

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
Dean Middle School	CL-706036	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-706411	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-706080	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-705493	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-706033	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-706420	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-706399	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-706419	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-706416	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-706038	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-705319	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Dean Middle School	CL-706429	JA Inspire	JA in a day	21	2/7/2018	Spring	81	84
Dean Middle School	CL-705612	JA Inspire	JA in a day	23	2/7/2018	Spring	81	92
Goodson Middle School	CL-707345	JA Inspire	JA in a day	23	5/14/2018	Spring	27	92
Goodson Middle School	CL-707351	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707369	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707336	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707359	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707337	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707342	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707335	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707366	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707373	JA Inspire	JA in a day	24	2/7/2018	Spring	27	96
Goodson Middle School	CL-707363	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707349	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707332	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707361	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707347	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707328	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707362	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707340	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707365	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707370	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Goodson Middle School	CL-707338	JA Inspire	JA in a day	23	2/7/2018	Spring	27	92
Hamilton Elementary School	CL-706620	JA Inspire	JA in a day	20	2/7/2018	Spring	9	80
Hamilton Middle School	CL-706600	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706605	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706568	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706613	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706565	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706623	JA Inspire	JA in a day	39	2/7/2018	Spring	1	156

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Hamilton Middle School	CL-706607	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706616	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706604	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706558	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706608	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706439	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706610	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706563	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706599	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706601	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706612	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706622	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706617	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hamilton Middle School	CL-706459	JA Inspire	JA in a day	20	2/7/2018	Spring	1	80
Hopper Middle School	CL-706962	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706917	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706989	JA Inspire	JA in a day	27	2/7/2018	Spring	77	108
Hopper Middle School	CL-706934	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706960	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706984	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706938	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706986	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706963	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706937	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706972	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706961	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706964	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706944	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706980	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706973	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Hopper Middle School	CL-706940	JA Inspire	JA in a day	28	2/7/2018	Spring	77	112
Kahla Middle School	CL-703669	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703701	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703705	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703677	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703692	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703696	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703684	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703707	JA Inspire	JA in a day	25	2/6/2018	Spring	71	100
Kahla Middle School	CL-703678	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703686	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80

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Kahla Middle School	CL-703699	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703687	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703691	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703689	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703703	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703704	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703693	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703681	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703688	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703679	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703698	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703700	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Kahla Middle School	CL-703706	JA Inspire	JA in a day	20	2/6/2018	Spring	71	80
Truitt Middle School	CL-707037	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707021	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707042	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-706996	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707018	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707001	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707023	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707003	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707006	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707012	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707015	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707009	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707008	JA Inspire	JA in a day	20	5/14/2018	Spring	65	80
Truitt Middle School	CL-706995	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-706999	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707033	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707004	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707036	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707044	JA Inspire	JA in a day	29	2/7/2018	Spring	65	116
Truitt Middle School	CL-706991	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707013	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707027	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Truitt Middle School	CL-707041	JA Inspire	JA in a day	20	2/7/2018	Spring	65	80
Watkins Middle School	CL-701517	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701277	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701527	JA Inspire	JA in a day	35	2/6/2018	Spring	71	140
Watkins Middle School	CL-701375	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701418	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72

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Watkins Middle School	CL-701481	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701469	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701493	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701521	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701526	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701489	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701523	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701500	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701474	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701476	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701515	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701473	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701522	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701398	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701499	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701471	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701501	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701516	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701524	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701380	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Watkins Middle School	CL-701496	JA Inspire	JA in a day	18	2/6/2018	Spring	71	72
Anahuac Middle School	CL-671900	JA Inspire	JA in a day	24	12/7/2017	Fall	53	96
Anahuac Middle School	CL-671903	JA Inspire	JA in a day	24	12/7/2017	Fall	53	96
Anahuac Middle School	CL-671894	JA Inspire	JA in a day	23	12/7/2017	Fall	53	92
Anahuac Middle School	CL-671901	JA Inspire	JA in a day	23	12/7/2017	Fall	53	92
Woodrow Wilson Junior High School	CL-671592	JA Inspire	JA in a day	24	12/7/2017	Fall	55	96
Woodrow Wilson Junior High School	CL-671590	JA Inspire	JA in a day	14	12/7/2017	Fall	55	56
Woodrow Wilson Junior High School	CL-671496	JA Inspire	JA in a day	21	12/7/2017	Fall	55	84
Woodrow Wilson Junior High School	CL-671584	JA Inspire	JA in a day	21	12/7/2017	Fall	55	84
Woodrow Wilson Junior High School	CL-671579	JA Inspire	JA in a day	22	12/7/2017	Fall	55	88
Woodrow Wilson Junior High School	CL-671587	JA Inspire	JA in a day	23	12/7/2017	Fall	55	92
Woodrow Wilson Junior High School	CL-671518	JA Inspire	JA in a day	22	12/7/2017	Fall	55	88
Woodrow Wilson Junior High School	CL-671499	JA Inspire	JA in a day	23	12/7/2017	Fall	55	92
Woodrow Wilson Junior High School	CL-671505	JA Inspire	JA in a day	21	12/7/2017	Fall	55	84
Woodrow Wilson Junior High School	CL-671490	JA Inspire	JA in a day	24	12/7/2017	Fall	55	96
Woodrow Wilson Junior High School	CL-671142	JA Inspire	JA in a day	27	12/7/2017	Fall	55	108
Woodrow Wilson Junior High School	CL-671506	JA Inspire	JA in a day	20	12/7/2017	Fall	55	80
Woodrow Wilson Junior High School	CL-671495	JA Inspire	JA in a day	20	12/7/2017	Fall	55	80
Woodrow Wilson Junior High School	CL-671498	JA Inspire	JA in a day	24	12/7/2017	Fall	55	96
Woodrow Wilson Junior High School	CL-671508	JA Inspire	JA in a day	20	12/7/2017	Fall	55	80
Woodrow Wilson Junior High School	CL-671493	JA Inspire	JA in a day	22	12/7/2017	Fall	55	88

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Woodrow Wilson Junior High School	CL-671492	JA Inspire	JA in a day	24	12/7/2017	Fall	55	96
Woodrow Wilson Junior High School	CL-671580	JA Inspire	JA in a day	24	12/7/2017	Fall	55	96
Hardin Junior High School	CL-671139	JA Inspire	JA in a day	20	12/7/2017	Fall	50	80
Hardin Junior High School	CL-671141	JA Inspire	JA in a day	20	12/7/2017	Fall	50	80
Hardin Junior High School	CL-671136	JA Inspire	JA in a day	20	12/7/2017	Fall	50	80
Hardin Junior High School	CL-671132	JA Inspire	JA in a day	20	12/7/2017	Fall	50	80
Hardin Junior High School	CL-671138	JA Inspire	JA in a day	20	12/7/2017	Fall	50	80
Hardin Junior High School	CL-671137	JA Inspire	JA in a day	20	12/7/2017	Fall	50	80
Hull-Daisetta Junior High	CL-671904	JA Inspire	JA in a day	14	12/7/2017	Fall	53	56
Hull-Daisetta Junior High	CL-671909	JA Inspire	JA in a day	14	12/7/2017	Fall	53	56
Liberty Middle School	CL-671665	JA Inspire	JA in a day	15	12/7/2017	Fall	56	60
Liberty Middle School	CL-671660	JA Inspire	JA in a day	15	12/7/2017	Fall	56	60
Liberty Middle School	CL-671661	JA Inspire	JA in a day	15	12/7/2017	Fall	56	60
Liberty Middle School	CL-671596	JA Inspire	JA in a day	15	12/7/2017	Fall	56	60
Liberty Middle School	CL-671666	JA Inspire	JA in a day	15	12/7/2017	Fall	56	60
Liberty Middle School	CL-671612	JA Inspire	JA in a day	15	12/7/2017	Fall	56	60
Liberty Middle School	CL-671614	JA Inspire	JA in a day	15	12/7/2017	Fall	56	60
Liberty Middle School	CL-671662	JA Inspire	JA in a day	14	12/7/2017	Fall	56	56
Liberty Middle School	CL-671664	JA Inspire	JA in a day	14	12/7/2017	Fall	56	56
Liberty Middle School	CL-671663	JA Inspire	JA in a day	15	12/7/2017	Fall	56	60
KIPP Courage - Spring Branch	CL-655471	JA Inspire	JA in a day	24	11/15/2017	Fall		96
KIPP Courage - Spring Branch	CL-655452	JA Inspire	JA in a day	25	11/15/2017	Fall		100
KIPP Courage - Spring Branch	CL-655467	JA Inspire	JA in a day	24	11/15/2017	Fall		96
KIPP Courage - Spring Branch	CL-655468	JA Inspire	JA in a day	22	11/15/2017	Fall		88
Landrum Middle School	CL-655521	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655552	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655508	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655528	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655547	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655550	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655502	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655533	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655484	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655497	JA Inspire	JA in a day	26	11/15/2017	Fall	84	104
Landrum Middle School	CL-655530	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655501	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655543	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655514	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655526	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Landrum Middle School	CL-655551	JA Inspire	JA in a day	13	11/15/2017	Fall	84	52
Spring Branch Academic Institute	CL-651809	JA Inspire	JA in a day	8	11/15/2017	Fall		32

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Spring Branch Middle School	CL-666259	JA Inspire	JA in a day	28	11/15/2017	Fall	34	112
Spring Branch Middle School	CL-666301	JA Inspire	JA in a day	30	11/15/2017	Fall	34	120
Spring Branch Middle School	CL-666297	JA Inspire	JA in a day	25	11/15/2017	Fall	34	100
Spring Branch Middle School	CL-666285	JA Inspire	JA in a day	27	11/15/2017	Fall	34	108
Spring Branch Middle School	CL-666279	JA Inspire	JA in a day	23	11/15/2017	Fall	34	92
Spring Branch Middle School	CL-666273	JA Inspire	JA in a day	28	11/15/2017	Fall	34	112
Spring Branch Middle School	CL-666269	JA Inspire	JA in a day	25	11/15/2017	Fall	34	100
Spring Branch Middle School	CL-666296	JA Inspire	JA in a day	28	11/15/2017	Fall	34	112
Spring Branch Middle School	CL-666295	JA Inspire	JA in a day	27	11/15/2017	Fall	34	108
Spring Branch Middle School	CL-666282	JA Inspire	JA in a day	21	11/15/2017	Fall	34	84
Spring Branch Middle School	CL-666289	JA Inspire	JA in a day	28	11/15/2017	Fall	34	112
Spring Branch Middle School	CL-666281	JA Inspire	JA in a day	27	11/15/2017	Fall	34	108
Spring Branch Middle School	CL-666298	JA Inspire	JA in a day	26	11/15/2017	Fall	34	104
Spring Branch Middle School	CL-666277	JA Inspire	JA in a day	26	11/15/2017	Fall	34	104
Spring Forest Middle School	CL-652841	JA Inspire	JA in a day	13	11/15/2017	Fall	56	52
Spring Forest Middle School	CL-652885	JA Inspire	JA in a day	23	11/15/2017	Fall	56	92
Spring Forest Middle School	CL-652873	JA Inspire	JA in a day	26	11/15/2017	Fall	56	104
Spring Forest Middle School	CL-652879	JA Inspire	JA in a day	23	11/15/2017	Fall	56	92
Spring Forest Middle School	CL-653089	JA Inspire	JA in a day	26	11/15/2017	Fall	56	104
Spring Forest Middle School	CL-653092	JA Inspire	JA in a day	22	11/15/2017	Fall	56	88
Spring Forest Middle School	CL-653091	JA Inspire	JA in a day	21	11/15/2017	Fall	56	84
Spring Forest Middle School	CL-653085	JA Inspire	JA in a day	28	11/15/2017	Fall	56	112
Spring Forest Middle School	CL-653086	JA Inspire	JA in a day	19	11/15/2017	Fall	56	76
Spring Forest Middle School	CL-652867	JA Inspire	JA in a day	14	11/15/2017	Fall	56	56
Spring Forest Middle School	CL-653094	JA Inspire	JA in a day	24	11/15/2017	Fall	56	96
Spring Forest Middle School	CL-652882	JA Inspire	JA in a day	21	11/15/2017	Fall	56	84
Spring Forest Middle School	CL-652875	JA Inspire	JA in a day	19	11/15/2017	Fall	56	76
Spring Forest Middle School	CL-652863	JA Inspire	JA in a day	34	11/15/2017	Fall	56	136
Spring Woods Middle School	CL-664796	JA Inspire	JA in a day	23	11/15/2017	Fall	87	92
Spring Woods Middle School	CL-664618	JA Inspire	JA in a day	20	11/15/2017	Fall	87	80
Spring Woods Middle School	CL-664790	JA Inspire	JA in a day	24	11/15/2017	Fall	87	96
Spring Woods Middle School	CL-664812	JA Inspire	JA in a day	18	11/15/2017	Fall	87	72
Spring Woods Middle School	CL-664656	JA Inspire	JA in a day	21	11/15/2017	Fall	87	84
Spring Woods Middle School	CL-664823	JA Inspire	JA in a day	18	11/15/2017	Fall	87	72
Spring Woods Middle School	CL-664678	JA Inspire	JA in a day	20	11/15/2017	Fall	87	80
Spring Woods Middle School	CL-664805	JA Inspire	JA in a day	20	11/15/2017	Fall	87	80
Spring Woods Middle School	CL-664817	JA Inspire	JA in a day	18	11/15/2017	Fall	87	72
Spring Woods Middle School	CL-664665	JA Inspire	JA in a day	20	11/15/2017	Fall	87	80
Spring Woods Middle School	CL-664632	JA Inspire	JA in a day	20	11/15/2017	Fall	87	80
Spring Woods Middle School	CL-664669	JA Inspire	JA in a day	24	11/15/2017	Fall	87	96
Spring Woods Middle School	CL-664810	JA Inspire	JA in a day	10	11/15/2017	Fall	87	40

