. Custodial contract is required to maintain the new site in a clean and efficient manner.

**Estimated Completion Date: 2012**

**Status: Ongoing**

**Funding: (\$000)**

Historical Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$0	\$57	\$151	\$151	\$151	\$453



<b>Project / Program Title</b>	<b>Contractual Rent &amp; Tax Increases (Regions)</b>
<b>Status</b>	
<b>Estimated Service Date</b>	

**Work Description:** Rent increases at the following locations: 30 Flatbush Ave., Queens Blvd., Foster Avenue and Jamaica. West 125th Street is scheduled to be sold and a new location is anticipated to be leased at 116 East 124<sup>th</sup> Street. Taxes have increase at 30 Flatbush Avenue and will continue to rise as property value increase in Brooklyn. The West 28<sup>th</sup> St yard is scheduled to be taken over by the Port Authority to accommodate a new tunnel and the West 28<sup>th</sup> St Yard will have to move to a new location.

**Justification:** Contractual / Regulatory

**Estimated Completion Date:** 2012

**Status:** Ongoing

**Funding: (\$000)**

Historical Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$6,750	\$6,293	\$8,317	\$8,460	\$7,760	\$24,537

<b>Project/Program Title</b>	Replacement Work Out Location for West 28 Street
<b>Status</b>	
<b>Estimated Service Date</b>	2009

**Work Description:**

West 28<sup>th</sup> Street Work-Out Service Center which is currently located at the site planned for portions of the new Transit Tunnel which will run from New Jersey to New York Penn Station. At this time the plans for this tunnel have not been finalized but the Company may need to vacate the site to make room for the tunnel and its associated systems (e.g. main ventilation tower) and construction laydown areas.

**Justification:**

The location of the West 28 Street Work Out Location is a critical to the support of Electric Operations for the West side of Manhattan. This site is the only WOL located on the west side of Manhattan. The Company needs to keep a West Side site to provide for response time in emergencies and the loss of productivity if crews forced to work out of east side location.

**Estimated Completion Date:**

Based on present projections by Port Authority of NY/NJ the site as a lay down yard would be needed in 2009.

<b>Project/Program Title</b>	Properties held for Future Use Sub-Stations Ops. (SSO)
<b>Status</b>	Ongoing
<b>Estimated Service Date</b>	

**Work Description:**

Cost associated with maintaining properties held for future substation use. In some cases, we have purchased tenanted locations and have to maintain the lease obligations until the lease expires.

**Justification:**

The strategic location of substations supports the Company effort to provide reliable electric power. Advance purchases of properties are required to meet the anticipated load growth on the Con Edison system. This allows for the orderly construction of additional substations, as required. Costs include: guard service (when required), maintenance of building (heating, lighting, plumbing, and structures), maintenance of yards (landscaping, exterminating, snow removal, sidewalks). The maintenance costs of following properties are included in our request: Gowanus (29<sup>th</sup>), Queens (Brinkerhoff), Midtown East, Hudson Yard, West Side, Nevins Street, Lower East Side.

**Estimated Completion Date:****Status:**

Ongoing

**Funding (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 – 2012
\$454	\$1,166	\$1,155	\$1,155	\$1,155	\$3,465

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<b>Project/Program Title</b>	Security Operations Center (Central Monitoring Station)
<b>Status</b>	Operational
<b>Estimated Service Date</b>	On-going

**Work Description:**

The center will be a value added asset to the Company by providing an all-inclusive security system integrating alarms, video transmission and recording, card access, etc. The SOC will also enhance our ability to provide maximum protection of our facilities and ensure that the company has a dedicated notification and response to physical security breaches. We estimate that the O&M costs to operate the SOC on an annual basis will be approximately \$800,000 per year, broken down as follows:

SOC Operators (2 at 24/7)/Consultant	\$510,000
Hire 2 full time employees (supervisor & tech)	180,000
Facility rent charge at Rye Service Center	74,000
Miscellaneous (IR charges, M&S, etc.)	36,000
	-----
Total	\$800,000

