

**EXECUTIVE**  
**September 4, 2007**

**Chief Executive Officer:** responsible for the global implementation of company strategic goals and objectives; provide direction and leadership toward the achievement of the company's philosophy, mission, strategy, and its annual goals and objectives.

**CFO Transmission:** responsible for the global transmission balance sheet and all accounting records; and designing and implementing budgetary and control systems for that business; responsible for transmission finance function.

**Exec Director Electric Distribution & Generation:** responsibilities include negotiating with US regulatory authorities to ensure the appropriate environment for future profitable growth; leading the integration of KeySpan and driving best practice in operational efficiency.

**Exec VP Electricity Distribution Ops:** responsible for the operations and asset management of electricity distribution assets in the US.

**Exec Director Gas Distribution:** responsible for leading National Grid's gas distribution activities in the UK and US.

**Exec VP Electricity Generation and Bus Development:** responsible for electric generation and business development in the U.S.

**Exec Director Non Regulated Bus & Bus Development:** Responsible for National Grid's Non Regulated businesses including; Metering, Grain LNG, Property and BritNed. Also leads the Business Development and Merger & Acquisition activity.

**Exec Director Electric Transmission:** responsible for global electric transmission; also responsible for UK regulation, communications, safety/health/environmental/security and construction.

**Group Director Finance & Shared Services:** Responsible for global finance and shared services.

**Group HR Director:** responsible global HR strategy, policies, and procedures including succession and talent management, remuneration, organizational development and the leadership of the HR global function.

**Senior VP & COO US Transmission:** has primary responsibility for the overall planning, operations and control of the transmission system.

**Senior VP Business Development:** responsible for the identification, evaluation and, where appropriate, execution of new business opportunities for National Grid USA.

**Senior VP Energy Portfolio Management:** Oversees the management of National Grid's energy commodity portfolio.

**VP US Project Development & Management:** responsible for the identification, evaluation and, where appropriate, execution of new business opportunities.

**VP Transmission Finance:** is responsible for financial analysis, internal reporting, budgeting and forecasting, contract and tariff billing, rates and business planning activities for National Grid USA's transmission operations in New England and New York. Also responsible for financial analysis, internal reporting, budgeting for the US Interconnector (HVDC link with Canada).

**TRANSMISSION**  
**September 4, 2007**

**VP Construction and Services**, responsible for construction of all capital projects as directed by the respective asset managers.

**VP Operations**, is responsible for the safe, reliable and effective operation of National Grid's Northeast Transmission System.

**VP Regulation and Commercial**, direct areas pertaining to regulation and industry policy for National Grid's US transmission business; coordinate with state government and state agencies pertaining to regulation and industry policy for National Grid's US transmission business

**VP Transmission Asset Management**, leads the development of policy, strategy and planning for transmission asset management and manages service provider–asset steward relationships for design, construction, maintenance and operations of transmission assets to optimize the long-term security and delivery capability of the transmission system that is cost-effective, safe and environmentally sound.

## **TRANSMISSION CONSTRUCTION AND SERVICES**

**September 4, 2007**

### **HVDC OPERATIONS**

**Analyst**, prepare and analyze the O&M business plan and budget; review actual operating expenses such as payroll, overtime, material and vendor costs; compile monthly variance reports and update forecasts as needed.

**Engineer** (this includes Principal and Senior Engineer), responsible for controls, protections and equipment for the HVDC converter terminals.

**Maintenance Technician**, (this includes Senior Maintenance Technician) maintains the station equipment in the converter terminals.

**Manager HVDC Operations/Maintenance**, responsible for managing the operations and maintenance of the Sandy Pond and Monroe HVDC converter stations; represent the service provider and manage the "service plan" between Interconnects & Business Development in the U.K. and Transmission in the U.S.

**Network Operators**, is responsible for the bulk power transfers between Hydro-Quebec and New England. This person operates the HVDC terminals in both Quebec and New England.

**Planner** (this includes Comerford Planner), plan and prepare the maintenance schedule, ensure necessary parts and equipment are available to complete the maintenance work for the HVDC facilities.

**Senior Control Room Technician HVDC**, support PLM Programming Language updates and modifications to microprocessor based control and protection equipment.

**Supervisor Operations**, directs the operation of the Phase I (690 MW) and Phase II (2000 MW multi-terminal) HVDC facilities.

### **CONSTRUCTION STRATEGY**

**Manager Construction Strategy**, responsible for ensuring a well-planned, appropriately resources substation and transmission line construction plan and for providing construction finance and support services.

### **SUBSTATION CONSTRUCTION**

**Director, Substation Construction Services**, plan, organize, control and direct the operations & management of Civil and Electrical in-house and contracted substation work forces; responsible for achieving of project milestones and schedules.

**Construction Coordinator, Field Accounting**, field construction coordinator handling electric distribution contractors in New England and New York.

**Manager Substation Construction Services**, develop, implement and manage programs which support the Substation Construction Services Group in their effort to meet corporate objectives; provide leadership and assistance ensuring compliance to the collective bargaining agreement.

**Operations Planner, Field Accounting**, work with others in the department to ensure that training, tracking and reporting requirements are fully met; work with others in the department to administer safety program and bargaining unit contract.

**Senior Analyst**, develop, implement and manage all financial reporting and conformance requirements as requested by the Transmission Business group.

