

REBECCA CRAFT - ELECTRIC

1 Q. Please state your name, business address and
2 background.

3 A. My name is Rebecca Craft. My business address is 4
4 Irving Place, New York, New York 10003. I graduated
5 with a Bachelor's degree in economics from Wellesley
6 College in 1981 and a Juris Doctor degree from Indiana
7 University School of Law, Bloomington in 1984.
8 I am the Director, Energy Efficiency Programs at
9 Consolidated Edison Company of New York, Inc. ("Con
10 Edison" or the "Company").

11 Q. Please continue with your background.

12 A. Prior to moving into my current position, I was
13 Assistant to the Chairman of Consolidated Edison, Inc.
14 In that capacity, I was responsible for special
15 projects and prepared research and briefing materials
16 for internal meetings, shareholder meetings, industry
17 conferences and other external events. Prior to
18 becoming the Chairman's assistant, I was the Director
19 of the Energy Markets Policy Group. As the director, I
20 developed Company policy regarding the wholesale
21 electric and gas markets and represented the Company
22 before the New York Independent System Operator and the
23 Federal Energy Regulatory Commission, in various
24 stakeholder meetings and industry groups.

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1 Before joining Con Edison, I spent over 11 years at
2 Prudential Financial in a variety of positions. I
3 worked in International Investments, Retirement
4 Services, and Prudential's Enterprise Planning Unit. I
5 also served as an Assistant General Counsel for energy
6 project financing.

7 I currently serve on the New York Investment Fund
8 CleanTech Advisory Committee, the founding board of
9 Green Light New York, and have served on a peer review
10 panel examining the study plan for a national
11 evaluation of the Department of Energy State Energy
12 Program.

13 Q. Have you testified before the New York State Public
14 Service Commission or any other agency?

15 A. Yes. I testified before the Commission in Case 08-E-
16 0539.

17 Q. Please explain your department's responsibilities.

18 A. Con Edison's Energy Efficiency Programs department has
19 a number of responsibilities.

20 To begin, the department is responsible for all energy
21 efficiency programs for the Company's electric and gas
22 operations. As part of this function, since 2007, the
23 department has been an active participant in the
24 Commission's Energy Efficiency Portfolio Standards

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1 ("EEPS") Proceeding, including representing the Company
2 in numerous working groups and support committees
3 established to develop State energy efficiency
4 policies.

5 The department is also responsible for developing and
6 implementing the Company's demand response programs,
7 including the distribution load relief program
8 ("DLRP"), the direct load control program ("DLC"), as
9 well as managing the Company's oil-to-gas conversion
10 program.

11 In addition, the department conducts market research
12 and develops customer and business intelligence for the
13 entire Company. This information is used to better
14 understand and serve our customers and support policy
15 initiatives. For example, we may be requested to
16 support conservation programs sponsored by New York
17 City ("NYC") or Westchester County. In order to
18 determine if we can support the program, we must
19 research customers segments and sizing to see if the
20 program may work. In other cases, we have been asked
21 to develop customer intelligence to support electric
22 operations. For example, one of Staff's
23 recommendations in the Long Island City Investigation
24 Report (Case 06-E-0894) ("Staff's LIC Report") required

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1 the Company to develop a task force on elevator
2 buildings and department personnel created a listing of
3 six story or greater buildings with elevators to
4 proactively aid emergency egress. This data is now
5 stored and utilized by Area Profile System ("APS").
6 Another section of the department comprises the
7 Company's account executives ("AEs"). The AEs provide
8 account support for approximately 230 large customers,
9 many with multiple accounts per customer, including the
10 federal government. In this capacity, members of the
11 department also interface with and support numerous
12 activities relating to various policies and programs of
13 New York State Energy Research and Development
14 Authority ("NYSERDA"), New York Power Authority
15 ("NYPA"), and NYC.
16 Next, the department provides ongoing support to the
17 Company's Electric Operations department. As part of
18 this support, the department is responsible for
19 maintaining and supporting the APS, as well as
20 performing ongoing modifications and upgrades. The APS
21 was developed to address needs highlighted in Staff's
22 LIC Report. In this role, the department staffs the
23 distribution situation room and CERC during system
24 emergencies and drills and utilizes our information

