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Execute Customer Group MA DER CIP Initiatives **Responsible: Exec 7**												C
1. Deliver comms to developers in support of construction on DPU 22-47, Marion-Fairhaven CIP	C	Jan										Dec
2. Deliver comms to developers in support of construction on DPU 22-52, Blandford-Plainville CIP	C	Jan										Dec
3. Deliver comms to developers in support of construction on DPU 22-53, Dartmouth-Westport CIP	C	Jan										Dec
4. Deliver comms to developers in support of construction on DPU 22-54, Plymouth CIP	C	Jan										Dec
5. Deliver comms to developers in support of construction on DPU 22-55, Cape CIP	C	Jan										Dec
6. Deliver comms to developers in support of construction on DPU 25-30, Southwick-Granville CIP	C						Jul					Dec
7. Deliver comms to developers in support of construction on DPU 25-81, New Bedford CIP	C						Jul					Dec
8. Deliver comms to developers in support of construction on DPU 25-82, Dalton-Hinsdale CIP	C						Jul					Dec
9. Deliver comms to developers in support of construction on DPU 25-83, Gill-Montague CIP	C						Jul					Dec
10. Decision/Next Steps on New Bedford CIP - Never Submitted for Approval to DPU	C	Jan					Jul					

Optimize Customer Value Capabilities from AMI **Responsible: Exec 7**												C
1. Analysis of Itron DI Apps to emulate traditional data analytics	C		Mar									Dec
2. Evaluate initial DI apps and compare to data analytics for Western MA	C								Sep			Dec
3. Lab evaluation of streetlighting control extension for AMI	C						Jul		Sep			
4. Evaluate AMI extension for gas metering	C					Jun			Sep			
5. Seek approval to develop a formal business case assessment for MA Gas AMI	C								Sep			Dec

Utilize AMI Data as an Asset **Responsible: Exec 7**												C
1. Build data foundation (EDP)	C	Jan					Jul					
2. AMI MVP Go-live - July Release	C						Jul					
3. AMI MVP Hypercare - July Release	C							Aug		Oct		
4. AMI Data Governance	C				May						Nov	
5. AMI Revenue Assurance (Theft & Fraud Detection) Data and Analytics capability (in pre-planning phase)	C					Jun				Oct		
6. EE/DR AMI Data and Analytics capability (in pre-planning phase)	C						Jul			Oct		

Expand the Development of Utility Owned Solar **Responsible: Exec 7**												
1. Finalize Procurement of Two NH Solar Projects		Jan			May							
2. Receive PUC Approval for Two NH Solar Projects					May						Nov	
3. Mass. Legislative Advocacy for Revised EDC Solar Ownership Law		Jan										Dec

Execute MA three year plan (2025-2027) **Responsible: Exec 7**												C
1. Increase Equitable Delivery of Plan	C		Mar									Dec
1.a. Establish MOUs 2025-27 Community First Partners, identify contacts in Designated Equity Communities	C		Mar									Dec
1.b. Develop materials and outreach plans for enhanced renter offer in DECs	C		Mar				Jul					
1.c. Statewide deployment of moderate-income "turnkey" through lead vendors and HPCs	C		Mar					Aug				
2. Develop community-centered EE program delivery approach	C		Mar						Sep			
2.a. Develop internal staffing plan for Community Delivery Team(s)	C		Mar									
2.b. Community Delivery goal setting and internal process development	C		Mar			Jun						
3. Deliver electrification and decarbonization solutions	C		Mar									Dec
3.a. Finalize vendor management and implement "electrification pool" approach	C		Mar					Aug				
3.b. Develop offering details for refrigerant leak and embodied carbon decarb measures	C		Mar						Sep			

Execute CT (2025-2027) & NH (2024-2026) three year plans **Responsible: Exec 7**												C
1. CT - Establish EJC Participation Goals (Res & C&I)	C	Jan		Mar								
2. CT - Develop offerings for EJC Communities (Res & C&I)	C	Jan		Mar								
3. CT HES/HES-IE Delivery Model - Reach Stakeholder Consensus on program enhancements	C	Jan		Mar								
4. CT - Develop a low-moderate & moderate income program to align w/ Federal IRA Grant guidelines	C	Jan										Dec
5. NH – Develop & implement moderate income incentive offer within Home Energy Performance Program	C	Jan										Dec
6. NH - Kickoff stakeholder engagement process for 2027-2029 Plan	C									Oct		Dec