## **TRANSMISSION CONSTRUCTION AND SERVICES**

### **September 4, 2007**

**Supervisor**, supervises Field Construction Coordinators overseeing outside contractor's construction activities.

#### **ELECTRICAL SERVICES CONSTRUCTION**

**Supervisor**, Electrical Construction Services, plan for and direct activities of crews and individuals assigned to electrical substation or civil construction sites. Administer bargaining unit agreement, prepare and process required reports on job/project progress and assist Lead Supervisor in developing estimates.

#### **STRUCTURAL SERVICES MANAGEMENT**

**Supervisor**, plan, coordinate and electrical supervise civil construction work. Assign personnel and equipment to crews to ensure progress. Provide liaison between Engineering and Field Supervision from the development of project estimates through final acceptance of work.

#### **TRANSMISSION LINE SERVICES**

**Assistant**, encourage a culture of safety amongst the TLS staff through attending monthly safety meetings, performing SOT's and other activities as directed; assist with managing the Nomex Program for TLS; assist with and address all transmission right of way issues as needed.

**Area Resource Coordinator**, develop and manage forecasting models for maintenance work and non-core operations work that is supported by substation, transmission and field construction resources; determine and schedule internal and contractor needs within the group.

**Construction Coordinator**, accountable for minimizing costs to the corporation while maximizing efficiency and return on capital investment; direct, coach and develop all aspects of the NY C&MS daily Operation and Quality/Field Contracts Group including performance reviews and compensation.

**Director Transmission Line Services**, responsible for all electrical construction and maintenance activities on the transmission system.

**Manager Transmission Line Services**, develop, implement and manage programs which support the Transmission Line Services Group in their effort to meet corporate objectives; provide leadership and assistance ensuring compliance to the collective bargaining agreement.

**Senior Analyst**, assist the Director in the development of the OPEX budget; create and publish OPEX variance reports; support the analysis of CAPEX expenditures; create and publish financial and operational reports to support the various safety, efficiency and associated initiatives.

**Superintendent**, perform all duties associated with the management of the supervisory workforce.

**Supervisor**, manage the daily operation and maintenance functions in Transmission Line Services (TLS).

## **TRANSMISSION REGULATION AND COMMERCIAL**

**February 11, 2008**

### **COMMERCIAL**

**Associate Analyst**, serves as contract and economic analyst to support regulatory contracts and contract databases for over 1000 transactional documents that evidence the revenue stream for the transmission business.

**Manager Transmission Commercial Services**, serves as contracting manager responsible for all National Grid US transmission service related transactions including but not limited to the NY and NE ISO transmission related activity, transmission customer transactions, connection related transactions.

**Principal Analyst**, is the key point of contact for transmission customers in all respects related to the transmission services provided by National Grid.

**Principal Engineer**, is the key point of contact for transmission customers in all respects related to the transmission services provided by National Grid and has other process related duties related to transmission transaction management, customer outreach and educations along with and technical advisory roles.

**Transmission Commercial Services Account Manager**, is the key point of contact for transmission customers in all respects related to the transmission services provided by National Grid.

### **REGULATION POLICY**

**Analyst** (this includes Senior and Principal Analyst), provides analyses for regulatory and business strategy development.

**Manager Regulatory Policy**, responsibility for developing US wide regulatory strategy with a focus on FERC relationships, as well as NE regulatory processes.

**Manager Market Development**, manage market-related areas pertaining to regulation and industry policy for National Grid's US transmission business.

**Principal Analyst**, provide analyses for regulatory and business strategy development; represent National Grid in industry committees.

### **RELIABILITY COMPLIANCE**

**Auditor**, assist the development of and coordinate various auditing projects, programs and initiatives to establish National Grid's Compliance program; audit compliance of reporting departments with the standards of NERC and NPCC as they evolve through time.

**Dir Reliability Compliance**, responsible for ensuring compliance with the new mandatory reliability standards resulting from the creation of a national Electric Reliability Organization (ERO).

**Coordinator**, responsible for coordinating all aspects of the compliance audit functions in the Reliability Compliance Program; liaison with Risk Registration and other compliance related activities in National Grid; lead the development of and coordinate various auditing projects, programs and initiatives to establish National Grid's Compliance program as a Premier program in the industry.

**Principal Analyst**, implement the Compliance Management system; create and publish compliance reports to support the various reliability compliance associated initiatives; assist with detailed analysis supporting audits of National Grid Compliance obligations.

## **TRANSMISSION NETWORK OPERATIONS**

**September 4, 2007**

### **CONTROL CENTER NEW ENGLAND**

**Coordinator** (Application), coordinate outage applications for work on the New England Transmission System and submit outage applications in accordance with agreed guidelines; schedule appropriate personnel responsible for switching outage applications; perform preliminary outage analysis to ensure overall system security can be safely maintained.

**Manager Control Center**, monitors, controls, and operates National Grid's transmission system in New England.

**Principal Training Representative**, develops and delivers training programs and simulator scenarios for operators and support personnel in New England and New York.

**Project Manager EMS**, directs the development, implementation, and evaluation of the design; construction and testing in order to ensure completion of EMS project as efficiently and effectively as possible. Manage the specification, delivery, installation, test, and training of the T&D EMS project in both the NY region and NE region. Familiar with a variety of the field's concepts, practices, and procedures; leads and directs the work of others.

**Security Operator/Team Leader**, responsible for system security, authorization of outages, and overall operation of the New England transmission system. Also responsible for REMVEC Satellite system security. Directs response to system emergencies.

**Supervisor Transmission Control Room**, responsible for day-to-day operation of the New England control room - including schedules, personnel, and technical issues.

**System Control Center Operator**, monitors, assesses and responds to all alarms. Responsible for all switching and tagging functions & coordination with field personnel.