**Justification:****Estimated Completion Date:**

On-going

**Status:**

On-going

**Funding (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$0	\$800	\$800	\$800	\$800	\$2,400

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**Vehicle Fuel Costs****2007(12 Months)**

	<u>Diesel</u>	<u>Unleaded</u>	<u>Total</u>
Gallons	1,798,639	1,806,636	3,605,275
Price/Gal.	2.955	2.782	2.868
Cost	\$5,315,693.27	\$5,025,681.87	\$10,341,375.14

**2008 (January)**

	<u>Diesel</u>	<u>Unleaded</u>	<u>Total</u>
Gallons	173,716	161,111	334,827
Price/Gal.	3.677	3.137	3.417
Cost	\$638,783.57	\$505,461.61	\$1,144,245.18

Assumption - fuel usage remains constant, price at January 2008 level

**2010 (RYE - Forecast)**

	<u>Diesel</u>	<u>Unleaded</u>	<u>Total</u>
Gallons	1,798,639	1,806,636	3,605,275
Price/Gal.	3.677	3.137	3.407
Cost	\$6,613,904.54	\$5,668,049.61	\$12,281,954.16

Additional Funding Requested

\$1,940,579.02

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<b>Project/Program Title</b>	Vehicle Fuel Costs
<b>Status</b>	Future Costs
<b>Estimated Service Date</b>	On-going

**Work Description:**

Funding required due to the cost (price) increases for vehicle fuel, both unleaded and bio-diesel.

Note: Calculations are for the total Company

**Justification:**

Utilizing 2007 fuel data and current pricing (January 2008)  
Exhibit SSP - 6 – page 1 of 2 - shows calculations for both types of fuel.

Fuel data for all fuel dispensed to company vehicles.

**Estimated Completion Date:**

On-going

**Funding (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$10,341	\$12,282	\$12,282	\$12,282	\$12,282	\$36,846

<b>Project/Program Title</b>	Info Resources – NERC Compliance Management Framework
<b>Status</b>	N/A
<b>Estimated Service Date</b>	2009

**Work Description:**

NERC Cyber Security Standards compliance involves a large number of activities from many organizations. The same system is also used for compliance monitoring, remediation tracking and overall management of the compliance program for all NERC reliability standards as well.

**Justification:**

Con Edison is required to comply with many Federal, State and Local regulatory programs and mandates, including legislative actions. Failure to adequately comply with these requirements could result in financial penalties and failures to deliver critical electric, gas and steam services. A compliance management system is required to manage the compliance activities, documentation and tracking for these standards.

**Estimated Completion Date:**

2009

**Funding (\$000)**

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 - 2013
\$0	\$500	\$0	\$0	\$0	\$0	\$500

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<b>Project/Program Title</b>	<b>Data Warehousing and Business Intelligence</b>
<b>Status</b>	
<b>Service Date</b>	<b>2012</b>

**Work Description:**

A Data Warehousing and Business Intelligence program will be implemented in key operational areas for Con Edison. The fundamental goal of the program will be to improve Con Edison's business intelligence to further achieve customer and management goals. The data warehouse /BI project will improve both strategic and operational decision-making by providing analytical information (historical and predictive) that can be managed by members of the business areas. For the program, the following major components will be developed:

- An Enterprise Data Warehouse architecture that to address data quality, timeliness, availability and accessibility of information.
- A Metadata layer to enforce information consistency by allowing data within the data warehouse to be defined in business terms and using business rules.
- A framework that aligns operations and management strategy and communicate performance results and actions at all levels, and to respond to internal and external stimuli in real time.
- Business scorecards and dashboards, designed in cooperation with business users, which provide "at-a-glance" information.