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1 management systems to help electric operations during
2 these situations. Examples of the information provided
3 during such a situation includes the number of
4 customers affected by an outage, amount of DLRP
5 available by network, customers with on-site generation
6 and, as previously discussed, the listing of six story
7 or greater buildings with elevators.
8 In another role, the department also provides lighting
9 expertise beyond the scope of energy efficiency
10 programs. For example, we are active members of the
11 Lighting Research Center at Rensselaer Polytechnic
12 Institute which is one of the world's leading
13 university-based research and education organizations
14 devoted to lighting - from technologies to applications
15 and energy use. We also regularly respond to customer
16 inquiries including those from NYC on new lighting
17 technologies and applications.
18 Finally, we support a number of additional activities
19 of others which are related to energy sustainability
20 (which is usually defined as "the ability to meet
21 present needs without compromising the ability of
22 future generations to meet their needs") including, for
23 example, the green codes activities of the City and the
24 New York Chapter of the U.S. Green Building Council

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1 ("USGBC").

2 Q. What does your testimony address?

3 A. My testimony explains the increased activities and
4 mandates related to the ongoing operation of the
5 department and addresses and demonstrates the
6 Operations and Maintenance ("O&M") expenses and Capital
7 expenditures necessary to implement these increased
8 activities. These increased activities are in addition
9 to the recently developed programs in the EEPS
10 proceeding, which are provided funding through the
11 System Benefits Charge. The department projects
12 increased expenditures in RY1 of \$818,000 in O&M and
13 \$755,000 in capital in calendar year 2010.

14 Q. Please explain the increased activities and mandates
15 faced by the department.

16 A. New York State has adopted a goal of reducing the
17 forecasted energy use in the State by 15 percent by
18 2015. While the energy efficiency programs currently
19 under consideration in the EEPS proceeding are slated
20 to run through 2011, these programs will not alone meet
21 the State's 15 x 15 goals and thus the need for efforts
22 related to conservation, sustainability, demand
23 response, customer education and energy efficiency will
24 continue into the foreseeable future. The Commission

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1 has established the EEPS proceeding to implement and
2 fund specifically identified electric and gas
3 efficiency programs to achieve the State's 15 x 15
4 goal. The Company has been an active participant in
5 this proceeding, developing and now implementing
6 specific electric and gas energy efficiency programs.
7 In addition to the on-going EEPS proceeding, the
8 Company continues to support and expand its existing
9 programs. Examples of these programs include demand
10 response programs (including the Rider U distribution
11 load relief program), the Company's Targeted Demand
12 Side Management program ("Targeted DSM", that is in the
13 process of being implemented), and the Company's DLC
14 program. The Company also continues to support the
15 expansion of existing programs such as NYSERDA's New
16 York State Energy Smart program (including EmPower),
17 new NYSERDA programs that have recently and may be
18 approved by the Commission and NYISO programs.
19 The department is also involved in supporting research
20 and new technology development.

21 Q. Can you please explain the increased activity for these
22 programs?

23 A. Yes. For example, the Company's DLRP has seen
24 significant increases in participation rates over the

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1 last few years. Between 2002 and 2006, the
2 participation level was relatively consistent at
3 approximately 80 Mw's to 90 Mw's of participating load,
4 and was sufficiently supported with a staffing level of
5 1 employee. Between 2007 and 2008, the program has
6 rapidly increased to over 240 MW's, which is a growth
7 rate of approximately 70 percent annually. The
8 increased participation requires additional support in
9 management, application processing, verification and
10 payment processing and is only one aspect that has
11 strained support levels.

12 During the same period the department responded to four
13 DLRP related Commission Orders requiring new tariff
14 leaves, the development of a new mandatory program, a
15 new reservation payment process, establishment of an
16 aggregator distribution system and additional reporting
17 and other analyses and filings.

18 Also, in 2008, the Company was required to undertake
19 and file a cost effective analysis of the DLRP program
20 and must file another cost effective analysis in
21 December 2009. The continued emphasis on demand side
22 management as a potential alternative to traditional
23 supply and an important carbon reduction strategy makes
24 it likely that demand response activities will continue

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1 at increased levels.

2 As is the case with the Company's DLRP, the Company's
3 DLC program experienced a 300 percent increase in
4 participation between 2003 and 2008 and the Company
5 anticipates an additional 30 percent increase over the
6 next 18 months. We expect that this trend of
7 increasing filings will continue.