### **CONTROL CENTER NEW YORK**

**Coordinator** (Application), coordinate outage applications for work on the Upstate New York Transmission System and submit outage applications in accordance with agreed guidelines; schedule appropriate personnel responsible for switching outage applications; perform preliminary outage analysis to ensure overall system security can be safely maintained.

**Lead Senior Engineer**, perform system studies, maintain EMS security software, provide control room technical support, contribute to development & review of operating criteria & policies, and provide input to the NYISO on the resolution of operating problems.

**Manager Control Center**, monitors, controls, and operates National Grid's transmission system in New York State.

**Regional Operator**, monitors, assesses and responds to all alarms. Responsible for all switching and tagging functions & coordination with field personnel.

**Security Operator/Team Leader**, responsible for system security, authorization of outages, and overall operation of the New England transmission system. Also responsible for REMVEC Satellite system security. Directs response to system emergencies.

**Supervisor Transmission& Security Dispatch**, responsible for day-to-day operation of the New York control room, including schedules, personnel, and technical issues.

**System Control Center Operator**, is liaison between NYISO & generators, notifies generators of reserve pick-up requirements, ensures that generators are at their base points, tracks generator de-rates, schedules through the ISO, out of merit generation, and verifies/corrects generator schedules as necessary.

**Training Representative**, develops and delivers training programs and simulator scenarios for operators and support personnel in New England and New York.

**TRANSMISSION NETWORK OPERATIONS**  
**September 4, 2007**

**OPERATIONAL PLANNING AND REVIEW**

**Analyst** (this includes Senior and Principal Analyst), assist in maintaining a Transmission outage plan that meets the requirements of internal customers for access to the Transmission system, ensures overall system security and is also optimized to both identify transmission congestion costs and to manage these costs within the agreed budget.

**Coordinator Transmission Dispatch**, coordinate, optimize and process outages for the transmission system, within all timescales; lead outage coordination team.

**Coordinator Transmission Outage**, coordinate outage applications for work under the jurisdiction of the REMVEC satellite and submit to ISO-NE / RTO following NOP-3 guidelines.

**Engineer**, (this includes Senior Engineer), coordinates and schedules outages, follow-ups on and learns from system disturbances, and enhances outage data provision within the organization. Monitors and benchmarks network performance, tracks and reports on network performance KPI's, and facilitates reliability data provision within NTB.

**Manager Operational Planning and Review**, responsible for outage scheduling, performance monitoring, benchmarking, and post event review.



## **TRANSMISSION FINANCE**

### **(July 10, 2007)**

**Manager Rate Administration and Billing**, manage the administration of transmission tariffs and revenue requirements in New England and New York; manage staff that have the responsibility for transmission cost of service ratemaking, FERC filings, revenue requirements, retail ratemaking issues and tariffs, FER and State regulatory policies; manage the billing of transmission service related to NE-RTO tariff, NYISO tariff, NMPC OATT, Transmission Service Agreements, NVDC interconnections and on-going O&M support charges.

### **ENERGY MEASUREMENTS AND BILLING**

**Analyst** (this includes Senior Analyst), responsibility for on-going contract administration related to NEP's transmission tariff, grandfathered contracts, generator interconnections, FERC filings and the US Interconnector.

### **REPORTING AND FORECASTING**

**Analyst** (this includes Senior and Principal Analyst), supports the internal reporting and budget and forecasting activities for National Grid USA's transmission operations in New England and New York, in addition to supporting the US Interconnector. Provide guidance whenever needed to organization to ensure that the transmission segments financial data is accurate. This includes reviewing all transmission-related direct expenses and service company allocations and will require working with individuals across the organization to ensure that information is captured and reported accurately.

**Manager Transmission Reporting, Analysis & Forecasting**, is responsible for financial analysis, internal reporting and budget and forecasting activities for National Grid USA's transmission operations in New England and New York; also responsible for internal reporting, budgeting and forecasting for the US interconnector.

### **RATES**

**Senior Analyst** (This includes Senior Rate Analyst and Principal Analyst), is responsible for various economic analysis in support of tariffs and/or contracts; preparation of transmission tariff terms and conditions; modification and development of regulatory agreements; and perform analysis in support of other company functions.

## **TRANSMISSION ASSET MANAGEMENT**

**September 4, 2007**

### **TRANSMISSION PLANNING**

**Director Transmission Planning**, manages planning, systems engineering and operations support of the National Grid USA bulk transmission assets.

**Engineer** (this includes Associate, Senior, Principal, Lead Senior and Consulting Engineer), conduct analytical studies for transmission system expansion, interconnection of new generation, and load to the transmission system. The engineer is also responsible for application engineering for all major transmission equipment.

**Manager Transmission Planning**, responsible for directing and managing the planning of transmission infrastructure planning, transmission supply planning and transmission interconnection planning for generation and load customers.

### **TRANSMISSION LINE ENGINEERING**

**Engineer** (this includes Associate, Senior, Lead Senior, and Consulting Engineer), perform all aspects of transmission line project management and engineering, including design, estimating, licensing, scheduling, material acquisition, construction inspection, and oversight of engineering and environmental consultants.

**Manager Transmission Line Engineering Services**, optimize the reliability performance of the overhead transmission system by developing and implementing project-specific engineering solutions, developing and managing work plans, and administering the transmission capital budget.

**Senior Designer**, create and maintain transmission line drawings, diagrams, maps, databases, and records using CADD software.