**Justification:**

The objective of the Data Warehousing and Business Intelligence program is to provide Con Edison operations personnel and management with better insight across operational groups, systems, with the help of data warehousing and business intelligence technologies, leading to:

- Improved understanding of our customers
- Business optimization through greater operational efficiencies and cost control
- Improved management reporting and the ability to "drill down" to details
- Improved harnessing of organizational knowledge
- Effective leveraging of information stored in transactional systems

The Data Warehousing and Business Intelligence program will enable the business to:

- View the organization from a customer, financial, business process and learning perspective (consistent with the concepts of a Balanced Scorecard)
- Increase productivity by providing self-help capabilities and enabling users to spend more time in decision-making
- Identify patterns and trends to predict performance
- Focus on targets and goals through improved visibility and measures and reduced time to action
- Share quality and timely information across the organization
- Measure critical success factors such as productivity, profitability, quality, safety, compliance, customer service/satisfaction and employee satisfaction
- Provide the ability to mine data – predict future performance based on past behavior



**Completion Date:**

2012

**Funding (\$000)**

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 - 2013
\$1,900	\$2,300	\$2,100	\$1,800	\$1,800	\$0	\$8,000

<b>Project/Program Title</b>	<b>Data Center Renovation / Network Operations Center</b>
<b>Status</b>	<b>Planning In Progress</b>
<b>Service Date</b>	<b>2010</b>

**Work Description:**

One of the goals of the data center renovation project is to construct facilities that would support a Network Operations Center. The NOC would be constructed in the data center in close proximity to critical corporate IT resources. The NOC facility would be staffed 24/7/365 by experienced systems analysts who would conduct enterprise-wide predictive, condition-based monitoring of IR systems, servers, networks, communications, and infrastructure in order to meet expectations for 24/7 availability of critical applications and supporting infrastructure. (Note: hardware and software requirements are included in Information Resources' budgets.)

The major objectives of the NOC implementation include:

- Design and implement a model that will achieve monitoring objectives through the efficient use of technology and personnel resources.
- Implement an enterprise monitoring software package that will enable real-time predictive and proactive monitoring capabilities.
- Centralize the monitoring of infrastructure, applications, telecommunications, facilities, Help Desk and mainframe operations.
- Consolidate routine operational maintenance activities.

A future phase of this project would include an alternate NOC back-up location.

**Justification:**

Information Resources currently performs decentralized monitoring of its telecommunications, mainframe and distributed systems, with limited monitoring of facilities related resources. The current decentralized monitoring model is not operating at optimal operational efficiency. Centralizing and consolidating operational staff into one physical location would enable Information Resources to focus on strategic initiatives that support business goals and Con Edison's commitment to electric, gas and steam customers.

Establishing a centralized monitoring model through a NOC will also:

- Reduce the risks and vulnerabilities associated with network outages by consolidating monitoring responsibilities under one organization.
- Reduce the likelihood of downtime of IT resources through proactive and predictive monitoring.
- Improve operational efficiency through enhanced controls and improved operating processes.
- Improve scheduling and change management strategies.
- Improve the coordination of third party circuit carriers, i.e., Verizon, response by evaluating current outages and prioritizing their repair.

Through consolidation and automation, it is expected that the NOC would realize an IR Human Resources savings of two (2) FTE's (equivalent annual savings of approximately \$200,000).

**Completion Date:**

2010

**Funding (\$000)**

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 - 2013
\$0	\$2,726	\$909	\$0	\$0	\$0	\$3,635

<b>Project/Program Title</b>	<b>Other Business - Blanket</b>
<b>Status</b>	<b>In Progress</b>
<b>Service Date</b>	<b>On-going</b>

**Replacement of Unsupported Technologies****Work Description:**

The application portfolio and infrastructure technologies will remain current and supportable by Company resources. Security, functionality and reliability necessitate maintaining software and hardware components at version levels that are supported by vendors, manufacturers and market work force. Technologies that are unsupported are targeted for replacement or upgrade. Scheduled projects in this category include:

- Ramis
- SQL Windows
- Cobol Upgrade

**Justification:**

The project will provide for:

- Improve system reliability and availability
- Maintain secure computing environment
- Align skills with market workforce availability