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
Spring Woods Middle School	CL-664800	JA Inspire	JA in a day	23	11/15/2017	Fall	87	92
Spring Woods Middle School	CL-664820	JA Inspire	JA in a day	18	11/15/2017	Fall	87	72
Bleyl Middle School	CL-703768	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703769	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703774	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703772	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703797	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703787	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703801	JA Inspire	JA in a day	24	2/6/2018	Spring	58	96
Bleyl Middle School	CL-703745	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703785	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703758	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703784	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703728	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703749	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703775	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703752	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703765	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703751	JA Inspire	JA in a day	19	5/4/2018	Spring	58	76
Bleyl Middle School	CL-703759	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703771	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703793	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703762	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703779	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703776	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703791	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703788	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Bleyl Middle School	CL-703767	JA Inspire	JA in a day	19	2/6/2018	Spring	58	76
Labay Middle School	CL-702136	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702129	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702152	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702175	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702176	JA Inspire	JA in a day	23	2/6/2018	Spring	55	92
Labay Middle School	CL-702133	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702121	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702151	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702159	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702090	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702145	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702148	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702142	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
Labay Middle School	CL-702156	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702174	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702131	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702127	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702171	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702149	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702164	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702168	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702153	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Labay Middle School	CL-702124	JA Inspire	JA in a day	18	2/6/2018	Spring	55	72
Holland Middle School	CL-684242	JA Inspire	JA in a day	250	12/14/2017	Fall	90	1,000
Key Middle School	CL-684777	JA Inspire	JA in a day	17	12/14/2017	Fall	98	68
Key Middle School	CL-684802	JA Inspire	JA in a day	17	12/14/2017	Fall	98	68
Key Middle School	CL-684764	JA Inspire	JA in a day	17	12/14/2017	Fall	98	68
Key Middle School	CL-684772	JA Inspire	JA in a day	17	12/14/2017	Fall	98	68
Key Middle School	CL-684736	JA Inspire	JA in a day	17	12/14/2017	Fall	98	68
Key Middle School	CL-684782	JA Inspire	JA in a day	17	12/14/2017	Fall	98	68
Key Middle School	CL-684767	JA Inspire	JA in a day	17	12/14/2017	Fall	98	68
Key Middle School	CL-684760	JA Inspire	JA in a day	17	12/14/2017	Fall	98	68
Key Middle School	CL-684790	JA Inspire	JA in a day	17	12/14/2017	Fall	98	68
Ortiz Middle School	CL-685179	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685173	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685193	JA Inspire	JA in a day	29	12/14/2017	Fall	93	116
Ortiz Middle School	CL-685175	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685170	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685137	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685168	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685186	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685176	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685189	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685183	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
Ortiz Middle School	CL-685181	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
W.I. Stevenson Middle School	CL-686313	JA Inspire	JA in a day	29	12/14/2017	Fall	93	116
W.I. Stevenson Middle School	CL-686326	JA Inspire	JA in a day	30	12/14/2017	Fall	93	120
W.I. Stevenson Middle School	CL-686294	JA Inspire	JA in a day	26	12/14/2017	Fall	93	104
W I Stevenson Middle School	CL-686323	JA Inspire	JA in a day	26	12/14/2017	Fall	93	104
W I Stevenson Middle School	CL-686331	JA Inspire	JA in a day	38	12/14/2017	Fall	93	152
W I Stevenson Middle School	CL-686321	JA Inspire	JA in a day	25	12/14/2017	Fall	93	100
W.I. Stevenson Middle School	CL-686293	JA Inspire	JA in a day	22	12/14/2017	Fall	93	88
W.I. Stevenson Middle School	CL-686297	JA Inspire	JA in a day	27	12/14/2017	Fall	93	108
W.I. Stevenson Middle School	CL-686288	JA Inspire	JA in a day	22	12/14/2017	Fall	93	88

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
W I Stevenson Middle School	CL-686309	JA Inspire	JA in a day	25	12/14/2017	Fall	93	100
W.I. Stevenson Middle School	CL-686306	JA Inspire	JA in a day	22	12/14/2017	Fall	93	88
W.I. Stevenson Middle School	CL-686315	JA Inspire	JA in a day	30	12/14/2017	Fall	93	120
W I. Stevenson Middle School	CL-686311	JA Inspire	JA in a day	30	12/14/2017	Fall	93	120
W.I. Stevenson Middle School	CL-686317	JA Inspire	JA in a day	20	12/14/2017	Fall	93	80
W.I. Stevenson Middle School	CL-686300	JA Inspire	JA in a day	28	12/14/2017	Fall	93	112
W.I. Stevenson Middle School	CL-686305	JA Inspire	JA in a day	23	12/14/2017	Fall	93	92
W.I. Stevenson Middle School	CL-686285	JA Inspire	JA in a day	33	12/14/2017	Fall	93	132
W.I. Stevenson Middle School	CL-685347	JA Inspire	JA in a day	23	12/14/2017	Fall	93	92
Attucks Middle School	CL-683581	JA Inspire	JA in a day	13	12/14/2017	Fall	91	52
Attucks Middle School	CL-683733	JA Inspire	JA in a day	26	12/14/2017	Fall	91	104
Attucks Middle School	CL-683728	JA Inspire	JA in a day	21	12/14/2017	Fall	91	84
Attucks Middle School	CL-683730	JA Inspire	JA in a day	18	12/14/2017	Fall	91	72
Attucks Middle School	CL-683731	JA Inspire	JA in a day	20	12/14/2017	Fall	91	80
Attucks Middle School	CL-683727	JA Inspire	JA in a day	26	12/14/2017	Fall	91	104
Edison Middle School	CL-682437	JA Inspire	JA in a day	22	12/14/2017	Fall	96	88
Edison Middle School	CL-682440	JA Inspire	JA in a day	25	12/14/2017	Fall	96	100
Edison Middle School	CL-682439	JA Inspire	JA in a day	18	12/14/2017	Fall	96	72
Edison Middle School	CL-682436	JA Inspire	JA in a day	21	12/14/2017	Fall	96	84
Edison Middle School	CL-682438	JA Inspire	JA in a day	24	12/14/2017	Fall	96	96
Edison Middle School	CL-682433	JA Inspire	JA in a day	18	12/14/2017	Fall	96	72
Edison Middle School	CL-682435	JA Inspire	JA in a day	27	12/14/2017	Fall	96	108
Edison Middle School	CL-682434	JA Inspire	JA in a day	24	12/14/2017	Fall	96	96
Edison Middle School	CL-682430	JA Inspire	JA in a day	27	12/14/2017	Fall	96	108
Gregory-Lincoln Education Center	CL-683891	JA Inspire	JA in a day	89	12/14/2017	Fall	90	356
Anthony Middle School	CL-696834	JA Inspire	JA in a day	22	2/5/2018	Spring	45	88
Anthony Middle School	CL-696845	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697278	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-696954	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697267	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697270	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-696890	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697262	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697256	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697286	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697259	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697280	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697260	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697282	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697277	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697253	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76

School	Class		Delivery method	Students	Start date	Semester	% Free /	Actual
	number	Program name					Reduced Lunch	contact hours
Anthony Middle School	CL-696891	JA Inspire	JA in a day	18	2/5/2018	Spring	45	72
Anthony Middle School	CL-697264	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-696849	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697274	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697284	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-696897	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697276	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-697268	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Anthony Middle School	CL-696949	JA Inspire	JA in a day	19	2/5/2018	Spring	45	76
Salyards Middle School	CL-698406	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698401	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698357	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698403	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698393	JA Inspire	JA in a day	38	2/5/2018	Spring	12	152
Salyards Middle School	CL-698360	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698298	JA Inspire	JA in a day	27	2/5/2018	Spring	12	108
Salyards Middle School	CL-698405	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698395	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698398	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698391	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698392	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698358	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698374	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698408	JA Inspire	JA in a day	38	2/5/2018	Spring	12	152
Salyards Middle School	CL-698390	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698396	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698356	JA Inspire	JA in a day	28	2/5/2018	Spring	12	112
Salyards Middle School	CL-698412	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698404	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698410	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698397	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698400	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Salyards Middle School	CL-698407	JA Inspire	JA in a day	38	2/5/2018	Spring	12	152
Salyards Middle School	CL-698394	JA Inspire	JA in a day	19	2/5/2018	Spring	12	76
Cook Middle School	CL-703100	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703083	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703069	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703076	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-702182	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703086	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703093	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
Cook Middle School	CL-703097	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703071	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703098	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703081	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703078	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703096	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703077	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703084	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703087	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703080	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703099	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703089	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703094	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703072	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703074	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703095	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703091	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703090	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703082	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703101	JA Inspire	JA in a day	33	2/6/2018	Spring	56	132
Cook Middle School	CL-703088	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Cook Middle School	CL-703085	JA Inspire	JA in a day	18	2/6/2018	Spring	56	72
Smith Middle School	CL-703843	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703832	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703818	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703840	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703834	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703821	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703825	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703841	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703844	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703836	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703824	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703829	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703804	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703820	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703817	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703846	JA Inspire	JA in a day	37	2/6/2018	Spring	9	148
Smith Middle School	CL-703827	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Smith Middle School	CL-703838	JA Inspire	JA in a day	24	2/6/2018	Spring	9	96
Nederland High School	CL-707119	JA Job Shadow (Reverse Job Shadow)	Standard	6	2/21/2018	Spring	32	36

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
Legacy Christian Academy	CL-707270	JA Job Shadow (Reverse Job Shadow)	Standard	5	2/21/2018	Spring		30
Legacy Christian Academy	CL-707264	JA Job Shadow (Reverse Job Shadow)	Standard	6	2/21/2018	Spring		36
Alief Taylor High School	CL-682447	JA Job Shadow (Reverse Job Shadow)	JA in a day	19		Spring	75	114
Alief Taylor High School	CL-682449	JA Job Shadow (Reverse Job Shadow)	JA in a day	20		Spring	75	120
Alief Taylor High School	CL-682451	JA Job Shadow (Reverse Job Shadow)	JA in a day	21		Spring	75	126
Alief Taylor High School	CL-682446	JA Job Shadow (Reverse Job Shadow)	JA in a day	19		Spring	75	114
Briscoe Elementary	CL-679617	JA Our City	JA in a day	18	5/25/2018	Spring	94	90
Briscoe Elementary	CL-679615	JA Our City	JA in a day	19	5/25/2018	Spring	94	95
Tijerina Elementary	CL-599922	JA Our City	Standard	20		Fall	97	100
Briscoe Elementary	CL-679618	JA Our City	JA in a day	23	5/25/2018	Spring	94	115
Tijerina Elementary	CL-599916	JA Our City	Standard	20		Fall	97	100
Tijerina Elementary	CL-599919	JA Our City	Standard	20		Fall	97	100
Tijerina Elementary	CL-599910	JA Our Community	Standard	20		Fall	97	100
Briscoe Elementary	CL-679610	JA Our Community	JA in a day	17	5/25/2018	Spring	94	85
Briscoe Elementary	CL-679613	JA Our Community	JA in a day	20	5/25/2018	Spring	94	100
Robison Elementary School	CL-646841	JA Our Community	Standard	20	5/1/2018	Spring	23	100
Tijerina Elementary	CL-599908	JA Our Community	Standard	20		Fall	97	100
Schmalz Elementary	CL-584883	JA Our Community	Standard	24		Fall	58	120
Cornerstone Elementary	CL-708539	JA Our Community	JA in a day	21	4/27/2018	Spring	2	105
Tijerina Elementary	CL-599906	JA Our Community	Standard	23		Fall	97	115
Cornerstone Elementary	CL-700421	JA Our Community	JA in a day	23	4/27/2018	Spring	2	115
Tijerina Elementary	CL-599904	JA Our Families (JA in a Day)	JA in a day	22		Fall	97	88
Briscoe Elementary	CL-679597	JA Our Families (JA in a Day)	JA in a day	19	5/25/2018	Spring	94	76
Nelson Elementary	CL-628462	JA Our Families (JA in a Day)	JA in a day	22	1/31/2018	Spring	52	88
Briscoe Elementary	CL-679600	JA Our Families (JA in a Day)	JA in a day	19	5/25/2018	Spring	94	76
Tijerina Elementary	CL-599905	JA Our Families (JA in a Day)	JA in a day	24		Fall	97	96
Briscoe Elementary	CL-679608	JA Our Families (JA in a Day)	JA in a day	24	5/25/2018	Spring	94	96
Briscoe Elementary	CL-679684	JA Our Nation	JA in a day	24	5/25/2018	Spring	94	120
Briscoe Elementary	CL-679666	JA Our Nation	JA in a day	24	5/25/2018	Spring	94	120
Briscoe Elementary	CL-679683	JA Our Nation	JA in a day	21	5/25/2018	Spring	94	105
Tijerina Elementary	CL-599934	JA Our Nation	Standard	20		Fall	97	100
Tijerina Elementary	CL-599937	JA Our Nation	Standard	20		Fall	97	100
Briscoe Elementary	CL-679627	JA Our Region (JA in a Day)	JA in a day	16	5/25/2018	Spring	94	64
Briscoe Elementary	CL-679652	JA Our Region (JA in a Day)	JA in a day	20	5/25/2018	Spring	94	80
Tijerina Elementary	CL-599928	JA Our Region (JA in a Day)	JA in a day	22		Fall	97	88
Tijerina Elementary	CL-599931	JA Our Region (JA in a Day)	JA in a day	21		Fall	97	84
Briscoe Elementary	CL-679624	JA Our Region (JA in a Day)	JA in a day	16	5/25/2018	Spring	94	64
Tijerina Elementary	CL-599901	JA Ourselves	Standard	28		Fall	97	140
Tijerina Elementary	CL-599903	JA Ourselves	Standard	25		Fall	97	125
Community Family Centers	CL-528439	JA Ourselves	Standard	22	6/16/2017	Spring		110
Energized for Excellence Elementary	CL-673671	JA Your Career Your Future High School	JA in a day	22		Spring		44

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
Energized for Excellence Elementary	CL-673669	JA Your Career Your Future High School	JA in a day	34		Spring		68
Energized for Excellence Elementary	CL-673670	JA Your Career Your Future High School	JA in a day	22		Spring		44
Energized for Excellence Elementary	CL-673675	JA Your Career Your Future High School	JA in a day	22		Spring		44
Energized for Excellence Elementary	CL-673674	JA Your Career Your Future High School	JA in a day	31		Spring		62
Energized for Excellence Elementary	CL-673667	JA Your Career Your Future High School	JA in a day	25		Spring		50
Energized for Excellence Elementary	CL-673673	JA Your Career Your Future High School	JA in a day	27		Spring		54
Energized for Excellence Elementary	CL-673661	JA Your Career Your Future High School	JA in a day	29		Spring		58
Energized for Excellence Elementary	CL-673665	JA Your Career Your Future High School	JA in a day	30		Spring		60
Energized for Excellence Elementary	CL-673672	JA Your Career Your Future High School	JA in a day	28		Spring		56
Lake Olympia Middle School	CL-659359	JA Your Career Your Future Middle School	JA in a day	27	1/24/2018	Spring	51	54
Lake Olympia Middle School	CL-658996	JA Your Career Your Future Middle School	JA in a day	28	1/24/2018	Spring	51	56
Lake Olympia Middle School	CL-658911	JA Your Career Your Future Middle School	JA in a day	28	1/24/2018	Spring	51	56
Lake Olympia Middle School	CL-659376	JA Your Career Your Future Middle School	JA in a day	27	1/24/2018	Spring	51	54
Lake Olympia Middle School	CL-659396	JA Your Career Your Future Middle School	JA in a day	27	1/24/2018	Spring	51	54
Lake Olympia Middle School	CL-659026	JA Your Career Your Future Middle School	JA in a day	28	1/24/2018	Spring	51	56
Lake Olympia Middle School	CL-659371	JA Your Career Your Future Middle School	JA in a day	27	1/24/2018	Spring	51	54
Lake Olympia Middle School	CL-659343	JA Your Career Your Future Middle School	JA in a day	27	1/24/2018	Spring	51	54
Lake Olympia Middle School	CL-658998	JA Your Career Your Future Middle School	JA in a day	28	1/24/2018	Spring	51	56
Lake Olympia Middle School	CL-659341	JA Your Career Your Future Middle School	JA in a day	28	1/24/2018	Spring	51	56
Lake Olympia Middle School	CL-659352	JA Your Career Your Future Middle School	JA in a day	27	1/24/2018	Spring	51	54
Lake Olympia Middle School	CL-659035	JA Your Career Your Future Middle School	JA in a day	28	1/24/2018	Spring	51	56
Lake Olympia Middle School	CL-658937	JA Your Career Your Future Middle School	JA in a day	28	1/24/2018	Spring	51	56
Lake Olympia Middle School	CL-659369	JA Your Career Your Future Middle School	JA in a day	27	1/24/2018	Spring	51	54
Lake Olympia Middle School	CL-659400	JA Your Career Your Future Middle School	JA in a day	27	1/24/2018	Spring	51	54
Baines Middle School	CL-669252	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669240	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669257	JA Your Career Your Future Middle School	JA in a day	21	2/2/2018	Spring	19	42
Baines Middle School	CL-669261	JA Your Career Your Future Middle School	JA in a day	21	2/2/2018	Spring	19	42
Baines Middle School	CL-669259	JA Your Career Your Future Middle School	JA in a day	21	2/2/2018	Spring	19	42
Baines Middle School	CL-669249	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669233	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669255	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669237	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669256	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669253	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669258	JA Your Career Your Future Middle School	JA in a day	21	2/2/2018	Spring	19	42
Baines Middle School	CL-669231	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669254	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669260	JA Your Career Your Future Middle School	JA in a day	21	2/2/2018	Spring	19	42
Baines Middle School	CL-669250	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44
Baines Middle School	CL-669235	JA Your Career Your Future Middle School	JA in a day	22	2/2/2018	Spring	19	44