**Supervisor**, supervise the New York-based union-represented personnel in Transmission Line Engineering; provide support to the Transmission Line Engineering manager and engineers, including engineering, design, cost estimates, design schedules and construction schedules.

### **ASSET STRATEGY**

**Analyst** (this includes Senior and Principal Analyst), develop and set policy, strategy and processes for asset replacement, system spares, engineering and maintenance of all classes of Transmission's line assets consistent with Transmission's business strategy.

**Engineer**, develop and set policy, strategy and processes for asset replacement, system spares, engineering and maintenance of all classes of Transmission's line assets consistent with Transmission's business strategy.

**Manager Asset Strategy**, responsible for the development of policy, strategy and processes for Transmission Asset Management to optimize the long-term security and delivery capability of the transmission system that is cost-effective, safe and environmentally sound.

## **TRANSMISSION ASSET MANAGEMENT**

**October 16, 2007**

**Lead Senior Engineer**, responsible to collect and analyze data regarding the condition and performance of the NY transmission assets; will provide input and recommendations for the final report based on their analysis.

**Principal Analyst**, responsible to collect and analyze data regarding the condition and performance of the NY transmission assets; will provide input and recommendations for the final report based on their analysis.

**Project Manager**, produce and own the project plan and final report; liaison to Transmission Asset Management- US (asset owners) and NY Operations Management (historically the asset maintainers) on project status and results.

### **INVESTMENT MANAGEMENT**

**Associate Analyst** (this includes Analyst and Principal Analyst), responsible for maintaining, analyzing and reporting Transmission Asset investment information; establishing and reporting project schedules and forecasts across the portfolio; maintaining, analyzing and reporting technical data and preparing information for survey or compliance requirements.

**Coordinator**, responsible for publishing the annual work plan for US Transmission which includes all capital and expense activities. In addition, the position is responsible for tracking performance against the work plan including all safety, environmental, and health metrics.

**Director Transmission Investment Management**, is responsible for the Phase I and Phase II facilities including O&M budgets for three companies, operations and maintenance.

**Engineer**, this includes Associate Engineer) interface closely with Distribution Operations, who support Transmission Business, in the development and tracking of the annual Work Plan; develop and enforce compliance with Service Level Expectation Plans.

**Lead Senior Engineer**, interface closely with Distribution Operations, who support Transmission Business, in the development and tracking of the annual Work Plan; develop and enforce compliance with Service Level Expectation Plans; assist in the development and documentation of processes for the Network Services Delivery group.

**Manager Portfolio Implementation Management**, Direct the development of an efficient Implementation Plan for Transmission's portfolio of construction and maintenance investments.

**Senior Analyst**, provides budget, spend, and forecast support to our CapEx program; financial analysis and reporting is provided across the portfolio of active projects to the Director and on a project by project basis to the Project Management team.

### **PROJECT MANAGEMENT**

**Manager Project Management**, direct the effective and efficient implementation of Transmission's construction projects from conception to completion through the management of Project Managers, Project Engineers, and Scheduling Analysts.

**Principal Analyst**, monitor the service partners to determine compliance with work plan completion targets and letter of assurance requirements.

**TRANSMISSION ASSET MANAGEMENT**  
**October 16, 2007**

**Project Manager** (this includes Principal Project Manager), manage electric transmission line and substation projects, including new facilities, major additions, rehabilitation and retrofit projects.

**Senior Engineer**, generate and analyze project resources, and outage and material forecasts for Substation and Transmission Line projects using Project Management software systems such as Primavera P3; to take a lead role with Construction, Engineering Managers, Project Managers to perform resource leveling and project scheduling.

**FORESTRY STRATEGY**

**Forester** (this includes Senior Forester), carry out field level implementation of the transmission vegetation management program. Duties include planning, budgeting and auditing the NG right-of-way vegetation management program.

**Manager Transmission Forestry Strategy**, optimize transmission system safety and reliability performance by developing and implementing right-of-way and substation vegetation management programs. Deliver responsive and cost-effective service in compliance with applicable safety and environmental regulations and company policies.

## **ELECTRICITY DISTRIBUTION**

**February 5, 2008**

**Director Network Asset Planning:** responsible for the capability and operability of distribution substation and feeder system and coordination with Transmission planning for the overall distribution system.

**Director Protection and Meter Engineering:** accountable for formulating policy, approving design and evaluating the operation of the Electric Protection Systems. Includes the coordination with adjacent utilities on all transmission interconnections, for the National Grid transmission, distribution and non-nuclear generating facilities. Manage the System Protection Engineering Unit.

**Director System Operations:** provides director level oversight to the Subtransmission and Distribution Dispatch Control Centers.

**Manager Protection Engineer:** responsible for directing the implementation of system protection design through the management of the Protection Engineering Department and in consultation with Protection Standards and Support, Substation Engineering and Design, Transmission Planning, Electric Distribution Planning and Relay Operations departments.

**Manager Standards and Support (Protection):** responsible for directing and implementation of system protection design standards in consultation with the Protection Engineering, Substation Engineering and Design, Transmission Planning, Electric Distribution Planning and Relay Operations departments; also accountable to support for the operations and maintenance of protection apparatus.

**Sr VP Customer Operations:** responsible for unified field customers operations; responsible for overall operations and control of distribution systems; directs construction, maintenance, protection and improvement of all distribution equipment and facilities.

**VP Engineering:** Engineer, design, deliver the capital program, while maintaining and developing systems standards, work and work methods. Provides technical leadership to the field forces.