Execute Corporate-wide Cost Reduction Initiative Improving Organizational Effectiveness **Responsible: Exec 7**												C
1. Organizational effectiveness - business areas & HR collaborate to identify organizational opportunities	C	Jan										Dec
2. Operational efficiencies - business identify & implement initiatives to improve operational performance	C	Jan										Dec

Advance Energy Strategy: Communicate Refreshed Eversource Energy Strategy **Responsible: Exec 7**												Y
1. Finalize energy strategy communication slides	C	Jan										Dec
2. Work across enterprise to establish venues to communicate strategy	C		Feb		Apr							
3. Communicate strategy to internal stakeholders	Y					May						Dec

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Incorporate Natural Hazard Risk in All Hazards Plan (AHERP): Identify, assess, and rank natural hazard vulnerability & update AHERP

Responsible: Exec 9

1. Finalize parameters to define natural risk, quantify risk vulnerability by county, and rank identified risks	C	Jan – Jul
2. Work with Baker Donelson to create history book of Eversource's risk mitigation plans and actions	C	Feb – Sep
3. Vulnerability Assessment: Team with Risk Management to prioritize threat mitigation/response plans	C	Apr – Sep
4. Consolidate individual hazard risk assessments into single comprehensive Natural Hazard Plan	C	Jul – Aug
5. Update All-Hazard Emergency Response Plan (AHERP)	C	Sep – Dec
6. Incorporate Flooding and Wildfire Appendices into All-Hazard Emergency Response Plan	C	Sep – Dec

Invest in Storm Resource Management (SRM) Solution: Acquire software platform to efficiently hire, manage, track & pay ERP resources

Responsible: Exec 9

1. Finalize SRM solution concept and scope for Executive approval	C	Jan – Feb
2. Identify internal stakeholders, develop requirements for RFI, and identify potential vendors	C	Feb – Apr
3. Finalize SRM Requirements and publish RFI	C	Apr – Jun
4. Evaluate vendor responses, host presentations and assess options	C	Jun – Aug
5. Develop and publish RFP	C	Aug – Sep
6. Technical review of RFP responses and internal funding approval for 2026 execution	C	Sep – Nov
7. Solution selection and contract development	C	Oct – Dec
8. Develop solution implementation project timeline	C	Nov – Dec

Increase ERP Contractor Acquisition Efficiency: Work with contractors to increase speed and reduce costs of small-scale mobilization Exec 9

1. Track costs/paid hours for crew mobilization for regional contractors during Levels 4 & 5 events	C	Jan – Dec
2. Negotiate with regional contractors to re-deploy resources to facilitate quicker, lower-cost mobilization/demob	C	Feb – Dec
3. Identify and address root causes of performance gaps in OMS crew status updates (UAS, ASN, ENR, ONS)	C	Feb – Oct
4. Leverage current IT tools to track the number of crews onsite and duration of completed jobs	C	Mar – Nov

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Implement an Improved Regulatory Metrics Reporting Process & Advance Newly Required Metrics **Responsible: Exec 21**												**C**
1. Implement PBR/SQI accountability metrics on scorecards - CPM	C	Jan		Mar								
2. Conduct periodic reviews and distribute metrics to business leaders - CPM	C	Jan										Dec
3. Conduct annual review of regulatory metrics and reports for compliance - Regulatory Affairs/Rates	C	Jan										Dec
4. Identify and distribute new or revised metrics to appropriate groups - Regulatory Affairs	C	Jan										Dec
5. Develop a Regulatory Compliance Index (CT) metric for Q1 2026 scorecard reporting - CPM	C									Oct		Dec
Target strategies and initiatives that will strengthen Eversource's Balance Sheet, Financial Condition and Credit Rating **Responsible: Exec 21**												**C**
1. Target and implement tax strategies to improve cash flow	C	Jan										Dec
2. Explore Strategic Opportunities within our Key Regulatory Filings to Enhance our Financial Condition	C	Jan										Dec
3. Opportunistically utilize equity issuances, if needed, while minimizing impacts to the Plan	C	Jan										Dec
4. Identify new opportunities to strengthen the balance sheet or credit metric variables.	C	Jan										Dec
Build an Effective Strategy for End-to-End Storm Cost Management & Cost Recovery **Responsible: Exec 21**												**C**
1. Identify key ERP crew suppliers and establish contracts/rate sheets for ERP services	C	Jan						Jun				
2. Implement standard electronic filing system for invoice and timesheet processing	C							Jun		Oct		
3. Improve storage/retrieval of storm cost documents (Contracts. rate sheets, POs, Invoices, Timesheets)	C		Feb						Sep			
4. Update storm procurement policies/procedures to ensure an efficient, cost effective process	C	Jan		Mar								
5. Conduct cross-organization workshops/training on storm procurement policies/procedures	C			Mar								Dec
6. Invest in Storm Resource Management Solution	C	Jan										Dec
Execute Divestiture of Aquarion **Responsible: Exec 21**												**R**
1. Negotiate Purchase and Sales Agreement (PSA) with winning bidder	C	Jan										
2. Announce signing of PSA transaction	C	Jan										
3. Submit regulatory filings with applicable jurisdictions	C		Feb									
4. Receive all regulatory approvals	C		Feb							Oct		
5. Close sale transaction	R										Nov	Dec