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
Garcia Middle School	CL-676198	JA Your Career Your Future Middle School	JA in a day	24	2/20/2018	Spring	30	48
David Crockett Middle School	CL-670425	JA Your Career Your Future Middle School	JA in a day	25	2/9/2018	Spring	49	50
David Crockett Middle School	CL-670450	JA Your Career Your Future Middle School	JA in a day	24	2/9/2018	Spring	49	48
David Crockett Middle School	CL-670430	JA Your Career Your Future Middle School	JA in a day	25	2/9/2018	Spring	49	50
David Crockett Middle School	CL-670436	JA Your Career Your Future Middle School	JA in a day	25	2/9/2018	Spring	49	50
David Crockett Middle School	CL-670439	JA Your Career Your Future Middle School	JA in a day	24	2/9/2018	Spring	49	48
David Crockett Middle School	CL-670428	JA Your Career Your Future Middle School	JA in a day	25	2/9/2018	Spring	49	50
David Crockett Middle School	CL-670426	JA Your Career Your Future Middle School	JA in a day	25	2/9/2018	Spring	49	50
David Crockett Middle School	CL-670433	JA Your Career Your Future Middle School	JA in a day	25	2/9/2018	Spring	49	50
David Crockett Middle School	CL-670444	JA Your Career Your Future Middle School	JA in a day	24	2/9/2018	Spring	49	48
David Crockett Middle School	CL-670435	JA Your Career Your Future Middle School	JA in a day	25	2/9/2018	Spring	49	50
David Crockett Middle School	CL-670431	JA Your Career Your Future Middle School	JA in a day	25	2/9/2018	Spring	49	50
David Crockett Middle School	CL-670438	JA Your Career Your Future Middle School	JA in a day	24	2/9/2018	Spring	49	48
David Crockett Middle School	CL-670437	JA Your Career Your Future Middle School	JA in a day	25	2/9/2018	Spring	49	50
David Crockett Middle School	CL-670448	JA Your Career Your Future Middle School	JA in a day	24	2/9/2018	Spring	49	48
Harmony School of Innovation	CL-622041	JA Your Career Your Future Middle School	JA in a day	22	11/13/2017	Fall	73	44
Harmony School of Innovation	CL-622033	JA Your Career Your Future Middle School	JA in a day	32	11/13/2017	Fall	73	64
Harmony School of Innovation	CL-622064	JA Your Career Your Future Middle School	JA in a day	28	11/13/2017	Fall	73	56
Harmony School of Innovation	CL-622046	JA Your Career Your Future Middle School	JA in a day	21	11/13/2017	Fall	73	42
Budewig Intermediate	CL-519488	JA Your Career Your Future Middle School	JA in a day	75	6/22/2017	Fall	83	150
Harmony School of Innovation-Sugarland	CL-701245	JA Your Career, Your Future	JA in a day	32	4/27/2018	Spring		64
Harmony School of Innovation-Sugarland	CL-701278	JA Your Career, Your Future	JA in a day	33	4/27/2018	Spring		66
Harmony School of Innovation-Sugarland	CL-701281	JA Your Career, Your Future	JA in a day	33	4/27/2018	Spring		66
Harmony School of Innovation-Sugarland	CL-701248	JA Your Career, Your Future	JA in a day	27	4/27/2018	Spring		54
Harmony School of Innovation-Sugarland	CL-701293	JA Your Career, Your Future	JA in a day	27	4/27/2018	Spring		54
Harmony School of Innovation-Sugarland	CL-701288	JA Your Career, Your Future	JA in a day	28	4/27/2018	Spring		56
Harmony School of Innovation-Sugarland	CL-701290	JA Your Career, Your Future	JA in a day	27	4/27/2018	Spring		54
Harmony School of Innovation-Sugarland	CL-701302	JA Your Career, Your Future	JA in a day	30	4/27/2018	Spring		60
Harmony School of Innovation-Sugarland	CL-701295	JA Your Career, Your Future	JA in a day	29	4/27/2018	Spring		58
Harmony School of Innovation-Sugarland	CL-701294	JA Your Career, Your Future	JA in a day	30	4/27/2018	Spring		60
Harmony School of Innovation-Sugarland	CL-701301	JA Your Career, Your Future	JA in a day	29	4/27/2018	Spring		58
Hambrick Middle School	CL-644870	JA Your Career, Your Future Middle School	Standard	10	3/8/2018	Spring	92	20
Hambrick Middle School	CL-644890	JA Your Career, Your Future Middle School	Standard	15	3/8/2018	Spring	92	30
Hambrick Middle School	CL-644889	JA Your Career, Your Future Middle School	Standard	19	3/8/2018	Spring	92	38
Hambrick Middle School	CL-644887	JA Your Career, Your Future Middle School	Standard	11	3/8/2018	Spring	92	22
Shotwell Middle School	CL-652116	JA Your Career, Your Future Middle School	Standard	23	3/27/2018	Spring	88	46
Shotwell Middle School	CL-652118	JA Your Career, Your Future Middle School	Standard	21	3/27/2018	Spring	88	42
Shotwell Middle School	CL-652141	JA Your Career, Your Future Middle School	Standard	22	3/27/2018	Spring	88	44
Shotwell Middle School	CL-652103	JA Your Career, Your Future Middle School	Standard	22	3/27/2018	Spring	88	44
Shotwell Middle School	CL-652104	JA Your Career, Your Future Middle School	Standard	22	3/27/2018	Spring	88	44
Hambrick Middle School	CL-630300	JA Your Career, Your Future Middle School	Standard	20	12/1/2017	Fall	92	40

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
Hambrick Middle School	CL-630298	JA Your Career, Your Future Middle School	Standard	18	12/1/2017	Fall	92	36
Hambrick Middle School	CL-630292	JA Your Career, Your Future Middle School	Standard	11	12/1/2017	Fall	92	22
Hambrick Middle School	CL-630295	JA Your Career, Your Future Middle School	Standard	19	12/1/2017	Fall	92	38
Hambrick Middle School	CL-644884	JA Your Career, Your Future Middle School	Standard	11	3/8/2018	Spring	92	22
Hambrick Middle School	CL-644873	JA Your Career, Your Future Middle School	Standard	22	3/8/2018	Spring	92	44
Hambrick Middle School	CL-644869	JA Your Career, Your Future Middle School	Standard	17	3/8/2018	Spring	92	34
Shotwell Middle School	CL-652109	JA Your Career, Your Future Middle School	Standard	20	3/27/2018	Spring	88	40
Shotwell Middle School	CL-652095	JA Your Career, Your Future Middle School	Standard	22	3/27/2018	Spring	88	44
Shotwell Middle School	CL-652090	JA Your Career, Your Future Middle School	Standard	18	3/27/2018	Spring	88	36
Shotwell Middle School	CL-652140	JA Your Career, Your Future Middle School	Standard	26	3/27/2018	Spring	88	52
Shotwell Middle School	CL-652138	JA Your Career, Your Future Middle School	Standard	23	3/27/2018	Spring	88	46
Shotwell Middle School	CL-652108	JA Your Career, Your Future Middle School	Standard	21	3/27/2018	Spring	88	42
Shotwell Middle School	CL-652102	JA Your Career, Your Future Middle School	Standard	16	3/27/2018	Spring	88	32
Hambrick Middle School	CL-630273	JA Your Career, Your Future Middle School	Standard	18	12/1/2017	Fall	92	36
Hambrick Middle School	CL-630271	JA Your Career, Your Future Middle School	Standard	23	12/1/2017	Fall	92	46
Hambrick Middle School	CL-630260	JA Your Career, Your Future Middle School	Standard	22	12/1/2017	Fall	92	44
Hambrick Middle School	CL-630272	JA Your Career, Your Future Middle School	Standard	14	12/1/2017	Fall	92	28
Hambrick Middle School	CL-630274	JA Your Career, Your Future Middle School	Standard	18	12/1/2017	Fall	92	36
Hambrick Middle School	CL-644867	JA Your Career, Your Future Middle School	Standard	15	3/8/2018	Spring	92	30
Hambrick Middle School	CL-644876	JA Your Career, Your Future Middle School	Standard	12	3/8/2018	Spring	92	24
Hambrick Middle School	CL-644865	JA Your Career, Your Future Middle School	Standard	21	3/8/2018	Spring	92	42
Hambrick Middle School	CL-644892	JA Your Career, Your Future Middle School	Standard	13	3/8/2018	Spring	92	26
Hambrick Middle School	CL-644874	JA Your Career, Your Future Middle School	Standard	21	3/8/2018	Spring	92	42
Hambrick Middle School	CL-644882	JA Your Career, Your Future Middle School	Standard	14	3/8/2018	Spring	92	28
Shotwell Middle School	CL-652088	JA Your Career, Your Future Middle School	Standard	23	3/27/2018	Spring	88	46
Shotwell Middle School	CL-652130	JA Your Career, Your Future Middle School	Standard	24	3/27/2018	Spring	88	48
Shotwell Middle School	CL-652121	JA Your Career, Your Future Middle School	Standard	18	3/27/2018	Spring	88	36
Null Middle School	CL-699238	JA Your Career, Your Future Middle School	JA in a day	26		Spring	77	52
Null Middle School	CL-699279	JA Your Career, Your Future Middle School	JA in a day	27	5/1/2018	Spring	77	54
Null Middle School	CL-699280	JA Your Career, Your Future Middle School	JA in a day	29	5/1/2018	Spring	77	58
Null Middle School	CL-699230	JA Your Career, Your Future Middle School	JA in a day	29		Spring	77	58
Null Middle School	CL-699249	JA Your Career, Your Future Middle School	JA in a day	30		Spring	77	60
Null Middle School	CL-699281	JA Your Career, Your Future Middle School	JA in a day	25	5/1/2018	Spring	77	50
Null Middle School	CL-699248	JA Your Career, Your Future Middle School	JA in a day	29	5/1/2018	Spring	77	58
Null Middle School	CL-699282	JA Your Career, Your Future Middle School	JA in a day	22	5/1/2018	Spring	77	44
Null Middle School	CL-699250	JA Your Career, Your Future Middle School	JA in a day	29		Spring	77	58
Hambrick Middle School	CL-630299	JA Your Career, Your Future Middle School	Standard	17	12/1/2017	Fall	92	34
Hambrick Middle School	CL-630301	JA Your Career, Your Future Middle School	Standard	18	12/1/2017	Fall	92	36
Hambrick Middle School	CL-630280	JA Your Career, Your Future Middle School	Standard	10	12/1/2017	Fall	92	20
Hambrick Middle School	CL-630291	JA Your Career, Your Future Middle School	Standard	13	12/1/2017	Fall	92	26
Shotwell Middle School	CL-652112	JA Your Career, Your Future Middle School	Standard	23	3/27/2018	Spring	88	46

School	Class number	Program name	Delivery method	Students	Start date	Semester	% Free / Reduced Lunch	Actual contact hours
Shotwell Middle School	CL-652123	JA Your Career, Your Future Middle School	Standard	20	3/27/2018	Spring	88	40
Null Middle School	CL-699277	JA Your Career, Your Future Middle School	JA in a day	17	5/1/2018	Spring	77	34
Null Middle School	CL-699251	JA Your Career, Your Future Middle School	JA in a day	22	5/1/2018	Spring	77	44
Null Middle School	CL-699278	JA Your Career, Your Future Middle School	JA in a day	28		Spring	77	56
Shotwell Middle School	CL-652097	JA Your Career, Your Future Middle School	Standard	16	3/27/2018	Spring	88	32
Shotwell Middle School	CL-652142	JA Your Career, Your Future Middle School	Standard	26	3/27/2018	Spring	88	52
Shotwell Middle School	CL-652120	JA Your Career, Your Future Middle School	Standard	20	3/27/2018	Spring	88	40
Shotwell Middle School	CL-652132	JA Your Career, Your Future Middle School	Standard	25	3/27/2018	Spring	88	50
Harmony School of Innovation-Sugarland	CL-701216	JA Your Career, Your Future Middle School	JA in a day	30	4/27/2018	Spring		60
Harmony School of Innovation-Sugarland	CL-701217	JA Your Career, Your Future Middle School	JA in a day	31	4/27/2018	Spring		62
Harmony School of Innovation-Sugarland	CL-701219	JA Your Career, Your Future Middle School	JA in a day	30	4/27/2018	Spring		60
Hambrick Middle School	CL-630277	JA Your Career, Your Future Middle School	Standard	13	12/1/2017	Fall	92	26
Hambrick Middle School	CL-630278	JA Your Career, Your Future Middle School	Standard	13	12/1/2017	Fall	92	26
Hambrick Middle School	CL-630275	JA Your Career, Your Future Middle School	Standard	18	12/1/2017	Fall	92	36
Shotwell Middle School	CL-652093	JA Your Career, Your Future Middle School	Standard	22	3/27/2018	Spring	88	44
Shotwell Middle School	CL-652106	JA Your Career, Your Future Middle School	Standard	27	3/27/2018	Spring	88	54
Hambrick Middle School	CL-644880	JA Your Career, Your Future Middle School	Standard	20	3/8/2018	Spring	92	40
Hambrick Middle School	CL-644879	JA Your Career, Your Future Middle School	Standard	21	3/8/2018	Spring	92	42
Hambrick Middle School	CL-644863	JA Your Career, Your Future Middle School	Standard	20	3/8/2018	Spring	92	40
Grand Total Students				25,428				
1085 Grand Class Count								