**Completion Date:**

On-going

**User Technology Plan****Work Descriptions**

Create an environment where computer users are informed of available technology, how to use it and how to incorporate into business processes. Provide awareness about security and IT procedures, and provide self service processes to improve productivity. Provide access to assistance and information about the best ways to use technology including user guides and web sites. Improve access to procedures to allow more employees to access security and IT information. This will include

- Update computer security website
- Program of postmasters for common mistakes
- Develop and implement a web based computer security awareness quiz for all users

**Completion Date:**

On-going

**CCTN Expansion****Work Description:**

CCTN, Corporate Communications Transmission Network is the vehicle that enables the computing and storage for consolidation, disaster recovery, computing efficiencies and cost savings. The expansion scheduled for the years 2008 – 2011 include the following:

- Implement fiber connectivity between O&R and CECONY
- WiMax wireless CCTN implementation across the network

**Justification:**

- CCTN will continue to provide the Company with a high-speed, reliable and cost effective alternative to public carriers. Communications requirements for data, voice, protection, SCADA and video circuits will result in the installation and deployment of modern communication technologies to many Company facilities. CCTN will provide protection and data services to all critical substations necessitating capital projects to improve diversity and capacity to those locations. CCTN will far surpass the use of public carriers for communications in the next 3 years and will provide a corporate backbone for all communication services for the foreseeable future. All major CCTN nodes will possess diverse Points of Entry (POE) and redundant components including power sources to eliminate any single point of failure and provide redundancy and diversity. Substations will be interconnected to the core CCTN network with fiber runs to support high speed services. Wireless microwave will be considered when fiber is not feasible or justified. A new wireless technology called WiMax has created a new opportunity for high speed data networking.

**Completion Date:**

On-going

**Other XC Projects**

Included in this section are smaller projects which are part of the 2009 – 2013 Five Year Budget. They are:

- Alternate Data Center
- Help Center Renovations
- Enterprise Software & Collaboration
- Server Room (IRIS)
- Telecom Central/Computer Cost Central
- TEMS Enhancements
- Server Farm Enhancements
- Data Leakage Prevention
- Desktop Host Intrusion
- CCTN – Fiber Run Dunwoodie S/S to 4 Irving Place (2013 - \$3.5 Million)
- New Server Farm (2013 - \$2.5 million)

**Funding (\$000)**

Budget 2008	Forecast 2009	Forecast 2010	Forecast 2011	Forecast 2012	Forecast 2013	Forecast Total 2009 – 2013
\$9,957	\$ 4,831	\$5,484	\$5,697	\$6,708	\$13,653	\$36,373

<b>Project/Program Title</b>	Info Resources – Additional Programmers
<b>Status</b>	In Progress
<b>Estimated Service Date</b>	On-going

**Work Description:**

Electric Operations is requesting various new programs as well as scope changes to existing Capital Projects as well as infrastructure support. This request is for additional labor in the form of programmers to meet the growing IT demands of Electric Operations.

**Justification:**

In order to maintain the quality and integrity of the Electric system additional I.R. programmers will need to be hired to support the various new Electric Capital projects.

**Estimated Completion Date:**

On-going

**Status:**

In Progress

**Funding (\$000)**

Historical Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 – 2012
\$0	\$500	\$1,200	\$1,800	\$2,400	\$5,400

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<b>Project/Program Title</b>	Info Resources – NERC Cyber Security Assessment
<b>Priority Number</b>	
<b>Estimated Service Date</b>	2011

**Work Description:**

Engage an Independent third party to assess the compliance readiness of the Company regarding the NERC Cyber Security standards.

**Justification:**

Compliance to NERC Cyber Security Standards is mandatory for bulk power assets and failure to comply can result in significant financial penalties against the Company. Additionally, failure to correctly apply cyber security protection against critical electric control systems could result in unauthorized access and potential malicious behavior.