8 Q. Are there other outside programs that need support from
9 the department?

10 A. The Company, through the efforts of the Energy
11 Efficiency Programs department, supports the New York
12 Independent System Operator ("NYISO") emergency demand
13 response programs such as the Special Case Resource
14 Program (sometimes known as the ICAP Program) and the
15 Emergency Demand Response Program (EDRP), which have
16 grown in both size and breadth. In support of these
17 programs, the Company serves as an aggregator enrolling
18 customers, submitting portfolios to the NYISO and
19 serving on process improvement committees. In addition,
20 in late 2008, the NYISO instituted the Demand Side
21 Ancillary Services Program and this program requires
22 the Company and department support.

23 In addition to emergency programs, the department also
24 has increasingly been supporting NYSERDA's New York

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1 Energy Smart Programs with marketing and
2 communications. In the last two years, the Company has
3 designed processes and procedures to increase customer
4 participation in the Con Edison service territory in
5 NYSERDA's EmPower Program and the Home Performance with
6 Energy Star Program. The Company expects such requests
7 to continue and as NYSERDA's activities in the Con
8 Edison service territory increase, the support needed
9 from department personnel will also increase.

10 In addition, the department plays an important role
11 supporting Electric Operations in developing the APS
12 and staffing the demand response desk as part of the
13 Situation Room and Corporate Emergency Response Center
14 ("CERC").

15 The APS system requires continuing upgrades to maintain
16 data reliability and to enhance the system to meet
17 changing needs while the Situation Room and CERC
18 functions require staffing and on going training. For
19 example, since initial recommendations were
20 implemented, three phases of updates have been
21 implemented on the APS system by department staff and
22 outside consultants, overseen by department staff. In
23 addition, multiple training sessions are conducted each
24 year by department personnel prior to the summer

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1 capability period to train new users and update
2 existing users on new APS capabilities.

3 Q. Please explain the increased O&M requirements.

4 A. The department has been meeting the increased workload
5 through its existing staffing, uncompensated overtime
6 of management employees, and the "loan" of employees
7 from other departments for teams established to meet
8 various filing requirements. Project priorities have
9 been adjusted and schedules have been extended to meet
10 the increased activities. The department projects
11 increased expenditures of \$818,000 in RY1, and \$1.82
12 million in each of RY2 and RY3 to increase staffing and
13 other non-labor activities. These O&M expenditures are
14 broken down into \$268,000, \$920,000 and \$920,000 in
15 Labor O&M for RY1, RY2 and RY3, respectively, and
16 \$550,000, \$900,000 and \$900,000 in Non-Labor O&M in
17 RY1, RY2 and RY3, respectively.

18 Q. Please explain the increased capital requirements.

19 A. The increased capital expenditures are for two computer
20 systems amounting to \$755,000, \$816,000, and \$816,000
21 during 2010, 2011 and 2012, respectively.

22 Q. Do you have an exhibit that describes the capital and
23 O&M request to support these new and expanding
24 activities?

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1 A. Yes, I have included an exhibit entitled, "Con Edison
2 Support Programs," that was prepared under my direction
3 and supervision.

4 MARK FOR IDENTIFICATION AS EXHIBIT ___ (RC-1)

5 Q. Can you please describe your labor needs as shown in
6 the exhibit?

7 A. Energy Efficiency Programs plans to hire 10 new
8 employees between the end of the historic year,
9 December 31, 2008 and the end of RY3. These 10
10 employees are needed to perform new and expanding
11 activities including the Company's demand response
12 programs, support of existing NYSERDA programs (e.g.,
13 EMPOWER) and additional NYSERDA programs approved by
14 the Commission, integration of NYSERDA programs with
15 existing Con Edison programs, NYISO programs, new
16 technology development, and other operational and
17 information management systems in support of electric
18 operations (e.g., Area profile System and Emergency
19 Management). For example, as detailed on Exhibit ___
20 (RC-1), initial hires for the department include a
21 Demand Response Specialist to work on DLRP, EDRP, and
22 ICAP programs, and support Company emergency
23 management, and an Information Technology ("IT")
24 Specialist to support the necessary IT development and

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1 data management associated with the department's
2 increased activities and a monitoring, verification and
3 evaluation("M,V&E") specialist to work on Targeted DSM,
4 demand response programs, and review the M,V&E of other
5 program administrators. Additional proposed hires are
6 detailed on the Exhibit.