2018 Read Across America

	List of Schools	Assignment	# of Volunteers	# Students	Grant
1	<p>Reading Date: 3/9/2018 8:30-9:30 am AVANCE 4503 Magnum Rd Houston, TX Ms Tess Ridgeway Tel 713-812-0033 x 158 Cell 206-914-7486</p>	Each volunteer will read a Dr. Seuss book in three 15-minute reading sessions	6	160	\$500 Visa GC
2	<p>Reading Date: 3/2/2018 9-10 am Hiram Clarke Head Start Allison Peterson - Center Manager BakerRipley 3810 West Fuqua, Houston, TX ggallardo@bakemppley.org gkudwor@bakemppley.org 713-491-6178 x 2202 nsorto1@bakemppley.org apeterson@bakemppley.org</p>	Each volunteer will read a Dr. Seuss book in two 15-minute reading sessions	4	68	\$500 Visa GC
3	<p>Reading Date: 3/2/2018 9-10 am Keeble Early Childhood Ctr, Aldine ISD 203 W. Gulf Bank Houston, TX Jennifer Baptiste 281-878-6865 jrbaptiste@aldineisd.org</p>	Each volunteer will read a Dr. Seuss book in two 15-minute reading sessions	2	68	\$500 Visa GC
4	<p>Reading Date: March 2, 2018 8:30-9:30 am Edgewood Elementary, Spring Branch ISD 8757 Kempwood Drive Houston, TX 713-251-5600 Lauren Cervantes</p>	Each volunteer will read a Dr. Seuss book in three 15-minute reading sessions	3	182 K-2nd	\$500 Visa GC
5	<p>Reading: 3/2/2018 2:00-3:30 pm Holmsley Elementary, Cyfair ISD 7315 Hudson Oaks Dr Houston, TX 281-463-5885 Ms. Lyn Dvoskin lyn_dvoskin@cfisd.net</p>	Each volunteer will read a Dr. Seuss book in three 15-minute reading sessions	6	582 PreK-4th	\$500 Visa GC
6	<p>Reading: 3/2/2018 9:30 am - 10:30 am Townwest Elementary, Ft Bend ISD 13927 Old Richmond Rd Sugar Land, TX 77498 281-634-4480 Ms. Denise Lee Denise.lee@fortbendisd.com</p>	Each volunteer will read a Dr. Seuss book in three 15-minute reading sessions	4	264 PreK Kinder 1st	\$500 Visa GC
7	<p>Reading Date: 3/9/2018 8:30-9:30 am Odyssey Academy, Galveston ISD 2412 61st St Galveston, TX 77551 409-750-9289 Ms L. Taylor ltaylor@odyaca.com</p>	Each volunteer will read a Dr. Seuss book in three 15-minute reading sessions	2	120 PreK Kinder 1st	\$500 Visa GC
8	<p>Reading Date: 3/02/2018 9-10 am Dunn Elementary, Aldine ISD 2003 W. Thorne Dr Houston, TX 77073 281-233-8972 or 4320 Ms Andi Aldridge aaldrdge@aldineisd.org</p>	Each volunteer will read a Dr. Seuss book in three 20-minute reading sessions	4	1,020 PreK-5th	\$500 Visa GC
9	<p>Reading Date: 3/9/2018 8:30-9:30 am Chancellor Elementary, Alief ISD 4350 Boone Houston, TX 77072 281-983-8318</p>	Each volunteer will read a Dr. Seuss book in four 15-	7	305 PreK Kinder	\$500 Visa GC

2018 Read Across America

	List of Schools	Assignment	# of Volunteers	# Students	Grant
	stephanie_bennett@aliefisd.net	minute reading sessions		1st	
10	Reading Date: 3/2/2018 9-10 am Atherton Elementary, HISD 2011 Solo St Houston, TX 77020 713-671-4100 Ms Curtis acurtis3@houstonisd.org	Each volunteer will read a Dr. Seuss book in three 20-minute reading sessions	6	310 PreK Kinder 1st	\$500 Visa GC
11	Reading Date: 3/9/2018 10-11am Spanish and English Spring Shadows Elementary, Spring Branch ISD 9725 Kempwood Dr Houston, TX 77080 713-251-7127 ann_parsonsnewman@springbranchisd.com	Each volunteer will read a Dr. Seuss book in three 15-minute reading sessions in English and three 15-minute reading sessions in Spanish	3	221 PreK Kinder 1st	\$500 Visa GC
12	Reading Date: 3/02/2018 PM Palmer Elementary, Ft Bend ISD 4208 Crow Valley Dr Missouri City, TX 77459 Rasheda Carter 713-207-7220	Each volunteer will read a Dr. Seuss book in three 15-minute reading sessions	1	308 PreK Kinder 1st	No Funding
13	Reading Date: 3/2/2018 AM Kids R Kids 2850 Colonial Lakes Dr Missouri City, TX 77459 Rasheda Carter 713-207-7220	Each volunteer will read a Dr. Seuss book in two 15-minute reading sessions	1	102 PreK Kinder	No Funding
	13 Schools		49	3,710	\$5,500

Volunteers distribute safety coloring books, pencils and book marks to students
 Teachers get coasters, safety web information, Energy for You flyers
 Librarian gets 5 Dr. Seuss books and gift card for purchasing new books

2018 Goodwill Payments
 Quarter/Year End Totals

Quarter	Start Date	End Date	Total
First	1/1/2018	3/31/2018	\$12,174.57
Second	4/1/2018	6/30/2018	\$14,445.93
Third	7/1/2018	9/30/2018	\$22,943.39
Fourth	10/1/2018	12/31/2018	\$15,394.78
Total			\$64,958.67

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First Quarter Report

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CLAIM	CITY	STATE	ZIP CODE	SERVICE CENTER	DAMAGES	CAUSE	PYMT DATE	AMOUNT
EP2017147857	Galveston	Tx	77550	Galveston	Air Conditioner, Microwave and Range, etc.	Bad connections at pole	1/5/2018	\$750.00
PP2017146507	Houston	Tx	77070	Greens Point	Food Loss	CNP Crew cut customer's electric drop.	1/5/2018	\$250.00
EP2017143644	Houston	Tx	77021	Harrisburg	Microwave	Secondary connections weve bad	1/5/2018	\$400.00
EP2017147921	Katy	Tx	77450	Katy	Air Conditioner, Microwave and Oven	Neutral	1/5/2018	\$850.38
EP2017148363	Galveston	Tx	77550	Galveston	Space Heater	Event#2947837 crews replaced a burnt up neutral connection	1/8/2018	\$194.83
EP2017147798	Houston	Tx	77064	Greens Point	Air Conditioner	Bad connection at buss and mole head of urd transformer	1/8/2018	\$400.00
EP2018148724	Houston	Tx	77079	Spring Branch	HVAC	Connections at transformer	1/10/2018	\$210.00
EP2018149060	Katy	Tx	77493	Katy	Microwave	CNP techs responded to location (Event 2964152) made repairs to neutral connection(reissued ck on 5/4/18)	1/13/2018	\$0.00
PPM2017145283	Spring	Tx	77379	Greens Point	Electronics	Transformer failed, explosion occurred severel people on the same street was affected.	1/15/2018	\$210.00
EP2017145619	Bellaire	Tx	77401	Bellaire	Air Conditioner	Neutral in drops at the pole	1/17/2018	\$400.00
EP2017148476	Danbury	Tx	77534	Brazosport	Heating System	Busswork	1/25/2018	\$350.00
EP2018149007	Humble	Tx	77396	Humble	Microwave	Neutral clamp	1/25/2018	\$100.00
EP2018149168	Katy	Tx	77450	Katy	Air Conditioner and Stove	Bad secondaries from transformer to pedestal	1/25/2018	\$460.00
EP2018148658	Highlands	Tx	77562	Baytown	Damage to Heater	Neutral problem caused damage to heater	1/29/2018	\$219.00
EP2018149168	Katy	Tx	77450	Katy	Air Conditioner and Stove	Bad secondaries from transformer to pedestal	2/6/2018	\$188.00
EP2018150266	Baytown	Tx	77523	Baytown	A/C Unit, Oven, Furnace	Crew made repairs and replaced Buss at transformer	2/15/2018	\$435.99
EP2018148606	Freeport	Tx	77541	Brazosport	Refrigerator, Freezer, Microwave and Stove.	Damage caused by neutral problem (reissued CK 6/16/18)	2/16/2018	\$0.00

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CLAIM	CITY	STATE	ZIP CODE	SERVICE CENTER	DAMAGES	CAUSE	PYMT DATE	AMOUNT
EP2017147227	Cypress	Tx	77429	Cypress	Heater and Microwave	House drop was missing protective flex tubing at transformer and had loss connection at neutral	2/20/2018	\$294.00
EP2018149980	Houston	Tx	77049	Harrisburg	Oven and Microwave	Neutral Issue	2/28/2018	\$500.00
EP2018151236	Houston	Tx	77028	Harrisburg	Stove, AC and Refrigerator	Connection at weather head caused appliances to be damaged.	2/28/2018	\$750.00
EP2018151275	Friendswood	Tx	77546	South Houston	Microwave	Fluctuation of voltage	2/28/2018	\$100.00
EPM2018148664	Houston	Tx	77079	Spring Branch	Refrigerator, Microwave and Oven	Neutral issues	2/28/2018	\$750.00
EP2018151409	Houston	Tx	77012	Bellaire	Air Conditioner	Fluctuation of service	3/8/2018	\$400.00
EP2018150190	Houston	Tx	77017	South Houston	Refrigerator	Neutral Issue	3/8/2018	\$400.00
EPM2017148305	Houston	Tx	77079	Spring Branch	Microwave, Oven repair and Ac/Heater	Fluctuations in voltage- Buss work was replaced in transformer.	3/14/2018	\$582.37
EPM2017148319	Fulshear	Tx	77441	Spring Branch	Air Conditioner and Oven	Damage to neutral	3/15/2018	\$580.00
EP2018151755	Houston	Tx	77056	Galveston	Refrigerator	Fluctuation of service	3/16/2018	\$450.00
EP2018151768	Galveston	Tx	77551	Galveston	Air Conditioner	Fluctuation of service	3/16/2018	\$275.00
EP2017148367	Highlands	Tx	77562	Baytown	Oven, Refrigerator	Bad neutral connection	3/21/2018	\$1,500.00
EP2018152450	Houston	Tx	77035	Hiram Clarke	Microwave, surge protector, refrigerator service call.	TF/Buss Work	3/29/2018	\$175.00
								\$12,174.57

**2018 Customer Goodwill Payment
Second Quarter Report**

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CLAIM	CITY	STATE	ZIP CODE	SERVICE CENTER	DAMAGES	CAUSE	PYMT DATE	AMOUNT
EP2018152356	Magnolia	Texas	77355	Cypress	Microwave	Neutral	4/2/2018	\$100.00
EP2018151868	Spring	Tx	77389	Greenspoint	Refrigerator, microwave, oven and A/C	Neutral Clamp (CK of 1,350. voided due to Lawsuit)	4/13/2018	\$0.00
EP2018152155	Galveston	Tx	77551	Galveston	Air Conditioner and Water Heater	Neutral issue causing fluctuation of voltage	4/18/2018	\$1,500.00
EPM2017148308	Houston	Tx	77079	Spring Branch	Refrigerator, Air Conditioner and Furnace	Fluctuations in Voltage Buss work was replaced in transformer	4/18/2018	\$750.00
EP2018152042	Missouri City	Tx	77489	Sugarland	Air Conditioner	Fluctuation of service	4/18/2018	\$400.00
EP2018151563	Humble	Tx	77338	Humble	Refrigerator	Multiple c/o's quality of service	4/23/2018	\$450.00
EP2018151404	Richmond	Tx	77469	Fort Bend	Air Conditioner	Fluctuation of service	5/3/2018	\$400.00
EP2018154251	Lake Jackson	Tx	77566	Brazosport	Air Conditioner	Crews replaced secondaries and neutral	5/4/2018	\$400.00
EP2018149060	Katy	Tx	77493	Katy	Microwave	CNP techs responded to location (Event 2964152) made repairs to neutral connection (reissued ck)	5/4/2018	\$100.00
EP2018154934	Katy	Tx	77449	Katy	Air Conditioner	Repaired underground secondary	5/14/2018	\$5,420.93
EP2018155287	Katy	Tx	77450	Katy	HVAC	Mole head replaced in transformer	5/23/2018	\$400.00
EP2018153508	Bellaire	Tx	77401	Bellaire	Microwave, surge protector and outlets	Equipment damaged due to crossarm buss work.	6/5/2018	\$250.00
EP2018155575	Houston	Tx	77082	Sugarland	Air Conditioner	Secondary drops	6/11/2018	\$400.00
EP2018156140	Houston	Tx	77088	Greenspoint	Microwave	Crews found bad neutral at the pole	6/14/2018	\$100.00
EP2018148606	Freeport	Tx	77541	Brazosport	Refrigerator, Freezer, Microwave and Stove.	Damage caused by neutral problem (reissued CK from 2/16/18)	6/15/2018	\$750.00
EPM2018155757	Houston	Tx	77033	Hiram Clarke	Air Conditioner (2) window units	Connections replaced at transformer	6/18/2018	\$750.00
PP2018156254	Tomball	Tx	77375	Cypress	Food Loss	Meter was swapped and electric service disconnect in error.	6/18/2018	\$175.00
EP2018156512	Houston	Tx	77049	Baytown	Air Conditioner and refrigerator	Pedestal caught on fire by secondaries	6/21/2018	\$750.00
EP2018156605	Lake Jackson	Tx	77566	Brazosport	Air Conditioner	Crews replaced bad drops and buss work in transformer	6/21/2018	\$400.00
EP2018156687	Galveston	Tx	77551	Galveston	Food Loss	Secondary drops	6/22/2018	\$200.00
EP2018156421	Spring	Tx	77380	Greenspoint	Air Conditioner, Surge Protector	Neutral Clamp	6/25/2018	\$350.00
EPM2018156352	Houston	Tx	77022	Greenspoint	Air Conditioner	Hot Clamp	6/28/2018	\$400.00
								\$14,445.93

**2018 Customer Goodwill Payment
Third Quarter Report**

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CLAIM	CITY	STATE	ZIP CODE	SERVICE AREA	DAMAGES	CAUSE	PYMT DATE	AMOUNT
PPM2018155061	La Marque	TX	77568	Galveston	PH Robinson Substation	Substation Fire	7/2/2018	\$10,000.00
EP2018155933	Hockley	TX	77447	Cypress	Refrigerator	Sparking from Breaker Area	7/16/2018	\$488.13
EP2018157501	Houston	TX	77080	Spring Branch	Air Conditioner & Refrigerator	one of the energized legs went bad & burned neutral	7/16/2018	\$450.00
EP2018156391	Spring	TX	77382	Galveston	Air Conditioner & Microwave	Fluctuation of Voltage	7/16/2018	\$351.23
EPP2018156151	El Lago	TX	77586	South Houston	Stove, Refrigerator	Fluctuation of Voltage	7/16/2018	\$651.43
EP2018157501	Houston	TX	77080	Spring Branch	Air Conditioner & Refrigerator	one of the energized legs went bad & burned neutral	7/19/2018	\$160.00
EP2018156252	Houston	TX	77015	Harrisburg	Air Conditioner	Fluctuation of Voltage	7/19/2018	\$192.90
EP2018157720	Katy	TX	77494	Katy	2-Air Conditioner Units & Refrigerator	Moleheads in Pedestal	7/19/2018	\$750.00
PP2018157934	Pearland	TX	77581	SOH	Air Conditioner	Bad connection and Buss Work	7/19/2018	\$400.00
EP2018157928	Burlington	NJ	8016	Galveston	Refrigerator & Air Conditioner	Bad Drops	7/19/2018	\$750.00
EP2018156727	Houston	TX	77040	Greenpoint	Oven	Secondary Drops	8/9/2018	\$400.00
EP2018156744	Houston	TX	77041	Spring Branch	Oven, Stove & Air Conditioner	Damage to Neutral Clamp	8/16/2018	\$800.00
EP2018158266	Cypress	TX	77429	Cypress	Refrigerator	Fluctuation of Voltage	8/23/2018	\$450.00
EP2018158372	Liverpool	TX	77577	HOC	Air Conditioner & Freezer	Neutral issue caused fluctuation of voltage	8/23/2018	\$750.00
EP2018157435	Missouri City	TX	77459	Sugarland	Microwave & Air Conditioner	Fluctuation of Voltage	8/23/2018	\$295.75
EP2018156071	Houston	TX	77086	Greenspoint	Oven	Neutral Clamp	8/27/2018	\$400.00
EP2018159367	Missouri City	TX	77459	Sugarland	Air Conditioner	Neutral not tighten enough causing bad voltage	8/27/2018	\$500.00
EP2018158814	Pasadena	TX	77505	South Houston	Air Conditioner	Fluctuation of Voltage	8/31/2018	\$169.00
EP2018159157	Houston	TX	77095	Cypress	Oven	Neutral Clamp (reissued CK to 11/9/18)	9/6/2018	\$0.00
EP2018159066	Crosby	TX	77532	Baytown	Air Conditioner	Neutral Clamp	9/10/2018	\$400.00
EPM2018158773	Galena Park	TX	77547	Harrisburg	Air Conditioner	Neutral Clamp	9/10/2018	\$350.00
PP2018160027	Houston	TX	77095	Cypress	Food Loss	Extended Outage due to Faulty Transformer	9/14/2018	\$100.00
EP2018158896	Montgomery	TX	77316	Cypress	Oven & Refrigerator	Crews spliced secondaries and replaced clamps at weather head	9/14/2018	\$750.00