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Target strategies and initiatives that will strengthen Eversource's Balance Sheet, Financial Condition and Credit Rating **Responsible: Exec 13**			**C**
1. Target and implement tax strategies to improve cash flow	C	Jan	Dec
2. Explore Strategic Opportunities within our Key Regulatory Filings to Enhance our Financial Condition	C	Jan	Dec
3. Opportunistically utilize equity issuances, if needed, while minimizing impacts to the Plan	C	Jan	Dec
4. Identify new opportunities to strengthen the balance sheet or credit metric variables.	C	Jan	Dec

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Optimize Customer Value Capabilities from AMI **Responsible: Exec 16**							**C**
1. Analysis of Itron DI Apps to emulate traditional data analytics	C	Mar					Dec
2. Evaluate initial DI apps and compare to data analytics for Western MA	C					Sep	Dec
3. Lab evaluation of streetlighting control extension for AMI	C				Jul	Sep	
4. Evaluate AMI extension for gas metering	C			Jun		Sep	
5. Seek approval to develop a formal business case assessment for MA Gas AMI	C					Sep	Dec

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Maintain positive union relationships

Responsible: Exec 18 — C

1. Create labor strategy for 2025 objectives/plans	C	Jan					Dec
2. Hold quarterly joint council meetings with business and union leaders	C	Jan					Dec
3. Facilitate quarterly meetings with business leaders for updates, context setting, prioritization of initiatives	C	Jan					Dec
4. Achieve successful outcomes in CBA negotiations in 2025, representing approximately 2600 employees:	G	Jan					Dec
4.a. UWUA, Local 369 (E MA - Gas/Elec)	C	Jan			Jun		
4.b. IBEW Local 326/386 (MA - Lawrence/Easthampton Gas	C	Jan				Jul	
4.c. IBEW New Contract for Construction Reps (WMA, CT)	C	Jan					Dec
4.d. IBEW New Contract Administrative/Clerical Workers (WMA)	C	Jan					Dec
4.e. IBEW New Contracts for ESCC and SOC (NH)	G	Jan					Dec
5. Develop & implement education materials for union leadership to convey value of employment deal	C	Jan					Dec
6. Support AMI Project and other key initiatives with labor implications (e.g., GIS, OMNI/CIS, Field Connect)	C	Jan					Dec
7. Continue to support benefit modernization plan (including potential medical redesign)	C	Jan					Dec

Develop and implement effective HR policies and practices supporting strategic growth of the business

Responsible: Exec 18 — C

1. Performance mgmt: Review performance management process for relevancy and effectiveness	C					Jul	Dec
2. Performance mgmt: Support leaders to execute equitable performance calibration & management process	C	Jan	Mar				
2a. Consult leaders on "pay for performance" practices, and ownership of the message	C	Jan	Mar				
3. Employee Dev & Retention: Lead high potential assessment/mobility/succession plan, utilize tech	C			Apr			Dec
4. Employee Dev & Retention: Support leaders on employee dev planning & consistent messaging	C	Jan					Dec
5. Employee Dev & Retention: Develop and implement strategies for employee retention	C	Jan					Dec
5a. Highlight and promote career paths to show opportunities for growth across the business	C			Apr			Dec
5b. Review job descriptions for qualification relevancy	C			Apr			Dec
6. Employee Engagement: Consult leaders on employee listening activities & develop action plans	C	Jan					Dec
7. Workforce Planning: Implement workforce planning process to support current & future talent needs	C				Jun		Dec
8. Org Develop: Consult & guide leaders on org design principles/restructures. Develop comm plans	C	Jan					Dec