**Estimated Completion Date:**

2011

**Funding (\$000)**

Historical Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$0	\$162	\$0	\$200	\$0	\$200





<b>Project/Program Title</b>	Information Resources – Mainframe Operating and Maintenance Costs
<b>Status</b>	In Progress
<b>Estimated Service Date</b>	Ongoing

**Work Description:**

The Corporate Mainframe environment processes critical customer and business data. Fundamental to its effective operation is properly maintained hardware as well as a properly maintained and managed operating system, database management systems, and mainframe system tools and utilities. The mainframe software environment must be upgraded to meet vendor support specifications and to support new hardware implementations which are driven by business and utilization requirements. Mainframe software costs are driven by the MIPS (millions of instructions per second) or MSU (millions of service units) ratings of their respective mainframe processors. Accordingly, software and hardware maintenance support services increase on a yearly basis and/or when contract terms are renewed.

**Justification:**

To maintain the quality and availability of the mainframe environment for support of critical corporate data, hardware capacity upgrades and software maintenance for operating system, application development, database management systems and associated utilities, must be implemented and managed effectively.

**Estimated Completion Date:**

On-going

**Status:**

In Progress

**Funding (\$000)**

Historical Year 2007	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$0	\$0	\$346	\$706	\$1,082	\$2,134

## Consolidated Edison Company Of New York, Inc.

### Human Resources Request

	2009		2010		2011		Total	
	Mgt	Wky	Mgt	Wky	Mgt	Wky	Mgt	Wky
<b>ELECTRIC</b>	75	179	16	110	18	52	109	341
Capital	5	62	2	104	2	46	9	212
O&M	70	117	14	6	16	6	100	129
<b>CENTRAL OPERATIONS</b>	24	99	1	0	0	0	25	99
Capital	2	1	0	0	0	0	2	1
O&M	22	98	1	0	0	0	23	98
<b>CUSTOMER OPERATIONS</b>	19	0	6	(15)	1	(18)	26	(33)
Capital	0	0	3	0	0	0	3	0
O&M	19	0	3	(15)	1	(18)	23	(33)
<b>Facilities</b>	7	0	0	0	0	0	7	0
Capital	0	0	0	0	0	0	0	0
O&M	7	0	0	0	0	0	7	0
<b>Emergency Management</b>	16	0	0	0	0	0	16	0
Capital	0	0	0	0	0	0	0	0
O&M	16	0	0	0	0	0	16	0
<b>Human Resources</b>	50	0	0	0	0	0	50	0
Capital	0	0	0	0	0	0	0	0
O&M	50	0	0	0	0	0	50	0
<b>Information Resources</b>	7	0	6	0	6	0	19	0
Capital	0	0	0	0	0	0	0	0
O&M	7	0	6	0	6	0	19	0
<b>Research &amp; Development</b>	0	0	1	0	1	0	2	0
Capital	0	0	0	0	0	0	0	0
O&M	0	0	1	0	1	0	2	0
<b>Security</b>	2	0	0	0	0	0	2	0
Capital	0	0	0	0	0	0	0	0
O&M	2	0	0	0	0	0	2	0
<b>Public Affairs</b>	14	0	0	0	0	0	14	0
Capital	0	0	0	0	0	0	0	0
O&M	14	0	0	0	0	0	14	0
<b>Law</b>	10	0	0	0	0	0	10	0
Capital	0	0	0	0	0	0	0	0
O&M	10	0	0	0	0	0	10	0
<b>Tax</b>	5	0	0	0	0	0	5	0
Capital	0	0	0	0	0	0	0	0
O&M	5	0	0	0	0	0	5	0
<b>Capital Total</b>	7	63	5	104	2	46	14	213
<b>O&amp;M Total</b>	222	215	25	(9)	24	(12)	271	194
<b>TOTAL - NEW PROGRAMS - HIRES</b>	<b>229</b>	<b>278</b>	<b>30</b>	<b>95</b>	<b>26</b>	<b>34</b>	<b>285</b>	<b>407</b>

Consolidated Edison Company of New York, Inc.