**2018 Customer Goodwill Payment
Third Quarter Report**

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CLAIM	CITY	STATE	ZIP CODE	SERVICE AREA	DAMAGES	CAUSE	PYMT DATE	AMOUNT
EP2018158877	Galveston	TX	77551	Galveston	Oven, Refrigerator, Microwave	Neutral Connection	9/14/2018	\$750.00
EP2018159405	Houston	TX	77017	South Houston	Air Conditioner, Refrigerator, Microwave	Bad clamps at Weather Head	9/14/2018	\$750.00
EP2018158863	Galveston	TX	77550	Galveston	Water Heater, Oven	Broken neutral at the pole	9/25/2018	\$800.00
EP2018160072	Houston	TX	77017	South Houston	Air Conditioner	secondary connections at the pole	9/25/2018	\$125.00
EP2018160096	Pasadena	TX	77503	South Houston	Stove and Refrigerator	Neutral Clamp	9/27/2018	\$559.95
EP2018160230	Missouri City	TX	77459	Sugarland	Air Conditioner	Bad Connection in Transformer	9/27/2018	\$400.00
								\$22,943.39

**2018 Customer Goodwill Payment
4th Quarter Report**

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CLAIM	CITY	STATE	ZIP CODE	SERVICE AREA	DAMAGES	CAUSE	PYMT DATE	AMOUNT
EP2018159393	Galveston	TX	77554	Galveston	Range	Neutral Connection	10/1/2018	\$492.00
EP2018159446	Houston	TX	77060	Greenspoint	Air Conditioner	Underground Secondary	10/1/2018	\$400.00
EP2018159783	Houston	TX	77005	Bellaire	A/C Air Purfier	Fluctuation of Voltage	10/5/2018	\$288.92
EP2018160720	Baytown	TX	77523	Baytown S/C	A/C and Well Pump	Neutral Clamp	10/8/2018	\$600.00
EP2018161357	Houston	TX	77070	Greenspoint	Refrigerator and Oven	Event #3152606 Crews had a bad neutral between the Ped and Transformer	10/17/2018	\$627.86
EP2018161455	Houston	TX	77069	Galveston	Oven and Microwave	Connection at the Pole	10/22/2018	\$500.00
EP2018161314	Providence	RI	2908	Harrisburg	AC	Transformer Busswork Failure	10/23/2018	\$400.00
EP2018160720	Baytown	TX	77523	Baytown S/C	A/C and Well Pump	Neutral Clamp	10/29/2018	\$900.00
EP2018161764	Austin	TX	78717	Galveston	Range (Bathroom and Hot Tub)	Neutral Connection	11/1/2018	\$400.00
EPM2018160907	Houston	TX	77092	Greenspoint	Microwave and Refrigerator	Tree Clearance	11/1/2018	\$550.00
EP2018149902	Houston	TX	77093	Humble S/C	AC	Neutral Clamp	11/1/2018	\$400.00
EP2018161635	Houston	TX	77042	Sugarland	AC	Neutral Clamp	11/2/2018	\$400.00
EP2018162142	Spring	TX	77388	South Houston	Refrigerator	Tree Clearance	11/6/2018	\$2,000.00
EP2018161595	Galveston	TX	77550	Galveston	A/C & Refrigerator	Repaired Neutra Connection at the Pole	11/12/2018	\$750.00
EP2018162035	South Houston	TX	77587	South Houston	AC	Transformer Busswork	11/12/2018	\$242.00
EP2018159157	Houston	TX	77095	Cypress	Oven	Neutral Clamp (reissued CK from 9/6/18)	11/9/2018	\$400.00
CLAIM	CITY	STATE	ZIP CODE	SERVICE AREA	DAMAGES	CAUSE	PYMT DATE	AMOUNT
EP2018162151	Galveston	TX	77550	Galveston	Oven, Microwave, Refrigerator	Neutral Clamp	11/15/2018	\$850.00
EP2018162570	Houston	TX	77059	South Houston	Thermostat	Event #3166896 states crews repaired buss work at the transformer	11/20/2018	\$188.00
EP2018160164	Houston	TX	77008	Bellaire	AC	Neutral	11/20/2018	\$400.00
EP2018162645	Dallas	TX	77541	BPT	Refrigerator	Event #3172740 Crews replaced buss and neutral connections	11/15/2018	\$450.00
EP2018163129	Galveston	TX	77550	Galveston	Oven	Broken Neutral causing damage to oven	12/6/18	\$400.00
EP2018161821	Sealy	TX	77474	Katy	Appliances and Food loss	Transformer Busswork	12/6/2018	\$660.00
EP2018162861	Waller	TX	77484	Cypress	Refrigerator and Microwave	Crews replaced drops	12/6/2018	\$550.00

**2018 Customer Goodwill Payment
4th Quarter Report**

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CLAIM	CITY	STATE	ZIP CODE	SERVICE AREA	DAMAGES	CAUSE	PYMT DATE	AMOUNT
EP2018163246	Houston	TX	77050	Humble	Furnance	Broken Neutral at Service Pole	12/10/2018	\$296.00
EPM2018163254	Houston	TX	77003	Harrisburg	HV AC	Transformer Busswork	12/10/2018	\$400.00
EP2018163013	Houston	TX	77073	Greenspoint	Furnance	Busswork	12/14/2018	\$350.00
EP2018163419	Santa Fe	TX	77510	Galveston	Furnance	Neutral Clamp Failure	12/21/2018	\$800.00
EP2018163685	Houston	TX	77077-4017	Sugarland	Garage Door Opener	Crews Disconnected the Neutral Wire	12/21/2018	\$700.00
GPP2018046027	San Antonio	TX	78261	West Houston District	Gas Bill	Min Gas bill was being paid while gas meter was off and locked out	per Diane, we don't pay Gas customers	\$0.00
								\$15,394.78

APPLICATION OF CENTERPOINT § PUBLIC UTILITY COMMISSION
ENERGY HOUSTON ELECTRIC, LLC §
FOR AUTHORITY TO CHANGE RATES § OF TEXAS

DIRECT TESTIMONY
OF
LYNNE HARKEL-RUMFORD
ON BEHALF OF
CENTERPOINT ENERGY HOUSTON ELECTRIC, LLC

April 2019

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Exhibit LHR-2	2017 Compensation Surveys (Confidential)
Exhibit LHR-3	Meridian Compensation Partners Proxy Peer Review (Confidential)
Exhibit LHR-4	WorldatWork Salary Budget Survey and 2018 Compensation Surveys (Confidential)
Exhibit LHR-5	Short-term Incentive Plan Goals (Confidential)
Exhibit LHR-6	Meridian Compensation Partners Incentive Plan Analysis (Confidential)
Exhibit LHR-7	Fredrick W. Cook & Co. 2018 Top 250 Report (Confidential)
Exhibit LHR-8	Long-term Incentive Plan Goals (Confidential)
Exhibit LHR-9	Willis Towers Watson Benefits Data Source (Confidential)

1 **EXECUTIVE SUMMARY OF LYNNE HARKEL-RUMFORD**

2 CenterPoint Energy, Inc.'s ("CNP") commitment to putting the customer at the
 3 center of everything we do results in an organization that prides itself on its ability to
 4 consistently provide reliable, value-added service to customers. Through the employment
 5 of state-of-the-art centralized sourcing and staffing practices, through CNP's subsidiary,
 6 CenterPoint Energy Service Company, LLC ("Service Company"), CNP operates in a cost-
 7 effective and cost-efficient manner in recruiting and developing high quality employees.
 8 CNP monitors and adjusts the competitiveness of its compensation plans from a total
 9 compensation perspective. Similarly, CNP seeks to provide a comprehensive set of
 10 benefits to meet its employees' welfare and financial security needs in an affordable and
 11 efficient manner with the overall value targeted at the midpoint of the marketplace. As a
 12 result, end-use customers of CenterPoint Energy Houston Electric, LLC ("CenterPoint
 13 Houston" or the "Company") receive safe and reliable service from experienced and
 14 committed professionals.

15 My testimony:

- 16 • describes Service Company's centralized Human Resources ("HR")
 17 organization, the services that it provides to the Company, the benefits
 18 customers experience, and the reasonableness of costs that have been
 19 allocated to the Company;
- 20 • sets forth CNP's compensation philosophy and explains efforts to ensure
 21 that compensation plans and levels are sufficient to recruit, retain and
 22 motivate the workforce needed to serve the Company's customers;
- 23 • illustrates CNP's benefits philosophy, which leverages CNP's size and the
 24 expertise of its HR staff to secure the best value for CNP's benefits
 25 expenditures;
- 26 • describes the types of health and welfare benefits that CNP provides to its
 27 employees, retirees and individuals on long-term disability, CNP's efforts
 28 to control benefits costs, how benefit costs are charged to CenterPoint
 29 Houston, and the reasonableness of healthcare costs;

**Direct Testimony of Lynne Harkel-Rumford
 CenterPoint Energy Houston Electric, LLC**

- 1 • explains CNP's retirement plan, benefits restoration plan, savings plan,
2 savings restoration plan, deferred compensation plan and the
3 reasonableness of these plans and their associated costs; and
- 4 • supports the Company's expense requests related to postretirement and
5 postemployment benefits.

6 Together with the exhibits attached to my testimony, this evidence demonstrates
7 that Service Company's HR services are appropriate and the compensation and benefits
8 costs included in the Company's rate request are reasonable and necessary. In addition,
9 the total compensation and benefits offered to employees are competitive when compared
10 to those of other companies. Accordingly, the Public Utility Commission of Texas should
11 find those portions of Service Company's costs included in the Company's cost of service
12 are reasonable and necessary expenses to provide service to customers of CenterPoint
13 Houston.

1 **DIRECT TESTIMONY OF LYNNE HARKEL-RUMFORD**

2 **I. INTRODUCTION**

3 **Q. PLEASE STATE YOUR NAME AND POSITION.**

4 A. My name is Lynne Harkel-Rumford. I am the Vice President & Counsel, Total
5 Rewards and Technology at CenterPoint Energy Service Company, LLC (“Service
6 Company”). Service Company is a wholly-owned subsidiary of CenterPoint
7 Energy, Inc. (“CNP”), which provides centralized support services to CNP’s
8 operating units, including CenterPoint Energy Houston Electric, LLC
9 (“CenterPoint Houston” or the “Company”).

10 **Q. PLEASE DESCRIBE YOUR EDUCATIONAL AND PROFESSIONAL**
11 **BACKGROUND.**

12 A. In 1980, I graduated from Indiana University with a Bachelor of Arts degree in
13 Journalism. I earned a JD from the University of Houston in 1990. In 1999, I
14 joined CNP as an associate general counsel in the Legal Department specializing
15 in executive compensation and benefits. I was promoted to my current role in
16 Human Resources (“HR”) in 2014. I have over 25 years of experience in
17 compensation and benefit related legal matters.

18 In terms of additional HR training and experience, I completed numerous
19 training programs related to human resource leadership and organizational
20 development. I am a Board member of Target Hunger in Houston. I am also a
21 member of the Southwest Benefits Association and served on the Board for three
22 years. I have spoken on compensation and benefit issues at various conferences
23 over the years.

1 **Q. WHAT ARE YOUR CURRENT RESPONSIBILITIES?**

2 A. In my current role, I oversee all aspects in the strategy, design, implementation and
3 administration of compensation and incentive plans and benefits plans for CNP
4 executives and employees and oversee employees, including those who provide
5 services to CenterPoint Houston. I am also responsible for overseeing the work of
6 the Human Resources Information Technology Group.

7 **Q. ON WHOSE BEHALF ARE YOU TESTIFYING IN THIS PROCEEDING?**

8 A. I am testifying on behalf of CenterPoint Houston.

9 **Q. HAVE YOU TESTIFIED PREVIOUSLY?**

10 A. Yes. I have testified on behalf of CenterPoint Energy Resources Corporation utility
11 divisions before the Railroad Commission of Texas in Gas Utilities Docket
12 No. 10432, the Arkansas Public Service Commission in Docket 15-098-U and the
13 Minnesota Public Utilities Commission in Docket G-008/GR-15-424.

14 **Q. WHAT IS THE PURPOSE OF YOUR TESTIMONY IN THIS**
15 **PROCEEDING?**

16 A. My testimony describes Service Company's HR organization, CNP's employee
17 compensation and benefits programs and supports the amounts of compensation
18 and benefits costs included in the test year. Company witness Michelle M.
19 Townsend supports the methodologies used to assign Service Company costs to the
20 Company, including HR, compensation, and benefits costs.

1 **Q. HAVE YOU PREPARED ANY EXHIBITS IN CONNECTION WITH**
 2 **YOUR TESTIMONY?**

3 A. Yes. I have prepared or supervised the preparation of the exhibits listed in the table
 4 of contents.

5 **Q. WHAT SCHEDULES ARE YOU SPONSORING OR CO-SPONSORING**

6 A. I am co-sponsoring the following Company schedules with Company witness
 7 Kristie L. Colvin:

- 8 II-D-3.5 Number of Employees
- 9 II-D-3.5.1 Number of Employees – Question 1
- 10 II-D-3.5.2 Number of Employees – Question 2
- 11 II-D-3.6.1 Compensation Other Than Standard Compensation by
 12 Function – Question 1
- 13 II-D-3.6.1a Compensation by Type
- 14 II-D-3.6.2 Compensation Other Than Standard Compensation by
 15 Function – Question 2
- 16 II-D-3.6.3 Compensation Other Than Standard Compensation by
 17 Function – Question 3
- 18 II-D-3.7.1 General Employee Benefit Information – Question 1
- 19 II-D-3.7.2 General Employee Benefit Information – Question 2
- 20 II-D-3.7.3 General Employee Benefit Information – Question 3
- 21 II-D-3.7.3.1 General Employee Benefit Information
- 22 II-D-3.7.4 General Employee Benefit Information – Question 4
- 23 II-D-3.7.5 General Employee Benefit Information – Question 5
- 24 II-D-3.7.6 General Employee Benefit Information – Question 6
- 25 II-D-3.7.7 General Employee Benefit Information – Question 7
- 26 II-D-3.8.1 Pension Expense – Question 1

1	II-D-3.8.2	Pension Expense – Question 2
2	II-D-3.8.3	Pension Expense – Question 3
3	II-D-3.8.4	Pension Expense – Question 4
4	II-D-3.9.1	Postretirement Benefits Other Than Pension – Question 1
5	II-D-3.9.2	Postretirement Benefits Other Than Pension – Question 2
6	II-D-3.9.3	Postretirement Benefits Other Than Pension – Question 3
7	II-D-3.9.4	Postretirement Benefits Other Than Pension – Question 4
8	II-D-3.10.1	Administration Fees – Question 1
9	II-D-3.10.2	Administration Fees – Question 2
10	II-D-3.10.3	Administration Fees – Question 3

11 In addition, I co-sponsor with Ms. Townsend and Ms. Colvin, Schedules V-K-7
 12 and V-K-12, as they relate to Service Company HR costs.