7 Q. Does the Company have a plan for hiring this staff?

8 A. Yes, to implement this hiring, the department has
9 developed a strategic hiring plan.

10 Q. Do you have an exhibit detailing this hiring plan?

11 A. Yes, the exhibit is entitled "Energy Efficiency Program
12 department Hiring Plan".

13 Q. Was the 1-page exhibit, entitled, "ENERGY EFFICIENCY
14 PROGRAM DEPARTMENT HIRING PLAN" prepared under your
15 direction?

16 A. Yes, it was.

17 MARK FOR IDENTIFICATION AS EXHIBIT ___ (RC-2)

18 Q. Please describe the exhibit.

19 A. The exhibit has four columns. The first column is the
20 Title for the position, the second column describes the
21 position responsibility, the third column is the target
22 hire date and the fourth column represents the rate
23 year dollar impact. The format is used for RY1, RY2
24 and RY3.

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1 Q. Exhibit __ (RC-1) also shows you are planning on
2 spending Non-Labor O&M. Can you describe what you mean
3 by that?

4 A. Yes. The Company is also requesting \$550,000 in RY1
5 and an additional \$350,000 in RY2 bring total spending
6 by RY2 to \$900,000 for non labor O&M, remaining the
7 same for RY3. This funding is needed to support
8 training, website enhancement, software, market
9 research, organization fees and event support and
10 travel.

11 Q. Can you please expand on what this funding will
12 support?

13 A. Yes. Training in the amount of \$350,000 is required in
14 RY2 and in RY3. This funding will be used for the on-
15 going training of new staff to expanding Con Edison
16 activities in the areas previously described, such as
17 NYSERDA support, demand response personnel, and
18 training for other Company personnel who have regular
19 customer contact, including Energy Services and
20 Customer Operations personnel. Ongoing training of
21 existing personnel is needed to keep managers up-to-
22 date with the rapid changes in this field, which
23 requires active participation in seminars,
24 organizations and associations and in some cases travel

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1 to and from meetings. New personnel will require
2 training in some or all of the fundamentals of NYSERDA
3 programs, demand response, NYISO activities, and other
4 electric operation programs so as to quickly contribute
5 to the effort in an effective manner.

6 \$100,000 is also required for other miscellaneous
7 expenses and includes areas such as new software tools,
8 licenses for Salesforce (our initial data management
9 system) and project management software.

10 Q. Please continue.

11 A. The Company requires \$200,000 for website development
12 projects such as website page modifications to educate
13 consumers on program changes, technical modification to
14 enhance program tracking and application intake.
15 Overall, the website development projects will make the
16 Company's internet portal more user-friendly for
17 customers and improve data management and the
18 collection of general efficiency information not
19 related to specific Company efficiency programs. The
20 website will also educate visitors and provide
21 customers opportunities to easily participate in
22 various Company offerings including demand response,
23 solar, VAR programs, as well as NYSERDA programs. Over
24 the longer term, the portal will be enhanced to offer

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1 customer analytics, benchmarking and carbon foot
2 printing. This will allow the customer to make
3 informed choices on how best to take advantage of the
4 programs being offered by Con Edison and NYSERDA and
5 reduce lead times in their decision making by providing
6 this additional education and awareness. The portal
7 will also be a central vehicle for promoting activities
8 that support the State's carbon reduction goals.

9 Q. Please continue.

10 A. The department requires \$250,000 for market research
11 which will increase our ability to support customer
12 operations and electric operations with more reliable
13 customer coding and customer information during system
14 and network emergencies and otherwise and create more
15 effective program marketing for demand response, solar,
16 voltage support, and NYSERDA initiatives.

17 The website initiative together with market research
18 funding will provide a strong customer and business
19 intelligence base, increase customer participation,
20 track customer interest and enhance customer service.
21 This initiative will support NYSERDA, demand response
22 programs, and the solar and VAR programs when they are
23 implemented.

24 Q. Please explain the capital amounts shown in this

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1 exhibit.

2 A. There are two capital programs: (1) Development of an
3 information technology ("IT") system; and (2)
4 enhancements to APS.