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Enhanced Physical Security: Improve facilities security to protect assets and meet evolving regulatory requirements Responsible: Exec 24	C					
1. Support replacement of the ES access control system	C	Jan				Dec
2. Meet w/ first responders at major ES offices in support of response for potential active shooter incidents	C		Feb		May	
3. Conduct annual physical security assessments at CIP-014 locations with law enforcement	C	Jan				Dec
4. Review and enhance security measures for key executives	C	Jan		Mar		

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Continue with benefits modernization opportunities - to support attraction and retention of a diverse workforce **Responsible: Exec 25**	**C**	
1. Continue with Cash Balance Plan implementation activities	C	Jan ... Dec
1.a. Continue to negotiate change with union groups as needed	C	Jan ... Dec
1.b. Update all employee facing materials	C	Jan ... Dec
1.c. Update all plan documents and Summary Plan Description (SPDs) as needed	C	Jan ... Dec
1.d. Update HRConnect Total Rewards page with Fidelity CB Balance feed	C	Jul ... Dec
2. Finalize Redesign of Medical, Dental and Vision Plans	C	Jan ... May
2.a. Negotiate with L369 and other groups as applicable	C	Jan ... Dec
2.b. Program Workday, modify integrations etc. to support admin of new design	C	Jan ... Dec
2.c. Develop Open Enrollment materials to support new designs	C	Jun ... Sep
2.d. Conduct Open Enrollment for all employee groups	C	Oct ... Dec
3. Negotiate new contracts with the following benefits providers for 1/1/26	C	Jan ... Dec
3.a. Delta Dental, Securian life Insurance, Lincoln Financial and WEX	C	Jan ... Dec
3.b. move Alight admin of EGMA pension to WTW (expires 10/25)	C	Jan ... Oct
4. Transition Wellness from Virgin Pulse as they were acquired by Personify - (Rebranding)	C	Jan
5. Update Workday (and WFS) for all union contracts and MOAs	C	Jan ... Dec

Support Corporate Regulatory and Corporate Compliance **Responsible: Exec 25**	**C**	
1. Support Yankee Gas and PSNH Rate Case	C	Jan ... Dec
2. Complete SOX SOD quarterly reviews	C	Jan ... Dec
3. Provide data to support reg requirements (1095HC, non-discrimination testing, AA Filings, Proxy, etc.)	C	Jan ... Dec
4. Support Sustainability Report Metrics	C	Mar ... Oct
5. Ensure Workday is ready to support the annual Open Enrollment and Compensation Processes	C	Jan ... Dec

Conduct Annual Executive and Broad-based Compensation Cycles, including Compensation Committee **Responsible: Exec 25**	**C**	
1. Executive compensation cycle	C	Jan ... Feb
2. January and February Compensation Committee meetings	C	Jan ... Feb
3. Broad-based compensation cycle	C	Jan ... Apr
4. Compensation survey participation	C	Mar ... May
5. September Compensation Committee meeting	C	Aug ... Sep
6. Executive market analyses (Bi-annually include Trustees)	C	Oct ... Nov
7. December Compensation Committee meeting	C	Nov ... Dec

Support Annual Compliance Activities **Responsible:Exec 25**	**C**	
1. Complete Proxy Statement	C	Jan ... Mar
2. Support Annual meeting prep and support of investor relations	C	Apr ... May
3. Support Annual executive regulatory/state filings	C	Apr ... May
4. Required witness/drafter for all rate cases and regulatory filings	C	Jan ... Dec
5. Monitor market to determine new and emerging trends	C	Jan ... Dec

Support the Business working with HRBPs and TA team **Responsible: Exec 25**	**C**	
1. Working with the HRBP team, determine/develop compensation projects for the calendar year	C	Jan ... Dec
2. Support the TA team with reviewing and approving salary offers	C	Jan ... Dec
3. Develop job descriptions and evaluations/market pricings for new or modified jobs	C	Jan ... Dec
4. Support the HRBP team for all re-organizations	C	Jan ... Dec

Continuous Improvement of HR/Compensation Tools that Support our Employees and the Business **Responsible: Exec 25**	**C**	
1. Develop new and enhanced total compensation statements on the Fidelity platform	C	Jan ... Apr
2. Working with Workday, improve both day to day comp tools and the annual comp cycle process	C	Jan ... Dec
3. Work with Fidelity to improve customer experience in Stock Plan Services & Deferred Comp Platforms	C	Jan ... Dec