13 **Q. HOW DOES YOUR TESTIMONY RELATE TO THE TESTIMONY OF**
 14 **OTHER WITNESSES WHO ARE COVERING RELATED TOPICS?**

15 A. My testimony is related to the direct testimony of Ms. Townsend through her
 16 discussion of affiliate costs. The Corporate HR organization costs are distributed
 17 to the business units that we serve using allocation methodologies as described in
 18 Ms. Townsend’s testimony and exhibits. My testimony is also related to the direct
 19 testimony of Ms. Colvin who describes how costs are functionalized and assigned
 20 to CenterPoint Houston. Finally, my testimony also relates to the direct testimony
 21 of Company witness John J. Reed who addresses the reasonableness of CNP’s total
 22 compensation package, including incentive pay.

1 **Q. WHAT TEST YEAR DOLLAR AMOUNTS ARE YOU SUPPORTING IN**
2 **YOUR TESTIMONY?**

3 A. I am supporting compensation and benefit-related amounts included in the
4 schedules listed above. I am also supporting affiliate costs for HR services charged
5 to the Company.

6 **II. SERVICE COMPANY HR ORGANIZATION,**
7 **SERVICES AND COSTS**

8 **Q. PLEASE DESCRIBE THE SERVICE COMPANY HR ORGANIZATION.**

9 A. The HR organization provides services necessary in developing policy and
10 planning for total compensation plans, workforce planning and training, employee
11 relations policies and programs, and in training personnel in a coordinated manner
12 throughout CNP. HR also provides services necessary for the design and
13 administration of corporate welfare and benefit plans, including pension plans and
14 savings plans, and support for the negotiation of labor contracts. Additionally, HR
15 provides services necessary to ensure health and safety practices comply with
16 government regulations. The HR organization is one of several support
17 organizations that are part of the Corporate Services group within Service
18 Company. For further discussion of Corporate Services and its role in Service
19 Company, refer to Ms. Townsend's direct testimony.

20 **Q. IS IT REASONABLE TO CENTRALIZE HR SERVICES?**

21 A. Yes. HR is an essential function for all CNP divisions. Its centralized design
22 maximizes efficiency and effectiveness. Centralization allows CNP to provide
23 services that are highly specialized while capturing economies of scale. Those
24 lower cost services can be shared for the benefit of all business units. For example,

1 by using a centralized approach, the HR organization can negotiate more favorable
2 rates with vendors while delivering quality services.

3 Centralized HR operations allow for consistency in policy administration
4 for HR regulatory compliance, avoid the need to duplicate staff and administrative
5 processes within individual business units, promote resource sharing, and give
6 Service Company the opportunity to leverage the size of CNP to negotiate lower
7 fees from outside vendors because common services and plans are delivered across
8 several business units.

9 **Q. WHAT SERVICES DOES THE HR ORGANIZATION PROVIDE TO THE**
10 **COMPANY?**

11 A. HR provides the following categories of services through a centralized delivery
12 model to all operating divisions of CNP, including the Company:

- 13 1. Compensation and Benefits
- 14 2. Human Resources Information Technology
- 15 3. Talent Acquisition
- 16 4. Employee Relations and Labor Relations
- 17 5. Employee Learning
- 18 6. Organization Development

19 **Q. PLEASE DESCRIBE THE CATEGORIES OF SERVICES REFERENCED**
20 **ABOVE IN MORE DETAIL.**

21 A. Compensation and Benefits provides design and administration of the base salary
22 program, short-term incentive (“STI”) plan, long-term incentive (“LTI”) plan,
23 health and welfare plans, retirement, savings, postretirement and postemployment

1 benefits, as well as personal and workplace injury and disability management and
2 Family and Medical Leave Act administration.

3 In partnership with CNP Technology Operations, Human Resources
4 Information Technology maintains the computer systems and programs for
5 collection, storage, management, and analysis of employee-related data.

6 Talent Acquisition provides employee recruiting, on-boarding, and
7 orientation services for all positions including skill/craft, technical, professional,
8 and management positions. This organization also handles human resource
9 regulatory compliance for the Department of Labor and Equal Employment
10 Opportunity programs, and Department of Transportation Drug and Alcohol
11 programs.

12 Employee Relations and Labor Relations professionals provide a broad
13 range of services to support managers and employees to improve personal
14 effectiveness and cost efficiencies. These services include coaching for
15 performance improvement, policy communication and application, organization
16 design, salary program administration, employee promotion and hiring decision
17 support, and regulatory program compliance within the Company's functions and
18 departments.

19 **A. Cost of Services**

20 **Q. HOW WERE THE COSTS FOR THE SERVICES PROVIDED BY THE HR**
21 **ORGANIZATION CHARGED TO THE COMPANY?**

22 **A.** Costs are either directly charged to the business unit for which the HR organization
23 is providing services or they are allocated proportionately on an employee
24 headcount basis. Ms. Townsend addresses the allocation methods for affiliate costs

1 in more detail in her direct testimony including that these allocation methodologies
2 are consistently used to charge HR costs to other CNP business units and that all
3 affiliate costs are not charged at a higher price than those charged to other business
4 units, and that such costs are billed at cost.

5 **Q. HOW ARE COSTS FOR HR PLANNED, MONITORED AND**
6 **CONTROLLED?**

7 A. HR costs are planned for each service function based upon staffing and other
8 expenditures required to support the business units for the upcoming year. HR
9 budgets are reviewed and approved by senior management. Amounts planned
10 above the previous year's budget are reviewed for appropriateness. The total HR
11 budget for the next fiscal year is submitted to the CNP Executive Committee for
12 review and approval.

13 Senior management also reviews and analyzes monthly reports that
14 compare the variance between actual expenses compared to budgeted expenses.
15 Each HR service delivery manager is required to report explanations on specified
16 variances. Summary results are presented to CNP and business unit senior
17 management. Please also refer to the direct testimony of Ms. Townsend regarding
18 CNP's financial planning activities.

19 **Q. WHAT BENEFITS DO CUSTOMERS EXPERIENCE RELATED TO THE**
20 **CENTRALIZED HR ORGANIZATION?**

21 A. The benefits to the Company's customers can be summarized into two categories:
22 quality and cost. To deliver safe, reliable and efficient service to customers, the
23 Company must hire and retain quality employees. In today's business environment,

1 to successfully accomplish this objective, an HR organization must provide
2 comprehensive HR services at a competitive cost. Employees expect and can
3 obtain competitive pay and benefits at many companies, and CNP must continue to
4 employ state-of-the-art sourcing and staffing practices and provide market-based
5 compensation and benefit programs to attract and retain high-quality, experienced
6 employees. The centralized HR organization is focused on designing and obtaining
7 quality services and benefit plans that are competitively priced. This allows the HR
8 organization to provide necessary services at a reasonable cost to the Company,
9 which benefits customers who are served by experienced, high-quality employees.

10 **Q. ARE THE HR COSTS INCLUDED IN THIS FILING REASONABLE AND**
11 **NECESSARY?**

12 A. Yes. The services the HR organization provides to the Company are necessary and
13 must be provided for the Company to provide electric service, and those services
14 are provided at a reasonable cost. Ms. Townsend provides the total HR
15 organization costs charged to the Company during the test year in her direct
16 testimony.

17 **Q. SHOULD THE PUBLIC UTILITY COMMISSION OF TEXAS**
18 **(“COMMISSION”) APPROVE THE COMPANY’ S REQUEST TO**
19 **RECOVER HR ORGANIZATION COSTS?**

20 A. Yes. The centralized HR organizational structure is designed to provide necessary
21 services in an efficient, cost-effective manner and to deliver necessary services
22 through experienced and qualified personnel, which is essential to maintain a

1 productive workforce focused on meeting customers' needs while providing safe
2 and reliable service.

3 **III. COMPENSATION**

4 **Q. WHAT IS CNP'S COMPENSATION PHILOSOPHY?**

5 A. CNP's compensation philosophy is to maintain the competitiveness of its
6 compensation plans and levels as measured from a "total compensation"
7 perspective. That is, the staff of the HR organization measures the value of all the
8 components that make up employees' total compensation and compares that value
9 against competitor companies to ensure that CNP's compensation plans and levels
10 are sufficient to recruit, retain and motivate the quality workforce and leadership
11 needed to serve customers. The objective of this approach is to approximate the
12 median (50th percentile) of the market for total compensation represented by the
13 companies included in the market compensation surveys (also known as market
14 compensation studies) CNP uses to assess the competitiveness of its compensation
15 and benefits. This philosophy is applied consistently to CNP's business units,
16 including the Company.

17 **Q. ARE THERE ASPECTS OF CNP'S CURRENT WORKFORCE THAT**
18 **MAKE ATTRACTING AND RETAINING EMPLOYEES ESPECIALLY**
19 **CRITICAL?**

20 A. Yes. As of 2018, approximately 29% of CNP employees were eligible to retire,
21 and 38% will be eligible to retire by 2022. Retaining these employees has been a
22 focus of CNP because the specialized knowledge and expertise of experienced
23 utility employees is not easily developed or replaced. As the Texas economy grows
24 and continues to diversify, and as unemployment levels decline, CNP and the

1 Company will see an increasingly greater risk of losing employees to other growing
2 industries as well as losing more experienced employees to retirement. Therefore,
3 ensuring competitive salaries, incentive compensation, and benefit plans that are
4 both strategic and cost effective are key to retaining current employees, while
5 recruiting new employees for the benefit of all stakeholders.

6 **Q. WHAT IS CNP'S CURRENT EMPLOYMENT ENVIRONMENT?**

7 A. The unemployment rate has been trending downward since its high point during the
8 Great Recession of 2008-2009. Since January 2013, nationally, the unemployment
9 rate declined from 8.0% to 3.9% as of December 2018. Likewise, the
10 unemployment rate in Texas also declined during this period from 6.5% to a 3.7%
11 as of December 2018. *See Exhibit LHR-1 Bureau of Labor Statistics*
12 *Unemployment Rates.* As the unemployment rate remains low due to increased
13 demand for services and strong job creation, CNP and the Company may
14 experience increased employee turnover and competition for qualified candidates
15 to fill skilled positions, compounding the effects of increasing retirements.
16 Mr. Reed also addresses this challenging employment environment.

17 **Q. HOW IS THE HR ORGANIZATION POSITIONED TO DEAL WITH**
18 **THESE CONDITIONS?**

19 A. CNP and the Company will experience pressure to attract talent and maintain
20 competitive compensation levels, while continuing to find productivity
21 improvements and cost efficiencies. The HR organization's centralized delivery
22 model is well positioned to support growth in a competitive employment market by
23 providing cost effective services. The HR organization is supporting CNP and the

1 Company with comprehensive strategies to acquire, manage and develop the future
2 talent it will need through programs such as recruiting efforts targeted for veterans,
3 skills training programs for employees, development opportunities for future
4 leaders, and succession planning for senior management positions.

5 **A. Total Compensation**

6 **Q. WHAT ARE THE COMPONENTS OF TOTAL COMPENSATION?**

7 A. The components of total compensation are base salary, STI, LTI, and benefits. For
8 purposes of this discussion, I will refer to the components other than benefits
9 collectively as “pay.”

10 **Q. HOW DOES CNP ENSURE THAT EMPLOYEE PAY IS MARKET-
11 BASED?**

12 A. The HR staff uses a process referred to as Market Pricing to determine the
13 components of its compensation program and the external value of total
14 compensation to target for its non-union employees. Market Pricing is a process of
15 determining the compensation amounts provided by other employers for jobs
16 performing essentially the same duties and requiring similar qualifications that are
17 comparable to employee positions at CNP.

18 More specifically, pay data is reported to participating companies via
19 surveys based on a process of matching jobs of similar core duties and
20 qualifications. Depending on the position being analyzed, the HR compensation
21 staff uses a variety of national, regional and local survey data that is refreshed
22 annually to monitor and determine market pay values. Generally, national survey
23 data is used for managerial and professional positions, and regional survey data is
24 used for most non-exempt (or hourly) jobs. This approach is appropriate because

1 CNP recruits for managerial and professional jobs nationally, and most non-exempt
2 jobs are filled at the regional or local level. Most jobs are matched to multiple
3 surveys. CNP compensation staff members analyze these multiple survey sources
4 to determine various statistical pay values represented by the survey data, including
5 median, average, and percentile amounts.

6 The market-based values derived for base salaries, STI, and LTI are then
7 annually compared by the compensation staff to actual pay levels of CNP
8 employees to determine whether adjustments are needed to maintain a competitive
9 position relative to pay levels of other survey participants.

10 **Q. WHAT ARE SOME EXAMPLES OF THE TYPES OF SURVEYS USED TO**
11 **MONITOR MARKET-BASED PAY RELATED TO THE COMPANY'S**
12 **EMPLOYEES?**

13 **A.** Two different types of surveys used to monitor market-based pay related to the
14 Company's employees are:

15 (1) Industry-specific surveys covering the electric transmission and
16 distribution utility segment, such as:

- 17 • Energy Technical Craft Clerical Survey; and
18 • Willis Towers Watson Energy Services Middle
19 Management, Professional and Support Compensation
20 Survey Report.

21 (2) General industry surveys, such as:

- 22 • Willis Towers Watson Houston Office and Clerical Salary
23 Survey Report; and
24 • Willis Towers Watson General Industry Middle
25 Management, Professional and Support Compensation
26 Survey Report.

1 The surveys named above are attached to my testimony as Exhibit LHR-2 2017
2 Compensation Surveys (Confidential) and are refreshed annually with current
3 market data. CNP relies on these types of surveys to establish pay ranges that CNP
4 can be confident represent pay levels of the Company's competitors for the
5 positions the Company and CNP require, and to ensure that CNP is receiving
6 objective data reflective of a broad representation of the market.

7 **Q. IS THIS SAME PHILOSOPHY APPLIED TO EXECUTIVE PAY?**

8 A. Yes. The same market forces exist with respect to recruiting and retaining
9 executive-level employees. As such, CNP uses the same market-based pay
10 philosophy for executives. All components of pay for executive positions are
11 measured against the same or similar positions at comparable companies. This
12 analysis ensures that the pay CNP offers to executives is fully competitive and
13 sufficient to recruit, retain and motivate the talent necessary to manage the
14 operations of CNP.