Human Resources Rate Request

Corporate Hiring &amp; Career Path Training Programs (In \$000's)

STATE OF NEW YORK  
DEPT. OF PUBLIC SERVICE  
DATE: 10/15/08  
CASE NO.: 08-E-0539  
Ex. 139

	[1] <b>2007</b>	[2] <b>Rate Year 1</b>	[2 - 1] <b>Variance</b>
<b>Corporate Hiring Program</b>			
<b>Recruitment:</b>			
Salaries	\$967	\$967	\$0
Office Temporaries	293	673	380
Background Checks	503	503	0
All Other	218	218	0
<b>Subtotal</b>	<b>\$ 1,981</b>	<b>\$ 2,361</b>	<b>\$ 380</b>
<b>The Learning Center:</b>			
Salaries	\$1,661	\$1,661	\$0
Part-Time Instructors	188	308	120
All Other	305	305	0
<b>Subtotal</b>	<b>\$ 2,154</b>	<b>\$ 2,274</b>	<b>\$ 120</b>
<b>Occupational Health:</b>			
Medical Testing	\$363	\$419	\$56
<b>Subtotal</b>	<b>\$ 363</b>	<b>\$ 419</b>	<b>\$ 56</b>
<b>Corporate Gold Program</b>			
Salaries	\$4,538	\$6,342	\$1,804
<b>Subtotal</b>	<b>\$ 4,538</b>	<b>\$ 6,342</b>	<b>\$ 1,804</b>
<b>Total (Corporate Hiring)</b>	<b>\$ 9,036</b>	<b>\$ 11,396</b>	<b>\$ 2,360</b>
<b>Career Path Training Program *</b>			
<b>The Learning Center:</b>			
Salaries	\$1,956	\$3,022	\$1,066
Tri Annual Refresher Training	156	79	(77)
<b>Total (Career Path Training)</b>	<b>\$ 2,112</b>	<b>\$ 3,101</b>	<b>\$ 989</b>
<b>Grand Total</b>	<b>\$ 11,148</b>	<b>\$ 14,497</b>	<b>\$ 3,349</b>

\* Career path training costs denote only those areas where incremental funding is requested.

<b>Project/Program Title</b>	<b>Corporate Hiring &amp; Career Path Training Program</b>
<b>Status</b>	<b>Ongoing</b>
<b>Estimated Service Date</b>	<b>Ongoing</b>

**Work Description:****Corporate Hiring Program**

1. Our base year funding supports the hiring of 1,300 new employees. This funding level supports the recruitment, background and medical testing, and initial training. New programs included in the rate case will necessitate hiring 200 employees above this base level or 1,500 in rate year ending March 31, 2010. We anticipate hiring 1,100 employees for the rate years ending March 2011 and March 2012.

2. The Gold Program (Growth Opportunities for Leadership Development) is owned by the operating organizations and administered by program managers in Talent Management. The program is designed to provide newly-hired recent college graduates (Management Associates) the opportunity to develop into the company leaders of tomorrow. Associates are given the opportunity to perform rotational work assignments under the strict guidance of an assignment supervisor, mentor and a committee that provide feedback consistent with further development. Management Associates are expected to exhibit leadership qualities, demonstrate technical proficiency and an understanding of Company procedures and environmental, health and safety regulations. Participants are required to complete a specific training curriculum, prepare a lessons learned paper on a critical event and make oral presentations.

**Career Path Training**

Career path training includes seven (7) areas and incremental costs for rate year ending periods 2010 through 2012 as follows:

1. Increased Overhead Training: 2010 (\$103,000), 2011 (\$103,000), 2012 (\$103,000)
2. Additional Substation Instructor: 2010 (\$101,000), 2011 (\$101,000), 2012 (\$101,000)
3. Additional Construction Mgmt Instructor: 2010 (\$103,000), 2011 (\$103,000), 2012 (\$103,000)
4. Increased Customer Service Rep Training: 2010 (\$252,000), 2011 (\$252,000), 2012 (\$252,000)
5. Additional Supervisory Technical Training: 2010 (\$307,000), 2011 (\$307,000), 2012 (\$307,000)
6. Additional Leadership Instructors: 2010 (\$200,000), 2011 (\$200,000), 2012 (\$200,000)
7. Tri-Annual Refresher Training: 2010 (\$79,000), 2011 (\$238,000), 2012 (\$0)

**Justification:**

**Corporate Hiring Program**

Incremental hiring above the based level is required to supply required resources to operating areas in order to perform new and expanded programs as outlined in the rate case submissions.