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Build an EVP That Represents Everyone **Responsible: Exec 26**	**C**											
1. Rollout EVP videos and internal marketing campaign to retain talent	C	Jan										Dec
2. Implement social media campaign to attract and retain critical skills and underrepresented groups	C	Jan										Dec
3. Refresh career site and jobs.eversource.com to reflect EVP (benefits, importance, ESG, etc.)	C	Jan										Dec
4. Develop and implement listening strategy to monitor employee engagement	C	Jan										Dec
Progress the Eversource culture **Responsible: Exec 26**	**C**											
1. Host "Day of Understanding"	C				Apr		Jun					
2. Implement Culture & Engagement Speaker Series	C	Jan										Dec
3. Implement BRG and Advisory Council plans and activities	C	Jan										Dec
4. Rotate BRG Sponsors and leaders every 2 years	C	Jan										Dec
5. Complete HR input to Annual Sustainability report	C	Jan					Jun					
6. Hold BRG Summit	C						Jun					Dec
7. Partner with external organizations to attract and retain qualified talent	C	Jan										Dec
8. Promote active leadership involvement in employment culture and engagement activities	C	Jan										Dec
9. Reestablish self-administer the Ambassador Program for onboarding new employees	C						Jun					Dec
10. Conduct online and in person inclusion workshops	C	Jan										Dec
Provide equitable career growth and mobility opportunities that prepare the workforce for current and future success **Responsible: Exec 26**	**C**											
1. Implement ELDC program	C	Jan										Dec
2. Develop and implement Director and above onboarding framework	C			Mar					Aug			
3. Expand the L&D strategy through richer offerings, better marketing and focused training	C	Jan										Dec
4. Refine list of external leadership programs, and equitably offer opportunities to all groups	C	Jan					Jun					
5. Expand Mentoring Pilot within ELDC	C				Apr					Sep		
6. Foster Learning Council to align skills and leadership development needs, resources and online tools	C	Jan										Dec
7. Develop consistent succession plan process	C	Jan										Dec
8. Review performance management process for relevancy and effectiveness	C							Jul				Dec
Attract the talent needed for current and future business success **Responsible: Exec 26**	**C**											
1. Define and fill jobs to meet current and future hiring needs (Ops 5 year plan, future business growth)	C	Jan										Dec
2. Align compensation to better attract "hard to get" skills	C	Jan										Dec
3. Establish partnership with external groups to enhance diverse slates and pipelines	C	Jan										Dec
4. Refine Early in Career strategy to meet cohort needs and better partner with Tier 1, 2 and 3 schools	C	Jan							Aug			
5. Implement interview scheduling tool	C	Jan					Jun					
6. Conduct RFP, choose and implement new background check provider and tools	C	Jan										Dec
7. Define and update sourcing tools, technologies, WD enhancements and AI capabilities for TA efficiency	C	Jan										Dec
8. Provide Behavior Based Interview training to managers	C	Jan										Dec
9. Refine and implement actions to attract and hire candidates from underrepresented groups	C	Jan										Dec
Develop ES Change Management methodology that supports key business process changes and HR initiatives **Responsible: Exec 26**	**C**											
1. Finalize enterprise change management strategy; communicate and implement plan	C	Jan										Dec
2. Stand up enterprise Change Management Office including change management standards	C	Jan	Feb									
3. Design and pilot Change Management Train the Trainer program	C	Jan	Feb									
4. Develop and update education materials and CM resources (internal HUB page/templates/dashboards)	C	Jan							Aug			
5. Continue to monitor and support Change Management strategy for IT PMO projects	C	Jan										Dec
6. Assess & support training to ensure business level training model is in place for new & continued education	C	Jan										Dec

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Incorporate Value Engineering Opportunities in Design Standards

Responsible: Exec 29

1. Identify opportunities to optimize civil/structural design criteria for substation equipment (SUB 006)	C		Feb						Sep			
2. Revise civil/structural design criteria (SUB 006) and identify needed updates to standards	C								Sep			Dec
3. Review Transformer Specifications and identify opportunities to optimize design criteria	C		Feb			Jun						
4. Evaluate innovative transformer design methods to identify opportunities to maximize MVA/$ and MVA/ft^2	C				May				Sep			
5. Document findings regarding transformer specifications and innovative design methods in a formal report.	C								Sep			Dec
6. Evaluate Modular Substation Design standards and identify opportunities to reduce project cost/schedule	C							Aug				Dec
7. Perform study to identify preferred 3D/intelligent design software tools to reduce design cycle time	C	Jan				Jun						
8. Develop new intelligent design workflow, and perform gap analysis of existing processes	C						Jul					Dec
9. Establish new Intelligent 3D Engineering & Design dept. to execute and manage new tools and processes	C						Jul					Dec