15 **Q. HOW IS EXECUTIVE PAY MONITORED AND CONTROLLED?**

16 A. The Compensation Committee ("Committee") of CNP, comprised of independent
17 members of the Board of Directors, is responsible for ensuring that compensation
18 programs for CNP's senior executives are reasonable and competitive. The
19 Committee retains a consultant, Meridian Compensation Partners, LLC
20 ("Meridian"), to provide independent advice on executive compensation matters
21 and to perform specific project-related work. Meridian consultants report directly
22 to the Committee.

1 **Q. HOW IS THE COMPARISON GROUP SELECTED FOR THE ANALYSIS**
2 **OF EXECUTIVE COMPENSATION?**

3 A. A group consisting of utility companies with median revenues and market
4 capitalization comparable to CNP was jointly developed by CNP management and
5 Meridian and approved by the Committee. The 2018 comparison group included
6 19 publicly-traded companies comparable in size to CNP in terms of annual
7 revenues and the value of ongoing operations. Refer to Exhibit LHR-3 Meridian
8 Compensation Partners Proxy Peer Review (Confidential).

9 **B. Base Salaries**

10 **Q. HOW DO THE AVERAGE BASE SALARIES OF CNP COMPARE TO THE**
11 **BASE SALARIES OF COMPETITOR COMPANIES?**

12 A. Annually, HR compares the median base salary levels reported in the market
13 surveys, which are included in Exhibit LHR-2, to the base salaries of its non-union
14 employees with similar job responsibilities and requiring comparable skills and
15 experience. In 2018, this comparison indicated that the overall average CNP non-
16 union base salaries were below the market median base salaries of the surveyed
17 companies by approximately two percent.

18 **Q. IS THERE AN ANNUAL SALARY INCREASE REFLECTED IN THE**
19 **TEST YEAR COSTS?**

20 A. Yes. A three percent salary increase, on average, was effective April 1, 2018, for
21 non-union employees. The Company's employees represented by IBEW Local 66
22 received a three percent increase in wages effective May 26, 2018, per the terms of
23 the current labor contract. Employees represented by IBEW Local 66 include
24 positions such as linemen, electricians, meter installers, and meter testers. The

1 current labor contract also includes a three percent general increase in wages to be
2 effective May 26, 2019. Affiliate employees charging time to the Company,
3 represented by the Office & Professional Employees International Union Local No.
4 12 AFL-CIO (“Metro”) and the Office & Professional Employees International
5 Union Local No. 12 AFL-CIO representing Mankato (“Mankato”), each received a
6 three percent increase in wages effective June 1, 2018 and April 1, 2018,
7 respectively, per the terms of the current labor contracts. Employees represented
8 by Metro include positions such as customer information phone representatives and
9 other office clerical workers. Employees represented by Mankato include positions
10 such as customer information phone representatives, lead customer information
11 phone representatives, Customer Billing representatives, and lead Customer Billing
12 representatives. The current Metro and Mankato labor contracts also include a three
13 percent general increase in wages to be effective June 1, 2019 and April 1, 2019,
14 respectively.

15 **Q. HOW WAS THE ANNUAL SALARY INCREASE DERIVED?**

16 A. Each year, HR reviews third-party surveys of competitive trends, turnover
17 statistics, negotiated labor agreements and market economic data. This information
18 is used to determine how much of an increase is needed to maintain the
19 competitiveness of non-union base salaries. The senior management of CNP also
20 considers other factors when finalizing the salary increase, such as the financial
21 ability to pay, employee turnover, and overall CNP plans and related expenses.
22 Base salary increases for non-union employees, called Competitive Pay
23 Adjustments (“CPA”), are effective on April 1 each year for employees who are

1 paid semi-monthly and in March for employees who are paid bi-weekly.
2 Additionally, senior management reviews salary increase budget surveys, including
3 the Exhibit LHR-4 WorldatWork 2018-19 Salary Budget Survey and 2018
4 Compensation Surveys (Confidential) to monitor trends in general industry and the
5 utility segment of the market.

6 **Q. IS THE THREE PERCENT SALARY INCREASE REASONABLE?**

7 A. Yes. Base pay is the foundation of total pay. Base pay recognizes the job being
8 performed and how it is valued in the competitive job market. CNP uses a market-
9 based approach to set compensation levels. This ensures that base pay is sufficient
10 to attract, retain and engage the talent necessary to provide safe, reliable and
11 efficient operations throughout the Company's service territory. Compensation and
12 Benefits personnel analyze employee compensation relative to competitive data
13 and factors in survey results of actual and predicted market movement for both
14 general industry and the utility industry. This is used to project the annual
15 compensation budget required to maintain the competitiveness of CNP's base pay.

16 CNP's intent is that overall base pay will be positioned near the 50th
17 percentile or median of the appropriate competitive market (known as the "market
18 reference point"). These pay levels are set using the market-pricing method.
19 Market data obtained from salary surveys is the major component in determining
20 the market reference point. This data on market practices is required to administer
21 CPA decisions. For any individual employee, however, base pay will be below, at
22 or above market rates depending on many factors such as hiring rates, time in the
23 job and individual performance.

1 In arriving at the CPA, HR develops compensation compa-ratios from the
2 market surveys as an indication of the competitiveness of CNP's pay versus the
3 survey median pay reported. A compa-ratio is an expression of employee base pay
4 in relation to survey data. The compa-ratio is calculated by dividing the CNP base
5 pay by the survey-derived market reference point, expressed as a percentage. The
6 compa-ratios for job groups are reported to management and are used in the
7 administration and allocation of pay increase budgets to achieve or maintain CNP's
8 market-based pay philosophy. The compa-ratio of non-union CNP employees in
9 2018 was 98%, indicating that, even with CNP's CPA, overall pay for CNP
10 employees was below the market reference point.

11 **Q. HOW DOES CNP'S AVERAGE TOTAL CASH COMPENSATION**
12 **COMPARE TO THE TOTAL CASH COMPENSATION OF COMPETITOR**
13 **COMPANIES?**

14 A. Cash compensation consists of base salary and STI. Like base salaries, CNP also
15 compares the median total cash compensation levels reported in the market surveys
16 to the average total cash compensation of its employees. In 2018, this comparison
17 indicated that the overall average CNP total cash compensation was also below the
18 market median total cash compensation of the surveyed companies by
19 approximately two percent.

20 **Q. WHAT COMPENSATION AMOUNTS ARE INCLUDED IN THE**
21 **COMPANY'S RATE REQUEST IN THIS CASE?**

22 A. The Company is requesting recovery of annualized base salary amounts as of
23 December 2018, test year STI expenses adjusted based on CNP's actual

1 performance over the last four years, and test year LTI expenses. The Company's
2 requested payroll costs also include a three percent CPA for 2019. The
3 compensation costs the Company is requesting include direct and allocated
4 expenses. Please refer to the detailed payroll expense schedules prepared by
5 Accounting and sponsored by Ms. Colvin. Ms. Colvin also addresses the
6 adjustment to test year base salary amounts and STI expenses in her direct
7 testimony.

8 **Q. ARE THE PAY LEVELS CNP OFFERS REASONABLE?**

9 A. Yes. From both a base salary and total cash perspective, the compensation levels
10 CNP offers are reasonable when compared to competitor companies because they
11 are designed to target the median of the market, and the average actual costs are
12 below market levels. To maintain this competitive position, CNP must continue to
13 provide competitive base salary levels, annual salary increases and incentive
14 compensation opportunities. Reducing or removing any of these compensation
15 elements would interfere with the CNP's competitive position and its ability to
16 attract, retain and motivate the skilled workforce that is necessary to operate a safe
17 and reliable electric utility.

18 **C. Incentive Compensation**

19 **Q. PLEASE GENERALLY DESCRIBE THE COMPANY'S INCENTIVE**
20 **COMPENSATION REQUEST IN THIS CASE.**

21 A. The Company requests recovery of incentive pay for employees who are involved
22 in the day-to-day operation and support of the Company. These employees include
23 personnel employed directly by the Company itself as well as support personnel
24 who provide necessary services primarily from a centralized location in Houston.

1 The employees who work for or support the Company's operations are eligible to
2 receive incentive pay, including Houston-based positions such as customer service
3 call center agents, billing processing agents, employees who provide HR services,
4 and safety and other operations-related training programs. To meet CNP's
5 incentive plan goals, all employees must do their jobs safely and do them well,
6 including the provision of efficient and responsive customer service.

7 **D. Short-Term Incentive Plan**

8 **Q. PLEASE EXPLAIN CNP'S STI PLAN.**

9 A. The STI Plan is the second component of CNP's market-based total compensation
10 pay philosophy. The STI Plan provides the opportunity for all employees to earn
11 incentive pay based on the attainment of annual goals. These goals include
12 operating income, earnings per share, operations and maintenance expenditure
13 management, customer satisfaction, and safety.

14 Together, the plan goals are designed to motivate employees to do their best
15 to contribute to the effective operation of CNP and its business units. The plan
16 goals focus employee efforts in ways that help CNP and the Company to maintain
17 its financial health and to encourage employees to run a cost-efficient business.
18 Additionally, the STI goals are designed to encourage employees to execute their
19 job functions safely and to strive for high levels of customer satisfaction.

20 Further, a well-designed incentive plan is an important component of the
21 total compensation necessary to attract and retain competent employees. By
22 providing incentive pay opportunities comparable to those an employee could find
23 in other companies, CNP is able to assure its customers that experienced and
24 capable employees will be on the job to provide safe and reliable service.

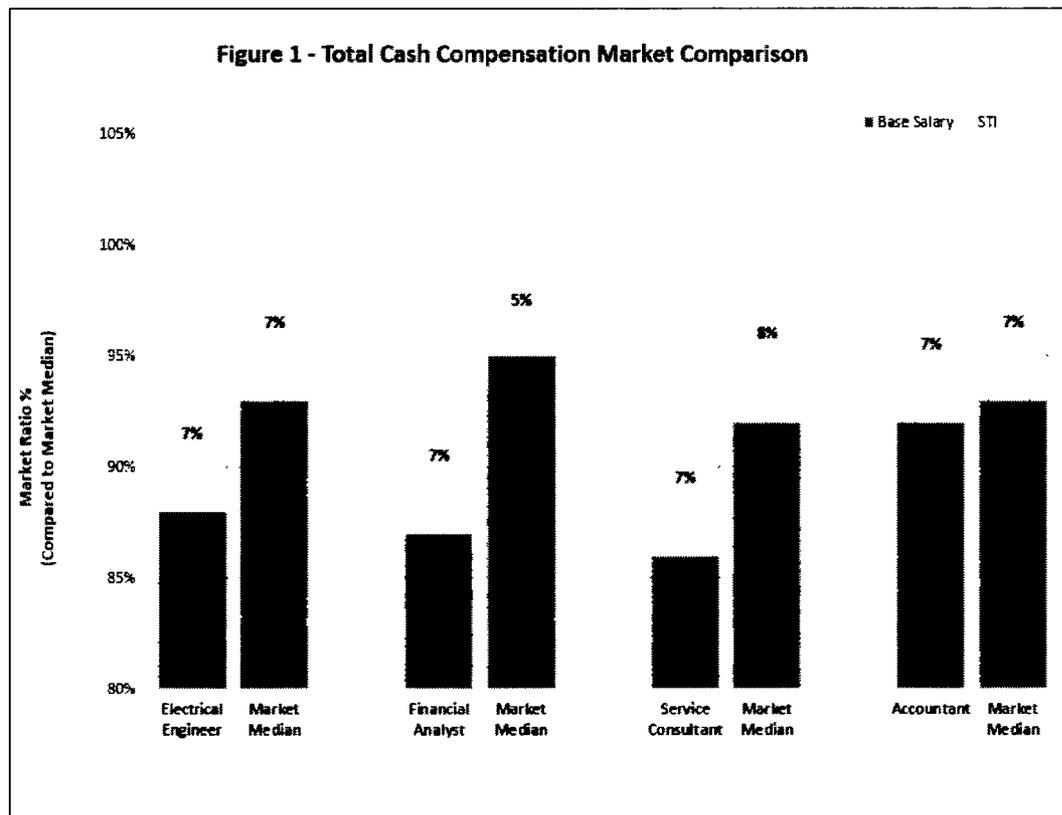
1 **Q. DO INCENTIVE PLANS SUCH AS CNP'S STI PLAN CONTINUE TO BE**
2 **A PREVALENT COMPONENT OF TOTAL COMPENSATION IN THE**
3 **MARKETPLACE?**

4 A. Yes. According to a 2018-2019 survey conducted by WorldatWork, 85% of 1,908
5 U.S. survey respondents, including 96 utilities, indicated that they use variable pay
6 programs, which is another term for incentive plans. As defined in the
7 WorldatWork survey, variable pay is the percentage of payroll established by
8 employers to grant performance-based cash awards to employees during the year.
9 Further, 69% of those using variable pay use an incentive plan design like CNP's
10 plan, which is based on achieving both the organization's goals and individual
11 performance. See Exhibit LHR-4 for the WorldatWork survey. Therefore, the
12 Company's provision of STI is consistent with its peers in the market and is
13 necessary to compete with other utilities and similar employers in the region.

14 **Q. HOW DOES THE COMBINATION OF CNP'S BASE SALARY AND STI**
15 **LEVELS COMPARE TO THE LEVELS OF BASE SALARY AND STI IN**
16 **THE MARKET?**

17 A. Overall, the combination of CNP's base salary and STI levels is below the base
18 salary and STI in the market. In the aggregate, the Company's overall total cash
19 compa-ratio for all non-union jobs is approximately 98% of market median.
20 Examples of market compensation comparisons for some Company and Service
21 Company positions shown below. These charts illustrate that the base salary and
22 STI levels are below their market median elements for several positions.¹

¹ The Electrical Engineer and Service Consultant examples are Company positions. The Financial Analyst and Accountant examples are Service Company positions.



*Data showcases approximately the median of the experienced level of the families listed above.

1 **Q. PLEASE EXPLAIN HOW THE EXAMPLES ILLUSTRATED IN THE**
 2 **CHARTS ABOVE RELATE TO THE COSTS THE COMPANY IS**
 3 **REQUESTING TO RECOVER IN THIS CASE.**

4 **A.** The Company's requested base salary and STI expenses are reasonable because
 5 CNP targets the median of the market when designing total cash compensation for
 6 positions in business units throughout CNP. The charts above show that even with
 7 the combination of base salary and STI, average cash compensation is below the
 8 median of the market. To the extent the Commission determines the Company's
 9 total cash compensation is reasonable, if the Company is not granted recovery of a

1 portion of its requested base salary or STI expenses, the Company would not
2 recover its reasonable and necessary compensation expenses. In the examples
3 above, if the Company's requested STI expenses were disallowed, the recovery of
4 total cash compensation costs would fall to approximately 89% of market, or
5 approximately 11% below the median total cash compensation level found in the
6 market surveys.

7 **Q. DID THE COMMISSION APPROVE THE RECOVERY OF STI IN THE**
8 **COMPANY'S LAST RATE CASE IN DOCKET NO. 38339?**

9 A. Yes. The Commission approved the recovery of the Company's STI request and
10 found that it was a reasonable and necessary component of a total compensation
11 package required to recruit, retain, and motivate employees.² The Commission also
12 found that the corporate and financial goals of STI are directly tied to metrics such
13 as customer service and safety.³

14 **Q. HAS CNP CHANGED ITS STI PLAN SINCE DOCKET NO. 38339?**

15 A. CNP's overall STI Plan purpose has remained the same since Docket No. 38339.
16 Although some of the specific goals have changed since 2009, the broader plan
17 concept designed to align customer, employee, and shareholder interests is
18 unchanged.