Funding for seventy-two (72) additional Management Associates will increase our average base year funding level of 78 people to 109 in 2010 through 2012. The Associates are requested to fill anticipated openings and to facilitate succession planning throughout the company.

Our forecast for 72 Management Associates is broken down as 48 in the Engineering track, 19 in the Business track, and 5 in the Information Technology track.

**Career Path Training**

One additional Overhead Instructor is required to meet the anticipated training needs commensurate with the rate case requested hiring increases. In addition, increasing the number of employees for the titles of Line Constructor and Chief Line Constructor is particularly important for emergency response planning efforts. Two additional instructors, one Substation Instructor and one Construction Management Instructor, are required to meet the anticipated training needs commensurate with the rate case requested hiring increases. Three additional instructors are required for Customer Operations to meet the anticipated training needs for Customer Service Representatives. Three additional instructors are required to address the technical training needs of the new supervisory population.

Incremental training sessions for new hires and GOLD Associates, eLearning courses, courses offered in skills block training and an increase in Organizational Development (OD) work requires two additional Leadership instructors.

Beginning January 2010, the three year requirement for First Aid refresher training will be due for approximately 6,500 CECONY employees. In 2010 this will double the number of classes needed for this training. Initially, all field employees receive First Aid and CPR training certifications in an eight hour class. Subsequent to the initial class, annual CPR refresher training is required and First Aid Training is refreshed every three years. As per the American Red Cross Standards the ratio of students to instructors is 1 to 10 students.

For the past two years when only a four hour class was required, co-instructors conducted two classes in one training day, 20 students each for a total of 40 student completions. For 2010, two instructors will need a full day for every 20 students. The additional funding will be used to supplement the instructors with contractors to meet this additional training need.

**Estimated Completion Date:**

Incremental hiring requirements are anticipated for the twelve months ended March 2010 through March 2012. Our Corporate GOLD and career path training programs are ongoing development initiatives however, the tri-annual refresher training program occurs once every three (3) years.

**Status:**

Our corporate hiring and career path training program is an ongoing annual employee development initiative. The 1st aid refresher training program is also an ongoing initiative but is required once every three (3) years.

**Funding (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$11,148	\$14,076	\$14,497	\$13,704	\$13,466	\$41,667

Project/Program Title	Human Resource Workforce Strategy Summary
Status	Ongoing
Estimated Service Date	Ongoing

**Work Description:****Workforce Planning - \$200K**

The activities associated with this process allow organizations to address systematically the issues that are driving workforce change. Workforce planning provides managers with a strategic basis for making human resource decisions. The process will assist managers in anticipating change rather than being surprised by events. This activity will consist of four planning steps 1) Supply Analysis 2) Demand Analysis 3) Gap Analysis 4) Solution Analysis & Evaluation. To carry out this analysis and solution proposal, we will require the addition of two management employees. One employee will be needed to carry out the analysis and another to manage the process.

**Compensation Management - \$104K**

Salary activities have risen significantly with the amount of new hires and promotions that have taken place in the last several years. Additional resources are needed to ensure that salary decisions are made in a uniform fashion with minimal disruption to organizational processes. This individual will ensure that current salary decisions are consistent with established policies. They will conduct, analyze and participate in benchmarking, salary surveys.

**Performance Management - \$83K**

The large number of new hires has resulted in significant demographic shifts in the supervisory population. As a result, the average years of experience among our supervisors has continued to decrease in recent years. With a less experienced supervisory population, the issues of performance management become more critical. To assist in this key development issue, we will commit more resources to work with the new supervisory population on how to evaluate, manage, and reward performance of their subordinates.