C

Improve Inspection Automations (Transmission & Distribution) and Fully Scale the Smart Inspect Program

Responsible: Exec 29

1. Define project scope with stakeholders, and test new Samsara cameras with developed AI models.	C	Jan		Apr								
2. Develop features that enable uploading and processing of inspection videos within the platform.	C			Apr				Aug				
3. Establish seamless integration between AI models and inspection data in SmartInspect platform.	C			Apr						Oct		
4. Update the user interface for inspection result review and inspection report generation.	C			Apr						Oct		
5. Conduct testing on select circuits and tweak designs based on feedback from WMA dist. engineering users.	C							Aug			Nov	
6. Phased roll-out the enhanced platform (WMA, EMA, NH, CT) and provide comprehensive user training.	C									Oct		Dec

C

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Electric Sector Modernization Plan (ESMP) - Meet Compliance Requirements & Execute Approved 2025 Grid Modernization Plan **Responsible: Exec 40**							C
1. Rate Recovery for incremental investments and rate re-design to address affordability in DPU hearings	C	Jan					Dec
2. Develop implementation strategy for Technology Platforms incl. strategic dev. of Grid Compensation Fund	C	Jan					Dec
3. Develop the LTSPP Planning and Cost Allocation framework with stakeholder consensus for filing with the DPU	C	Jan					Dec
4. Establish internal processes for successful collaboration with the GMAC and Bi-annual ESMP filing	C	Jan					Dec
5. Execute Approved 2025 Grid Modernization Plan	C	Jan					Dec

Integrated Gas & Electric Planning: Implement Integrated Energy Planning (IEP) Framework **Responsible: Exec 40**							C
1. Complete Engineering, Customer Review and Community Engagement toward successful dev. of IEP Pilots	C	Jan					Dec
2. File Climate Compliance Plan (CCP) with the DPU including IEP, NPA and Pilot submittals	C	Jan	Apr				
3. Develop a detailed implementation plan to successfully execute on IEP pilots	C	Jan				Sep	
4. Seek DPU approval of IEP framework including, rate and cost recovery across non-affiliated companies	C	Jan				Sep	
5. Establish and Implement Non-Pipe Alternative (NPA) Analysis framework in compliance with DPU Order 20-80	C	Jan					Dec

Implement Interconnection Automation Tool and Hosting Capacity Map Improvements **Responsible: Exec 40**							C
1. Finalize Interconnection Process Standard Doc w/ detailed overview of processes and automated steps	C	Jan	Apr				
2. Develop and publish Hosting Capacity Modeling Standard Document outlining how HC is calculated	C	Jan	Apr				
3. Develop and publish Headroom Modeling Standard Document outlining how HR is calculated	C	Jan	Apr				
4. Ph 1 Go Live: Deploy production environment of IGP w/ initial extract of grid data from the source systems	C	Jan		Jun			
5. Ph 2 Go Live: Deploy consolidated external interface w/ IGP calculated advanced hosting capacity values	C	Jan				Sep	
6. Decommission old Hosting Capacity Map infrastructure, including HC Calculations by IT	C	Jan					Dec

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Electric Sector Modernization Plan (ESMP) - Meet Compliance Requirements & Execute Approved 2025 Grid Modernization Plan **Responsible: Exec 43**	**C**											
1. Rate Recovery for incremental investments and rate re-design to address affordability in DPU hearings	C	Jan										Dec
2. Develop implementation strategy for Technology Platforms incl. strategic dev. of Grid Compensation Fund	C	Jan										Dec
3. Develop the LTSPP Planning and Cost Allocation framework with stakeholder consensus for filing with the DPU	C	Jan										Dec
4. Establish internal processes for successful collaboration with the GMAC and Bi-annual ESMP filing	C	Jan										Dec
5. Execute Approved 2025 Grid Modernization Plan	C	Jan										Dec

Ensure Visibility and Optimization of Interconnected Resources **Responsible: Exec 43**	**C**											
1. Place MA DMS in service and implement operational improvements for reliability and system efficiency	C	Jan										Dec
2. Place MA DERMS Phase I in-service and complete integration with Grid Edge DERMS	C	Jan										Dec
3. Complete NH eECS upgrade and meet compliance reqmnt. to implement three-state adjusted ratings procedure	C	Jan										Dec
4. Develop FERC 2222 compliance procedures (metering, settlement, operations) for 2026 implementation	C	Jan										Dec
5. Complete negotiations for DOE DERMS Grant (Outer Cape Microgrid Optimization) and begin implementation	Y	Jan										Dec