### **SYSTEM PROTECTION AND ELECTRIC METER ENGINEERING**

**Analyst:** (this includes Senior and Principal Analyst), generate appropriate datasets, maintain systems and analyze and support protection studies.

**Coordinator Protection:** provides support for the operations and maintenance of the companies' protection apparatus.

**Engineer, Protection Engineering** (this includes Associate, Senior, Principal and Lead Senior Engineer), evaluates, selects, sets and designs protective systems for substation and transmission facilities.

## **NEW ENGLAND DISTRIBUTION DISPATCH AND CONTROL**

**February 5, 2008**

**Associate Operator:** will work closely with distribution control center operators and will issue certain switching and tagging orders to the field, such as setting distribution circuits to non-reclosing and re-energizing feeders that have been reported clear.

**Coordinator System Control Center:** provides work application coordination to the distribution control centers in the New England Region. This organization monitors and directs switching activities and dispatches field resources as necessary to assure reliable service to the substations and sub-transmission and distribution systems below 69kV.

**Manager, Distribution Dispatch** provides manager level oversight to the Substation-Subtransmission control center for the New England Region. Monitors direct switching activities and dispatches field resources as necessary to assure reliable service to the <69KV subtransmission and substations.

**Principle Training Representative:** train, develop, mentor and coach new control center operators from initial entry into the department through their becoming fully rated. Perform periodic refresher training to maintain and improve skills and to incorporate new systems and procedures.

**Senior Designer,** creates, maintains and updates operating maps and EMS comments pages utilized by the distribution control centers in the New England Region. Works closely with the EMS/SCADA group, coordinators and system operators to assure primary changes on the distribution system are reflected on both operating and GIS maps and EMS displays.

**Shift Supervisor Control Room,** provides supervision/leadership of daily shift operations of the Dispatch & Control organization.

**Superintendent Distribution Dispatch and Control NE,** provides supervisor level oversight to the Distribution Control Centers in the New England Region. This organization monitors and directs switching activities and dispatches field resources as necessary to assure reliable service to the substations and sub-transmission and distribution systems below 69kV, within the NG USA (New England) electrical network.

**System Control Center Operators, Distribution Dispatch and Control NE,** monitors and directs switching for the safe and reliable operation of the substations and sub-transmission and distribution systems below 69kV in the New England Region, within the NG USA (New England) electrical network.

**Training Manager:** develop, maintain and oversee implementation of training courses for system control center operators.

**NEW YORK DISTRIBUTION DISPATCH AND CONTROL**  
**February 5, 2008**

**Lead Supervisor:** responsible for all activities including supervision of represented and management personnel.

**Manager Distribution Dispatch NY,** provides manager level oversight for System Operations Dispatch. This organization provides the dispatch functions and provides the interface with public emergency agencies, supporting both the gas and electric businesses.

**Manager Distribution Dispatch Project,** provides guidance and direction to the staff of the three NY Regional Control Centers and the System Dispatch group in the planning and implementation of various projects involving new technologies and processes directed toward the ongoing efficiency of these operations.

**Manager Regional Control Center Central,** provides manager level oversight for the Central Regional Control Center (CRCC). This organization monitors, directs switching activities and dispatches field resources as necessary to assure reliable service to the subtransmission and distribution systems serving the Central, Northern and Mohawk Valley Regions of New York.

**Manager Regional Control East,** provides manager level oversight for the Eastern Regional Control Center (ERCC). This organization monitors, directs switching activities, and dispatches field resources as necessary to assure reliable service to the subtransmission and distribution systems serving the Capital and Northeastern Regions of NY.

**Manager Regional Control Western,** provides manager level oversight for the Western Regional Control Center (WRCC). This organization monitors, directs switching activities and dispatches field resources as necessary to assure reliable service to the subtransmission and distribution systems serving the Frontier and Western Regions of New York.

**Regional Operator,** under the general supervision to control, direct and monitor electric substations, hydro-generating stations, transmission networks and distribution facilities within a Regional Control Center's jurisdiction including making load, voltage and reactive adjustments using state of the art equipment.

**Relief Operator,** under general supervision to control, direct and monitor electric substations, hydro-generating stations, transmission networks and distribution facilities within a Regional Control Center's jurisdiction including making load, voltage and reactive adjustments using state of the art equipment.

**Scheduling Supervisor,** produces daily, short-cycle, work schedules for field crews. Coordinates short-schedules with field supervisors, area resource coordinators and customer service personnel.

**Training Manager:** develop, maintain and oversee implementation of training courses for system control center operators. Oversee the training, development, mentoring programs for new control center operators from initial entry into the department through their becoming fully rated and experienced system operators.

**Senior Training Representative:** primarily responsible for training, development, mentoring and coaching new control center operators from initial entry into the department through their becoming fully rated.

**Shift Supervisor Control Room,** responsible for all activities on a shift, including supervision of represented personnel, for the region. This organization monitors, directs switching activities, and dispatches field resources as necessary to assure reliable service to the transmission and distribution systems.

## **NETWORK STRATEGY**

### **February 5, 2008**

**Analyst:** (this includes Senior and Principal) generate appropriate datasets, maintain planning systems and analyze and support planning studies.

**Designer** (this includes Design Representative and Senior Design Representative), responsible for creating work orders in the STORMS system for UG orders associated with our AC secondary networks on the distribution system, as well as for orders on the sub-transmission and Transmission system.