5 1. IT system: The development, implementation, and
6 delivery of demand side management programs
7 generally will require a significant investment in
8 IT, specifically a flexible program management and
9 information system. Such a system must be able
10 capture information related to, and otherwise
11 address the many demands associated with, demand
12 side program development and implementation, sales
13 and execution tracking, monitoring, verification,
14 reporting, compliance and other electric operations
15 needs. These demand side management programs
16 include demand response, voltage support, and
17 residential solar and the information from such
18 programs must be integrated with efficiency
19 information so that the Company has a holistic view
20 of customer usage that can be addressed in system
21 and resource planning as well as program planning.
22 The Company has begun a study, including
23 benchmarking, to determine the precise
24 functionality of the system that it will require.

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1 The study is expected to be completed in July 2009.
2 The capital cost for the development and
3 implementation of this information system allocated
4 to non EEPS support is currently forecasted to be
5 approximately \$1.965 through 2012. When completed,
6 the information system will incorporate a core
7 customer relationship management module, customized
8 and off the shelf applications, linkages with the
9 existing customer service system and a significant
10 amount of integration across internal billing and
11 accounting operations. This system with its
12 expanded data inputs, once fully integrated into
13 the customer contact process should allow for more
14 sophisticated control of customer contact
15 management resulting in reduced customer confusion.

16 2. APS: The Company uses APS to systematically
17 collect, assess and evaluate critical population
18 and household impact during a contingency or system
19 emergency, as required by Staff's LIC Report. APS
20 identifies population and household information
21 down to specific geographic levels (e.g., zip code,
22 block group, M&S Plate) in accordance with the
23 Company's account information. While APS has been
24 developed and meets Staff's recommendations, the

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1 system can be further enhanced with capital of
2 \$100,000 in 2010, \$161,000 in 2011 and \$161,000 in
3 2012 for a total \$422,000 through 2012. This will
4 allow the Company to undertake additional software
5 development and expand functionality and
6 flexibility by enabling it to cover more databases
7 such as automating downloading of Customer Service
8 System ("CSS") information and to produce reports
9 using these additional databases. These reports
10 are used for a variety of purposes, for example
11 emergency response capability by account. While
12 this system is used by Con Edison electric
13 operations in emergencies, it has also supported
14 NYC Office of Emergency Management requests for
15 information, and is expected to be utilized as a
16 tool for Con Edison to support NYSERDA with its
17 expanding programs and activities.

18 Q. Some of the program costs are related to energy
19 efficiency programs. Please explain why you are
20 proposing to recover these costs through the rates to
21 be established in this proceeding and not through the
22 EEPS proceeding.

23 A. The EEPS proceeding involves specific activities and
24 programs approved by the Commission in that proceeding.

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1 The programs filed by utilities in the EEPS proceeding
2 meet very specific requirements set forth in various
3 EEPS orders as well as staff publications and can only
4 be used to support activities articulated by the
5 Commission in the EEPS proceeding. For example, Con
6 Edison has been authorized to implement specific "Fast
7 Track" electric and gas energy efficiency programs and
8 anticipates being approved to implement other specific
9 energy efficiency programs described in its filing in
10 the EEPS. Each of these programs must pass a Total
11 Resource Cost ("TRC") test to ensure cost
12 effectiveness.

13 Q. Please continue.

14 A. Because the EEPS programs are specific, the Company
15 cannot simply request additional funding for other
16 energy efficiency related activities in the EEPS
17 proceeding. For example, costs attributable to
18 achieving the increased participation rates in the
19 Company's DLRP and DLC programs, which did not result
20 from the recent EEPS proceeding, would not be deemed an
21 appropriate expense for the EEPS programs. As another
22 example, the Company's support of the NYISO's emergency
23 management efforts is unrelated to, and would not be
24 funded through, the residential heating, ventilation

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1 and air conditioning or small commercial and industrial
2 programs, already approved or under consideration by
3 the Commission in EEPS. Nor would the Company be
4 justified in including NYISO support costs in the TRC
5 analysis for these EEPS programs. Simply put, the work
6 that we are forecasting is not part of EEPS and the
7 Company will not receive any funding for this work
8 through the EEPS SBC surcharge.

9 Q. Is the same true for capital expenses?

10 A. Yes. For example, the Company's requested IT system
11 will serve both Company specific operations as well as
12 EEPS related programs. As such, the capital request
13 for the IT system is only approximately 30 percent of
14 the total cost. The Company is seeking the balance in
15 the EEPS proceeding. It would not be cost efficient to
16 develop a standalone IT system to manage EEPS programs
17 and a separate standalone IT system for all other
18 programs.