Implementation Roadmap for Graphic Work Design **Responsible: Exec 43**	**C**											
1. Document required deliverables from Work Order Life Cycle (WOLC) initiative needed for Graphic Work Design	C	Jan		Apr								
2. Complete industry and technology best practice assessment	C	Jan		Apr								
3. Define project scope, including process improvements	C				May		Aug					
4. Finalize cost/benefit analysis	C							Sep		Nov		
5. Develop implementation roadmap	C								Oct			Dec

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Track Evolving Regulatory Developments to Ensure Recovery of Investment: Cape Cod Solutions **Responsible: Exec 54**	**C**					
1. Develop tracking of financial project milestones compared to necessary credit authorizations for 2025 & 2026	C	Jan	Mar			
2. Receive Full Notice to Proceed (FNTP) per the TSA or a Letter of Agreement that ensures appropriate funding.	C			Apr	Jun	
3. Avangrid completes Power Purchase Agreement (PPA) contract negotiations and files PPA with DPU.	Y		Mar			2026
4. DPU stakeholder process resulting in an approved PPA.	Y					2026
5. Eversource to receive Full Notice to Proceed (FNTP) for the remainder of the project.	G					2026

Policy & Stakeholder Engagement **Responsible: Exec 54**	**C**		
1. Advocate for effective long-term planning and right-sizing as part of ISO-NE compliance with FERC Order 1920.	C	Jan	Dec
2. Further enhance transparency and stakeholder review to address states concerns about asset condition projs.	C	Jan	Dec
3. Develop proposals to address competition and stakeholder concerns about costs.	C	Jan	Dec
4. Develop a stakeholder map at the local, regional and national level.	C	Jan	Dec
5. Perform outreach to key stakeholders to seek alignment on actions that could be taken to meet policy goals.	C	Jan	Dec
6. Develop and execute on partnership strategy, incl. renewable developers, load projects and transm. owners.	C	Jan	Dec
7. Collaborate with CIC to identify co-optimization opportunities for Interconnection customers.	C	Jan	Dec
8. Promote Points of Interconnection (POIs) to interested interconnection customers.	C	Jan	Dec

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Electric Sector Modernization Plan (ESMP) - Meet Compliance Requirements & Execute Approved 2025 Grid Modernization Plan **Responsible: Exec 55**	**C**												
1. Rate Recovery for incremental investments and rate re-design to address affordability in DPU hearings	C	Jan											Dec
2. Develop implementation strategy for Technology Platforms incl. strategic dev. of Grid Compensation Fund	C	Jan											Dec
3. Develop the LTSPP Planning and Cost Allocation framework with stakeholder consensus for filing with the DPU	C	Jan											Dec
4. Establish internal processes for successful collaboration with the GMAC and Bi-annual ESMP filing	C	Jan											Dec
5. Execute Approved 2025 Grid Modernization Plan	C	Jan											Dec

Continue to Improve and Enhance the Work Order Lifecycle: Execute 2025 Work Order Lifecycle (WOLC) Initiative **Responsible: Exec 55**	**C**												
1. Establish optimized business process management capabilities (e.g., stored workflows, review process).	C	Jan							Aug				
2. Deliver financial system betterments (e.g., Powerplan Adapter).	C			Mar						Sep			
3. Implement operational betterments (e.g., CU library, date management, scheduling enhancements).	C			Mar									Dec
4. Develop and publish centralized performance measurement tools and reporting platform.	C	Jan										Oct	
5. Establish change management (training) program to support employee proficiency and engagement.	C					May							Dec

Ensure Visibility and Optimization of Interconnected Resources **Responsible: Exec 55**	**C**												
1. Place MA DMS in service and implement operational improvements for reliability and system efficiency	C	Jan											Dec
2. Place MA DERMS Phase I in-service and complete integration with Grid Edge DERMS	C	Jan											Dec
3. Complete NH eECS upgrade and meet compliance reqmnt. to implement three-state adjusted ratings procedure	C	Jan											Dec
4. Develop FERC 2222 compliance procedures (metering, settlement, operations) for 2026 implementation	C	Jan											Dec
5. Complete negotiations for DOE DERMS Grant (Outer Cape Microgrid Optimization) and begin implementation	Y	Jan											Dec