**Engineer** (this includes Associate, Senior, Principal and Lead Senior), responsible for development of an Asset Management Strategic Plan considering the age/condition profiles for key assets and long range issues/plans by planning area; monitor and direct the development of the FHIST application to deliver increased functionality and user friendliness; ensuring the tool is ready for performing the annual Feeder Health Assessment.

**Engineering Planner**, conducts short and long range area supply and distribution studies and recommend system facilities changes to provide economic and reliable electricity delivery for customers; plans, designs and specifies equipment for electrical system according to applicable codes and standards.

**Manager Distribution Asset Management**, has responsibility in a senior leadership role for the functional direction of the reliability engineers.

**Manager Distribution Field Engineering**, responsible for managing the staff and operation of a divisional Distribution Asset Management department towards the goal of improving the asset health of the electric delivery system, considering safety, reliability, and customer satisfaction; manage the development of project recommendations based on sound engineering, design and cost/benefit analysis; actively participate in the divisional DRAC meetings to ensure the work plan is managed to achieve the best possible results.

**Manager Distribution Planning:** responsible for the development of plans to ensure the capability, operability and performance of the electric subtransmission and distribution systems.

**Manager Network Plan & Reliability:** responsible for managing the staff and operations of the Network Planning & Reliability department towards the goal of improving the asset health of the delivery system, considering safety, reliability and customer satisfaction; develop and engineer efficient system enhancement projects/programs in accordance with various asset management policies and procedures for consistent application.

**Project Manager**, works closely with district operations providing technical support on a wide range of issues on electrical distribution systems.



## **NETWORK STRATEGY SUBSTATION ENGINEERING**

**February 5, 2008**

**Director Substation Engineering and Design:** accountable for the effective planning, organizing, staffing, controlling and directing of group labor, time and cost resources for the electrical design and drafting, and procurement of equipment relating to the electrical engineering of High Voltage and Extra High Voltage electric sub-station construction projects.

**Manager Substation Engineering and Design:** responsible for the effective and efficient design of substations including new facilities and the addition to or revision of existing facilities; ensures that all designs are in compliance with the NESC and Company standards.

**Manager Substation O&M Services:** accountable for the staffing and direction of the labor that provides support for the operations and maintenance of substation apparatus.

### **SUBSTATION O&M SERVICES**

**Coordinator:** provides support for the operations and maintenance of the companies' substation apparatus.

**Coordinator Substations:** provides support for the operations and maintenance of the companies' substation apparatus.

**Engineer** (this includes Senior and Lead Senior Engineer), provides support for the operations and maintenance of the NG companies' substation apparatus.

**Principal Engineer,** responsible for specification, evaluation, selection of electrical apparatus for substations in NY and New England; provides technical support to internal and external departments for the application, operation and maintenance of electrical substation apparatus; determines long-range maintenance philosophies for substation electrical apparatus.

### **SUBSTATION ENGINEERING AND DESIGN**

**Analyst:** (this includes Senior and Principal Analyst) provides support for the maintenance management and maintenance parts inventory system for substations.

**Engineer** (this includes Associate, Senior, Principal and Lead Senior Engineer), plans and design electrical substation facilities on a conceptual basis complying with environment, safety, NESC and National Grid standards and policies.

**Principal Engineer:** responsible for specification, evaluation, selection of electrical apparatus for substations; provides technical support to internal and external departments for the application, operation and maintenance of electrical substation apparatus; determines long-range maintenance philosophies for substation electrical apparatus.

**Manager Substation Design:** responsible for the effective and efficient design of substations including new facilities and the addition to or revision of existing facilities; ensures that all designs are in compliance with the NESC and Company standards.

**NETWORK STRATEGY SUBSTATION ENGINEERING**  
**February 5, 2008**

**ENGINEERING AND DESIGN**

**Analyst**, responsible for scheduling resources and projects/work for the department.

**Engineer** (this includes Associate, Senior, Principal and Lead Senior Engineer), plans and designs electrical substation facilities on a conceptual basis complying with environmental, safety, NESC and NG standards and policies.

**Manager Design**, responsible for directing the implementation of effective, timely and efficient substation design.

## **ENERGY PORTFOLIO MANAGEMENT**

**June 6, 2008**

**Director Energy Markets Analytics:** Responsible for operating market-forecasting models and optimization tools for use in the strategic investment analysis process; conducting market analyses; development of quantitative methodologies to assess physical and financial energy and fuel transactions; developing risk mitigation strategies including the use of derivative instruments; runs models to evaluate potential asset acquisition and divestiture opportunities.

**Director of Gas Contracting:** responsible for negotiating agreements for the acquisition of long term gas supply and transportation capacity for National Grid's regulated gas distribution companies.

**Director Gas Supply Planning:** Directly responsible for all planning related to National Grid's regulated natural gas resource portfolios.

**Director Gas Supply & Transportation,** ensure that the necessary gas planning effort is done to determine the requirements of our customers and how those requirements can be met either through supply, customer transportation or demand resources. Develop and execute strategies to implement the plans. Direct or develop, negotiate and execute contracts for the procurement of gas supplies, hedging of price risks, pipeline capacity (including new interconnections), storage and peaking services.

**Director Origination:** Directly responsible to maximize the value generated from the latent assets for all of National Grid's regulated utilities.

**Director Regulated Electric Load & DG:** directs the procurement of the power supply portfolio required to fulfill the provider of last resort service obligations of the National Grid distribution companies to their retail customers; directs the strategy for New England Power Company's residual generation interests; directs the supply procurement and contract management for LIPA, as well as distributed resource interconnections for LIPA and the National Grid distribution companies.