**Conflict Management - \$206K**

Approximately 4,200 employees (31%) of the company's 13,700 employees had less than 5 years of service in 2007. This percentage will continue to rise in the future. With the acclimation of new employees into the organizations, we have seen real differences emerge among the generations of workers. To understand and address these issues and ensure that they do not disrupt operations, we will continue to develop a structured conflict resolution approach. We currently have one management employee whose primary responsibility is conflict management however we believe this is insufficient. Two additional management employees are required to work on the continued development of a structured conflict resolution approach.

**Human Resource Activities - \$170K**

With the influx of new hires in the last several years, we have found that more and more Human Resource activities have developed such as promotional policies, excused time, discipline, job postings, etc. The questions and issues that develop around these activities are handled by Human Resource Generalists. In order to handle these in an orderly and timely manner, we forecast the need for two additional Human Resource Generalists.



**Justification:****Workforce Planning**

This process will aid organizations in translating business strategy into critical capabilities. The process enables organizations to drive workforce planning around the talent implications of the critical capability gaps.

**Compensation Management**

This additional resource will assist organizations in the implementation of salary decisions that maintain a fair and equitable treatment across all employees. Addressing this activity will ensure that decisions are addressed in a timely manner with minimal disruptions to operations.

**Performance Management**

By devoting attention to this key function of the supervisory population, we will ensure that new supervisors are equipped to address performance management issues in the development of their workforce.

**Conflict Management**

Improving understanding among the various generations of employees will contribute to a better organizational culture that will lead to improved decision making, teamwork initiatives, creativity and overall process improvements.

**Human Resource Activities**

Addressing the developing HR issues associated with a new and changing workforce in a timely manner will hasten the development of the employee population and also contribute to less dissatisfaction in the workforce and improve the view that Human Resources is a responsive organization.

**Estimated Completion Date:**

Ongoing

**Status:**

Ongoing

**Funding (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$2,980	\$2,980	\$3,743	\$3,743	\$3,743	\$ 11,229

<b>Project/Program Title</b>	Care Management Program
<b>Status</b>	Ongoing
<b>Estimated Service Date</b>	Second Quarter 2009

**Work Description:**

A nurse case manager from the Care Management Program will assist employees who in the past have had long-term absences. When they report additional sick absences they will reach out to the employee to offer assistance in their sick recovery and return to work. The Care Management Program offers you a nurse to provide you with education on your overall health and ways you can feel better every day. Your nurse can help you to talk to your doctor about your treatment and can also talk with you and your doctor about how he/she can support your care plan.

**Justification:**

The Care Management Program will assist employees in managing their sickness in a more informed manner. This additional medical advice should help the employee in managing their health out into the future and ultimately they will feel better about themselves. This managed care approach should help in the long run to decrease costs associated with various medical expenses that are incurred for all illnesses.

**Estimated Completion Date:**

Ongoing

**Status:**

Ongoing

**Funding (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$149	\$149	\$750	\$750	\$750	\$2,250

<b>Project/Program Title</b>	Strike Contingency
<b>Status</b>	Not yet started
<b>Estimated Service Date</b>	January 1, 2008

**Work Description:**

The existing Local 1-2 contract is for the period June 27, 2004 through June 28, 2008 and the existing Local 3 contract is for the period June 26, 2005 through June 27, 2009. Contractual negotiations planned for 12 months ended March 31, 2009 will require the Company to incur costs for consultants, hotels, food procurement and supplies, instructors, course materials, electronic data processing, reproduction and forms, telephone/communication and other miscellaneous items.

**Justification:**

This program is required for the company to conduct contract negotiations with both Local 1-2 and Local 3.

**Estimated Completion Date:**

Local 1-2 December 2008 and Local 3 December 2009.

**Status:**

The Local 1-2 & Local 3 Contingency Programs are ongoing initiatives that occur once every four (4) years.

**Funding (\$000)**

Historical Year (2007)	Forecast RYE 2009	Forecast RYE 2010	Forecast RYE 2011	Forecast RYE 2012	Forecast Total 2010 - 2012
\$0	\$1,200	\$200	\$0	\$1,200	\$1,400