Enhance Investment and Regulatory Strategy for Asset Condition and Vegetation Management **Responsible: Exec 55**	**C**												
1. Document capital investment prioritization framework	C	Jan						Jul					
2. Strengthen alternative analysis for projects over $50M to support NESCOE process	C	Jan				May							
3. Incorporate alternative analysis (>$50M) and investment prioritization into Fall Budget cycle	C						Jun			Sep			
4. Enhance Transmission OH and UG Asset Strategy documents to reflect rebuild methodology	C	Jan											Dec
5. Enhance and document Veg Management Investment and Prioritization methodology	C	Jan							Aug				
6. Establish a regulatory strategy for Veg Management Investments	C						Jun						Dec

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Incorporate Natural Hazard Risk in All Hazards Plan (AHERP): Identify, assess, and rank natural hazard vulnerability & update AHERP **Responsible:** Exec 59	C												C
1. Finalize parameters to define natural risk, quantify risk vulnerability by county, and rank identified risks	C	Jan						Jul					
2. Work with Baker Donelson to create history book of Eversource's risk mitigation plans and actions	C		Feb							Sep			
3. Vulnerability Assessment: Team with Risk Management to prioritize threat mitigation/response plans	C				Apr					Sep			
4. Consolidate individual hazard risk assessments into single comprehensive Natural Hazard Plan	C							Jul	Aug				
5. Update All-Hazard Emergency Response Plan (AHERP)	C									Sep			Dec
6. Incorporate Flooding and Wildfire Appendices into All-Hazard Emergency Response Plan	C									Sep			Dec

Invest in Storm Resource Management (SRM) Solution: Acquire software platform to efficiently hire, manage, track & pay ERP resources **Responsible: Exec 59**	C												C
1. Finalize SRM solution concept and scope for Executive approval	C	Jan	Feb										
2. Identify internal stakeholders, develop requirements for RFI, and identify potential vendors	C		Feb		Apr								
3. Finalize SRM Requirements and publish RFI	C				Apr		Jun						
4. Evaluate vendor responses, host presentations and assess options	C						Jun		Aug				
5. Develop and publish RFP	C								Aug	Sep			
6. Technical review of RFP responses and internal funding approval for 2026 execution	C									Sep		Nov	
7. Solution selection and contract development	C										Oct		Dec
8. Develop solution implementation project timeline	C											Nov	Dec

Increase ERP Contractor Acquisition Efficiency: Work with contractors to increase speed and reduce costs of small-scale mobilization **Responsible:** Exec 59	C												C
1. Track costs/paid hours for crew mobilization for regional contractors during Levels 4 & 5 events	C	Jan											Dec
2. Negotiate with regional contractors to re-deploy resources to facilitate quicker, lower-cost mobilization/demob	C		Feb										Dec
3. Identify and address root causes of performance gaps in OMS crew status updates (UAS, ASN, ENR, ONS)	C		Feb								Oct		
4. Leverage current IT tools to track the number of crews onsite and duration of completed jobs	C			Mar								Nov	

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Electric Sector Modernization Plan (ESMP) - Develop and Execute ESMP Projects, including Approved Group Studies (MA DER CIP) **Responsible: Exec 62**	**C**											
1. Advance company positions during MA siting reform regulatory process	C	Jan										Dec
2. Advance projects through development phases (site selection, conceptual engineering, etc.)	C	Jan										Dec
3. Develop project execution plans, including advancing resource loaded schedules.	C	Jan										Dec
4. Develop comprehensive risk plan for all projects	C	Jan										Dec
5. Successfully execute ESMP and DER CIP projects	C	Jan										Dec

Track Evolving Regulatory Developments to Ensure Recovery of Investment: Cape Cod Solutions **Responsible: Exec 62**	**C**											
1. Develop tracking of financial project milestones compared to necessary credit authorizations for 2025 & 2026	C	Jan		Mar								
2. Receive Full Notice to Proceed (FNTP) per the TSA or a Letter of Agreement that ensures appropriate funding.	C				Apr		Jun					
3. Avangrid completes Power Purchase Agreement (PPA) contract negotiations and files PPA with DPU.	Y			Mar								2026
4. DPU stakeholder process resulting in an approved PPA.	Y											2026
5. Eversource to receive Full Notice to Proceed (FNTP) for the remainder of the project.	G											2026