**Director Regulated Gas Supply:** Directly oversees all short-term (less than one year) regulated gas commodity trading, scheduling and additional support activities related to National Grid's regulated natural gas utilities and LIPA.

**Director Strategic Execution & Compliance:** responsible for ensuring that the business and technological tools required by the organization are procured, developed, maintained, and updated; liaises between the front office and back and mid-offices to ensure front office compliance with accounting and risk protocols and the general regulatory framework; and works with the front office and Energy Market Analytics for long and short-term deal development and structuring.

**Director Unregulated Energy Supply:** Directly oversee all short-term (less than one year) natural gas and fuels trading and additional support activities related to National Grid's unregulated business.

**Director, Wholesale Market Relations:** responsible for managing relationship of National Grid Energy Portfolio Management organization with NYISO and ISONE wholesale electric markets, with an emphasis on emerging and operational market issues.

**Manager Distributed Resource Management Small (< 20 MW) Interconnections:** Responsible for managing small scale (less than 20 MW) electrical interconnections to the LIPA System or the upstate New York and New England electrical systems including technical requirements, customer interactions for such facilities in accordance with LIPA Interconnection requirements, FERC, NYISO, ISO-NE and corporate operating procedures and support of LIPA's Solar Pioneer and Clean Energy Programs.

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**Manager Distributed Resource Management Large (> 20 MW) Interconnections:** Responsible for managing large scale (greater than 20 MW) electrical interconnections to the LIPA System including technical requirements, contract administration and on-going operational responsibilities for such facilities in accordance with LIPA Interconnection requirements, FERC, NYISO, ISO-NE and corporate operating procedures.

**Manager Energy Arrangements,** provides management support to the VP Energy Supply New England in (1) the administration and procurement of power supplies to fulfill National Grid's provider of last resort service obligations, (2) the completion of the divestiture of New England Power Company's residual generation interests, and (3) the representation of National Grid on various committees in the New England Power Pool.

**Manager Gas Supply:** Manages planning related to National Grid's New England regulated natural gas resource portfolios.

**Manager Gas Supply Operations,** manage the overall gas supply operations strategy to secure a least cost reliable gas supply for the Company as well as providing commercial and industrial gas customers with beneficial gas supply and storage services.

**Manager Gas Supply Operations RI,** manage and direct the purchase of all gas supply and resources to meet needs of customers; meet the gas supply objectives of the regulatory authorities and in compliance with company policies.

**Manager Gas Transportation Services,** manage and oversee Niagara Mohawk's transportation of customer or Marketer owned gas in accordance with contract or tariff requirements.

**Manager Oil Supply:** Manage LIPA oil traders and ensure reliable supply of residual fuel oil and distillate fuel oil to meet target inventory levels. Coordinate oil supply operations on a 24/7 basis.

**Manager Power Trading Ravenswood:** Manages all short-term (less than one year) power trading activities related to The Ravenswood Power Plant. Adopts strategies to optimize the Ravenswood facility and enhance financial performance within the Company's defined risk tolerance.

**Manager Regulated Gas Scheduling:** Manages all gas scheduling activities associated with National Grid's regulated natural gas transaction activities and LIPA.

**Manager Regulated Gas Trading:** Manages all short-term (less than one year) regulated gas commodity trading activities related to National Grid's regulated natural gas utilities and LIPA.

**Manager Wholesale Markets,** represents the interests of the New England distribution companies and New England Power Company in various forums on wholesale market issues.

**Engineer Distributed Resource Management** (including Associate, Senior, Principal and Lead Engineer): Responsible to perform activities related to the electrical interconnections with the LIPA System or the upstate New York and New England electrical systems including technical requirements, contract administration and on-going operational responsibilities for such facilities in accordance with applicable interconnection requirements, FERC, NYISO, ISO-NE, state regulatory and corporate tariffs and operating procedures.

**Senior VP Energy Portfolio Management:** Oversees the management of energy commodity portfolio.

**ENERGY PORTFOLIO MANAGEMENT**  
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**VP Energy Transactions:** Oversees all energy commodity transactions.

**REGULATED GAS SUPPLY**

**Trader:** Purchase and sell natural gas for the regulated utilities and LIPA to minimize ratepayer costs and maximize profits.

**POWER TRADING**

**Trader:** Maximize profits for Ravenswood by managing oil supply to ensure reliability, allowing utilization of cheapest fuel and accurately prepare month-end accounting.

**UNREGULATED ENERGY SUPPLY**

**Trader:** Responsible for strategically bidding the available Ravenswood generating units into the NYISO physical energy and ancillary services market.

## **ENERGY PORTFOLIO MANAGEMENT**

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### **ORIGINATION**

**Trader:** Analyze, execute and monitor both optimization and hedging strategies to maximize revenue and mitigate commodity risk associated with National Grid's regulated entities.

### **GAS SUPPLY PLANNING**

**Trader:** Responsible for supporting planning functions related to National Grid's New England regulated natural gas resource portfolios.

### **ENERGY SUPPLY**

**Analyst** (this includes Senior and Principal Analyst), perform all power purchase contract administration tasks. Perform analysis associated with contract modifications and customer savings; manage divestiture contracts and NY Power Authority contracts.

### **GAS SUPPLY OPERATIONS**

**Analyst** (this includes Senior and Principal Analyst), schedules and coordinates Niagara Mohawk's transportation of customer or Marketer owned gas.

### **GAS SUPPLY TRANSPORTATION SERVICES**

**Analyst** (this includes Principal Analyst), implement the company policies and procedures that allows for the delivery and transportation of customer or Marketer owned gas in accordance with contract or tariff requirements.