19 Q. Is the Company seeking to recover any of the costs
20 associated with the capital and O&M requests that you
21 are making in this proceeding though the EEPS
22 proceeding?

23 A. No. Based on the Commission's Order in Case 08-E-0539,
24 the Company has not made any capital or O&M requests in

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1 this proceeding that are associated with the EEPS
2 proceeding. For O&M, the Company projects that each of
3 the employees will spend their time working on non-EEPS
4 related programs and activities.

5 Q. How will the department track EEPS activities and
6 differentiate those activities from other work and
7 responsibilities?

8 A. The Company has developed a series of clearing accounts
9 specific to the filed EEPS programs and their
10 components, including but not limited to,
11 implementation and administration. Protocols and
12 procedures are being developed to track work time and
13 charge it to the appropriate program account.
14 Similarly expenses will also be charged to the
15 appropriate account. The remaining non-EEPS activity
16 and expenses will be charged to the existing non-EEPS
17 accounts.

18 Q. Does this complete your initial testimony?

19 A. Yes.

CON EDISON PROGRAM SUPPORT (\$ 000's)

Capital			
	2010	2011	2012
IT Systems Development	\$655	\$655	\$655
Area Profile System	\$100	\$161	\$161
Capital Total	\$755	\$816	\$816
O&M			
	Rate Year 1	Rate Year 2	Rate Year 3
Labor	\$268	\$920	\$920
Non Labor ¹	\$550	\$900	\$900
O&M Total	\$818	\$1,820	\$1,820
Note ¹ :			
Non Labor O&M components			
A/P – Website Development	\$200	\$200	\$200
A/P – Market Research	\$250	\$250	\$250
A/P - Training		\$350	\$350
A/P - Miscellaneous	\$100	\$100	\$100

Energy Efficiency Program Department Hiring Plan

Rate Year 1	Responsibility	Target Hire Date	Program Change	Prior Year Labor	Total Labor
Program Manager	Manages program to ensure model, implementation and modifications meet target projections. Program responsibilities include support of NYSEERDA NYS Energy Smart, Empower programs. Specialized program e.g.. Washington Heights,	5/1/10	\$ 61,360.00		
M&V Specialist	Analyses M&V data, develops appropriate M&V methodology and sampling. Program responsibility Demand Response and targeted DSM and programs of other administrators,	6/1/10	\$ 53,690.00		
DR Specialist	Reviews program performance and tariff/riders (DLRP,EDRP,ICAP), modifies program model as needed, Supports emergency management, CERC and D.E. Situation Room.	6/1/10	\$ 53,690.00		
IT Specialist	Supports IT development and data management e.g.. SalesForce, APS new IT system development	8/1/10	\$ 38,350.00		
DR Specialist	Reviews program performance and tariff/riders (DLRP,EDRP,ICAP), modifies program model as needed, Supports emergency management, CERC and D.E. Situation Room.	8/1/10	\$ 38,350.00		
DR Specialist	Reviews program performance and tariff/riders (DLRP,EDRP,ICAP), modifies program model as needed, Supports emergency management, CERC and D.E. Situation Room.	10/1/10	\$ 23,010.00		

RY1 TOTAL	\$ 268,450.00	\$0.00	\$ 268,450.00
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Rate Year 2	Responsibility	Target Hire Date	Program Change	Prior Year Labor	Total Labor
IT Specialist	Supports IT development and data management eg. Sales Force, APS, IT system development	5/1/11	\$ 92,000.00		
Administration specialist	Supports general department administrative needs such as Human Resource activities, budgeting, procedure documentation and other administrative duties as needed.	6/1/11	\$ 92,000.00		
Marketing Specialist	Reviews internal and external sources and manages vendor contracts to developed marketing strategy and implementation	6/1/11	\$ 92,000.00		
Communications specialist	Works closely with Corporate Communications and external sources to ensure programs (e.g.. DR and Targeted) collateral and other advertising and support material are produced on time.	6/1/11	\$ 92,000.00		
RY2 TOTAL			\$ 368,000.00	\$552,450.00	\$920,450.00

Rate Year 3	Responsibility	Target Hire Date	Program Change	Prior Year Labor	Total Labor
No additional hires			\$0.00		
RY3 TOTAL			\$0.00	\$920,450.00	\$920,450.00