### **GAS SUPPLY OPERATIONS RI**

**Analyst**, monitor and project current and future supply requirements and related supply costs; develop detailed supply and cost data to be used in various regulatory filings.

**Gas Dispatch**, dispatch daily gas supply; monitor and control the gas distribution system through SCADA system.

**Manager**, schedule gas supply to minimize cost, prevent penalties and maintain the reliability and integrity of the gas distribution system; account for and report, internally and externally, all volumetric data on gas sent out on a timely basis.

**Supervisor**, plan and coordinate gas supply purchases and deliveries; communicate supply issues to manager and supervise deliverability and refill scheduling with an emphasis on cost control.

### **GAS SUPPLY OPERATIONS**

**Analyst** (this includes Senior and Principal Analyst), schedules and coordinates Niagara Mohawk's transportation of customer or Marketer owned gas.

### **ENERGY TRANSACTIONS**

**Director Electric Retail and Financial Markets:** Manages KeySpan Energy Services, an unregulated business providing full service retail electric to commercial accounts as part of electric utility retail access programs.

**ENERGY PORTFOLIO MANAGEMENT**  
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**Director LIPA Electric Supply:** Directly responsible for all short-term (less than three month) purchase and sale of capacity, energy and ancillary services to meet LIPA energy requirements in a least cost manner consistent with the Energy Management Agreement (EMA), regulatory policies and reliability constraints as well as establishing and adhering to guidelines. Provide power management services for all LIPA contracted generation and transmission capacity resources.

**Director Unregulated Fuels:** Directly oversee all short-term (less than one year) natural gas and fuels trading and additional support activities related to National Grid's unregulated business.

## **GENERATION OPERATIONS**

### **April 28, 2008**

**VP Generation Operations:** Responsible for ensuring the safe, reliable and efficient operation and maintenance of seventy eight electric generating assets with a capacity of about 2,450 Megawatts (MW) in New York City (Ravenswood) and 4,100 MW under contract to LIPA on Long Island. This position is also ultimately responsible for generation compliance with all environmental and other regulatory requirements.

**Director-Electric Production:** Responsible for the production of reliable, efficient and cost effective power in the New York City and Long Island areas. This is accomplished by operating the Ravenswood (2,200 MW), Port Jefferson (350 MW), Barrett (350 MW), Northport (1,500 MW), Far Rockaway (100 MW) and Glenwood (200 MW) reheat steam generating facilities.

**Operations and Maintenance Manager (Merchant):** Responsible for the operation, maintenance, and financial performance of the Ravenswood generating units. Responsible for coordinating operations with strategy and the Sales and Marketing groups. Responsible for managing the 250 MW Ravenswood Combined Cycle unit and the 17 Ravenswood Gas turbines. Coordinates operations and maintenance with the Sales and Marketing group.

**Plant Manager (Non-Merchant):** Responsible for the plant's operation, maintenance and spending budget performance.

**Shift Supervisor (Merchant):** On-shift management person responsible for the safe, reliable and efficient operation of the Ravenswood generating units. Coordinates operational status and performance questions with Sales and Marketing group.

**Operations Manager: (Merchant):** Responsible for the safe, reliable, and efficient operation of the Ravenswood generating units. Reports to the Plant Manager and helps coordinate operations and maintenance with the Sales and Marketing group.

**Operations Manager (Non-Merchant):** Responsible for the safe, reliable, and efficient operation of the Long Island generating units. Reports to the Plant Manager.

**Manager – Combustion Turbine:** Responsible for the proper operation and maintenance of 1457 MW of capacity from 64 internal combustion units at various locations throughout Long Island and New York City, including the 250 MW Ravenswood Combined Cycle unit.

**Manager, Performance Improvement:** plant efficiency and reliability, plant process optimization, Non-destructive testing for both merchant and non-merchant plants.

**Manager, Gas Turbines (Non-Merchant):** Responsible for managing the Long Island fleet of 46 combustion turbine units.

**Manager, Generation Material Services:** Responsible for procurement, storage and delivery of plant supplies and components for both Ravenswood and Long Island units. Operates plant storerooms.



**GENERATION OPERATIONS**  
**April 28, 2008**

**Director – Maintenance Services (MSD):** Responsible for providing mechanical, insulation and shop services to the Ravenswood and Long Island generating units, and for estimating, planning and execution management to complete all power plant, overhaul and capital improvement projects.

**Manager, Plant Maintenance:** Responsible for the in-house roving plant maintenance workforce in the performance of plant maintenance outages and overhauls at Ravenswood and the Long Island units.

**Manager, General Shops:** Responsible for the maintenance and parts fabrication for plant rotating equipment from Ravenswood and Long Island. Directs the rigging and transportation of large plant components.

**Director – Power Engineering:** Responsible for supporting the KeySpan generation assets at Ravenswood and Long Island and for providing full-scope engineering and design for project work and operational technical support for day-today operation.

**Manager, Electrical Engineering:** Responsible for all aspects of electrical engineering and controls engineering for the company's power generation plants at Ravenswood and on Long Island including systems engineering and design and operations support.

**Manager, Mechanical Engineering:** Responsible for all aspects of mechanical engineering, systems engineering, mechanical design and operations support, fire protection engineering and environmental compliance support at Ravenswood and on Long Island.

**Manager, Engineering Analysis:** Responsible for metallurgical and materials engineering, engineering mechanics, civil engineering and design and structural engineering and design at Ravenswood and on Long Island.