19 **Q. WHAT WERE CNP'S STI GOALS FOR THE 2018 TEST YEAR?**

20 A. The goals were as follows:

² *Application of CenterPoint Electric Delivery Company, LLC, for Authority to Change Rates*, Docket No. 38339, Order on Rehearing at Finding of Fact 81 (June 23, 2011).

³ *Id.* at Finding of Fact 83.

GOAL	WEIGHTING
CNP Core Operating Income	35%
CNP Consolidated Diluted Earnings Per Share	20%
CNP Operations and Maintenance Expenditures	25%
Customer Satisfaction Composite	10%
CNP Safety Composite	10%

1 For a detailed presentation of CNP's 2018 STI goals, see Exhibit LHR-5 Short-term
2 Incentive Plan Goals (Confidential).

3 **Q. HOW DO THE CNP STI GOALS COMPARE TO THE STI GOALS OF**
4 **PEER UTILITY COMPANIES?**

5 A. CNP's 2018 STI goals are consistent with goals used by most of CNP's peer
6 utilities, which are designed to benefit Company stakeholders such as customers,
7 communities, employees and shareholders. Refer to Exhibit LHR-6 Meridian
8 Compensation Partners Incentive Plan Analysis (Confidential) for additional
9 information related to CNP's peer utilities and STI goals.

10 **Q. DO CUSTOMERS AND SHAREHOLDERS BENEFIT FROM THE GOALS**
11 **IN THE STI PLAN?**

12 A. Yes. The goals provide benefits to customers and shareholders. Customers directly
13 and materially benefit from the provision of STI awards to the Company's
14 employees that are based on the attainment of these goals, which serves to align the
15 interests of shareholders and customers. These goals also encourage expense
16 management and operational efficiencies that benefit customers through reasonable
17 rates, safe and reliable operations, and enhanced customer service. Further, having
18 healthy operating income is a key factor in ensuring CNP has a strong balance sheet

1 and credit metrics, both of which allow for a reasonable cost of capital.
2 Specifically, the goals associated with STI motivate employees to effectively
3 manage operations expenses, which contribute to a financially healthy company,
4 allowing investors to earn a reasonable return on their investment. This attracts
5 new investors and allows CNP greater access to capital at better rates, which results
6 in savings to customers through lower interest costs. Healthy cash flow also
7 enables the Company to proactively maintain and repair infrastructure and provide
8 enhanced customer services, such as Power Alert Service. For a detailed
9 description of Power Alert service see testimony of Company witness Rebecca
10 Demarr. Thus, not only are the requested STI costs reasonable because they are the
11 result of an STI Plan that is comparable to those in the market and necessary
12 because the costs are part of an overall compensation package that must be
13 competitive, the STI Plan also includes goals that lead to customer and shareholder
14 benefits. In this way, STI is no different than the Company's ongoing capital
15 investment in new infrastructure. That capital investment allows the Company to
16 continue to provide safe and reliable service to customers while also giving
17 shareholders the opportunity to earn a reasonable return on the Company's
18 investment.

19 **Q. CAN YOU PROVIDE EXAMPLES OF HOW INCENTIVE GOALS WORK**
20 **TO MINIMIZE OPERATIONS AND MAINTENANCE EXPENSE?**

21 A. Yes. The inclusion of expense management goals in the employee total
22 compensation package fosters awareness at all levels that prudent spending
23 practices are expected and necessary. All managers and employees are reminded

1 that their day-to-day actions directly impact the Company's bottom line and its
2 ability to provide service at a reasonable cost to customers.

3 An example of how expense management goals directly motivate
4 employees to be cost-conscious is found in CNP's healthcare program offering, in
5 which employees can connect with a nurse or doctor by internet, phone, or mobile
6 app to get medical advice for minor conditions. This program leads to reduced
7 costs by avoiding unnecessary and costly visits to emergency rooms.

8 As I address in the Benefits section of my testimony, CNP employees also
9 take other proactive steps to control benefit expenses. For example, the HR
10 Benefits team recommended the addition of a Wellness Program beginning in 2019
11 that will provide employees an opportunity to better manage their own health,
12 leading to the reduction of costly medical plan claims.

13 Lastly, to be eligible for STI awards, employees must meet individual job
14 performance expectations and goals. In these ways, the STI plan motivates
15 employees to focus on cost-management, productivity in the workplace and to
16 operate safely and reliably, all of which benefits customers.

17 **Q. ARE THE COMPANY'S STI COSTS REASONABLE AND NECESSARY?**

18 A. Yes. Offering STI is a necessary component of an employee's total compensation.
19 Incentive compensation opportunities are prevalent in all industry segments. The
20 STI design and plan goals are consistent with peer utilities, and individual employee
21 rewards are based on objective performance expectations. In addition, the STI plan
22 is funded only when CNP achieves the plan goals, which are linked to creating

1 benefits for key stakeholders, including customers. Finally, the total costs of CNP's
2 STI awards are reasonable compared to similar opportunities at other employers.

3 **E. Long-Term Incentive Plan**

4 **Q. PLEASE EXPLAIN CNP'S LTI PLAN.**

5 A. The LTI Plan is the third component of CNP's total compensation pay philosophy.
6 LTI pay, along with base pay and STI pay, comprise the non-benefits portion of a
7 competitive compensation package that CNP employees will compare to other
8 employers in the marketplace. As with STI, providing a well-designed LTI Plan is
9 essential for attracting, retaining and motivating plan participants, typically CNP
10 executives and other key employees in the Company who can influence the long-
11 term performance of CNP. The LTI Plan is designed to focus the efforts of
12 participants on sustained improvements in CNP's and the Company's performance
13 over longer periods of time, typically three years. It is also designed to retain
14 participants over time to provide continuity of a qualified management team. In
15 this way, the LTI Plan is one tool CNP uses to retain experienced employees who
16 are necessary to ensure the safe, reliable and successful operations of the Company.

17 **Q. IS IT NECESSARY AND APPROPRIATE FOR LTI TO BE OFFERED AS**
18 **PART OF THE TOTAL COMPENSATION PACKAGE?**

19 A. Yes. LTI pay is a nearly universal component of total compensation for employees
20 in executive and key positions among investor-owned utilities in today's
21 workplace. In fact, Fredrick W. Cook and Co., Inc.'s ("Cook") December 2018
22 study titled, "The 2018 Top 250 Report: Long-Term Incentive Grant Practices for
23 Executives," demonstrates that LTI is a necessary and expected component of
24 modern compensation plans. Of the 250 largest companies in the Standard &

1 Poor's 500 Index, all reported having a LTI pay component. This includes all 14
2 of the utility sector companies included in the study. A copy of the confidential
3 Cook study is attached to my testimony as Exhibit LHR-7.

4 **Q. HOW DOES THE TOTAL COMPENSATION LEVEL (THE**
5 **COMBINATION OF BASE SALARY, STI, AND LTI) OF CNP'S**
6 **LTI-ELIGIBLE EMPLOYEES COMPARE TO THE TOTAL**
7 **COMPENSATION LEVELS OF CNP'S PEER COMPANIES?**

8 A. As described previously, CNP annually compares its total compensation, including
9 STI and LTI, to the compensation found in the market surveys for LTI-eligible
10 employees. As with STI, the 2018 comparison indicates that CNP's average total
11 compensation levels when LTI is included are below the market median at
12 approximately 98% for LTI eligible employees.

13 **Q. PLEASE EXPLAIN THE COMPONENTS OF THE LTI PLAN.**

14 A. LTI pay is a variable compensation component that rewards participants with shares
15 of CNP stock called performance shares, based on the achievement of
16 predetermined goals measured over three-year overlapping performance periods.
17 LTI pay also rewards participants with shares of CNP stock called restricted stock
18 awards. Costs for LTI during the test year are represented by the performance
19 shares and restricted stock during the three-year periods that overlap with the 2018
20 test year: 2016 through 2018, 2017 through 2019, and 2018 through 2020. The
21 LTI goals for these periods are based on total shareholder return and operating
22 income for 2016 and 2017 and total shareholder return and net utility income for
23 2018. These goals are achieved based on the efforts of the plan participants to

1 improve productivity, service, expense management, and other factors that are a
2 necessary part of providing safe and reliable service. This type of variable incentive
3 plan opportunity motivates and rewards employee performance, which is essential
4 to recruiting and retaining a qualified management team. A more detailed
5 explanation of the goals associated with the performance shares and the restricted
6 stock awards included in the test year expense is provided in Exhibit LHR-8,
7 Long-term Incentive Plan Goals (Confidential).

8 **Q. IS IT APPROPRIATE FOR LTI TO BE LINKED TO SHAREHOLDER**
9 **RETURN AND INCOME GOALS?**

10 A. Yes. CNP's LTI Plan design is very similar to the LTI plan design of other
11 comparable regulated investor-owned utilities that fall within a reasonable range of
12 CNP's annual revenue and market capitalization. Using a group of peer utility
13 companies helps align CNP's compensation programs with competitors that are in
14 the same industry sector. LTI goals are meant to ensure that participants are
15 focused on the health of the entire organization, including the Company. The
16 majority of LTI plans in the job market consist of one or two goals that are designed
17 to align participants' efforts with the interests of all stakeholders.

18 The Cook study referenced previously reported that 40% of the 250
19 companies in the study used performance-based LTI with a single performance
20 measure or goal, while 36% of the survey group used two separate performance
21 goals, and 24% used three or more goals. The following are the performance goals
22 and frequency of use of each as reported by the Cook study:

	<u>Performance Goal</u>	<u>Frequency of Use</u>
1		
2	Total Shareholder Return	62%
3	Operating or Net Income	52%
4	Capital Efficiency	43%
5	Revenue	20%
6	Cash Flow	16%
7	Other (Safety, Quality, New Business)	15%

8 Additionally, according to a proxy statement analysis of 19 CNP peer
9 utilities conducted by Meridian in 2018, 17 of the 19 companies used total
10 shareholder return as a goal for their LTI plans. Thirteen of the 19 proxy peer
11 companies used two goals, three used a single goal, and three companies used three
12 goals. The most common goal reported was total shareholder return, which is a
13 component of CNP's LTI plan. The Meridian analysis is included as
14 Exhibit LHR-6.

15 The independent Cook and Meridian reports show that LTI is a common
16 component of utility total compensation, and CNP's plan design and goals are very
17 similar to those of other utilities within its peer group, which indicates that CNP's
18 LTI Plan is reasonable.

19 **Q. DOES AWARDING COMPENSATION LINKED TO TOTAL**
20 **SHAREHOLDER RETURN AND OPERATING INCOME BENEFIT THE**
21 **COMPANY'S CUSTOMERS?**

22 **A.** Yes. Achievement of strong financial performance is a direct benefit to customers.
23 Positive operating income is a direct result of the prudent management of operating

1 expenses. Similarly, positive total shareholder return growth reflects strong
2 performance from all CNP operating divisions, which attracts capital for
3 maintaining and investing in the Company's infrastructure to deliver safe and
4 reliable electric service. Therefore, higher employee productivity, careful control
5 of operations and maintenance costs, attention to customer service levels and
6 customer retention, and adherence to employee and community safety procedures
7 lead to minimizing the Company's cost of service, while also achieving stable
8 earnings. These factors are within the direct influence of employees, including LTI
9 Plan participants.

10 **Q. ARE THERE ANY OTHER WAYS THAT CNP'S LTI PLAN BENEFITS**
11 **CUSTOMERS?**

12 A. Yes. Customers benefit from CNP's LTI Plan because it enables CNP to attract
13 and retain a well-qualified management team that is motivated to improve CNP's
14 overall performance, including the Company. Without LTI, CNP would be lacking
15 an important component of an effective total compensation package to compete for
16 the right talent in today's job market.

17 **Q. ARE THE COSTS ASSOCIATED WITH THE LTI PLAN A REASONABLE**
18 **AND NECESSARY COST OF PROVIDING SERVICE?**

19 A. Yes. The LTI plan awards stock to participants when CNP achieves the plan goals,
20 which are aligned with customer and shareholder interests. LTI pay opportunities
21 are prevalent in the utility industry segment, and the LTI Plan design and goals are
22 consistent with peer utilities.

1 **Q. WHY DOES THE COMPANY NOT PROVIDE TOTAL COMPENSATION**
2 **THROUGH ONLY BASE SALARY WITHOUT INCENTIVE PAY?**

3 A. Compensating employees solely through base salary with no opportunity for
4 variable incentive pay reflects an outdated and less than competitive approach to
5 current compensation practices. In addition, CNP carefully designs its
6 compensation plans to include tangible goals to motivate positive and productive
7 employee behavior that benefits stakeholders including customers, employees, and
8 shareholders. None of CNP's stakeholders would benefit if employees were
9 compensated only through base pay because CNP would lose the motivational
10 aspect of incentive pay that engages employees to perform their jobs more
11 effectively, achieve operating efficiencies, and maintain a safe and reliable electric
12 delivery system.

13 **Q. IS IT IMPORTANT THAT CNP RECOVER ITS COSTS RELATED TO STI**
14 **AND LTI?**

15 A. Yes. An employee's total pay opportunity is determined by targeting the median
16 total pay, including incentive compensation, of similar positions in the industry. If
17 an employee does not have the opportunity to receive incentive pay, then the
18 employee will receive less than the median pay of similar positions within the
19 industry, putting the Company at a competitive disadvantage. The Company has
20 demonstrated that the salary, STI, and LTI costs requested in this case are
21 reasonable by providing total compensation opportunities at CNP that are aligned
22 with, and below, the current market median compensation levels.

- 1 (4) Postretirement benefits
- 2 (5) Postemployment benefits
- 3 (6) Deferred Compensation Plan

4 I address each of CNP's benefits below in greater detail.

5 **Q. WHAT TOOLS DOES CNP USE TO DETERMINE THAT THE OVERALL**
6 **VALUE OF THE BENEFITS OFFERED TO EMPLOYEES IS**
7 **CONSISTENT WITH MARKET MEDIAN VALUES?**

8 A. CNP participates in the Willis Towers Watson Benefits Data Source, which is an
9 online database that contains detailed benefit plan provisions for 816-member
10 companies, including 87 utility and energy companies. Please refer to
11 Exhibit LHR-9 Willis Towers Watson Benefits Data Source (Confidential), for
12 benefit plan prevalence results. CNP uses this benchmarking tool to compare its
13 benefit plans to the plans of other participating companies.

14 **B. Health and Welfare Benefits**

15 **Q. WHAT HEALTH AND WELFARE BENEFITS DOES CNP PROVIDE?**

16 A. CNP provides medical insurance (including prescription drugs), dental, vision, life
17 and accidental death and dismemberment insurance, and long-term disability
18 benefits. The Company employees represented by the IBEW union have the same
19 health and welfare benefits as other Company and CNP employees, except for
20 medical plan insurance, which is provided by the National Electrical Contractors
21 Association. CNP HR works with brokers, insurance companies and administrative
22 service providers to manage the CNP health and welfare benefits.

1 **Q. HOW DOES HR HELP CNP ENSURE THAT THE INSURANCE**
2 **CARRIERS AND ADMINISTRATORS CNP USES ARE CHARGING A**
3 **COMPETITIVE RATE FOR THEIR SERVICES?**

4 A. For all insured plans, CNP uses brokers to ensure that administrative services are
5 competitively priced. The HR organization also meets from time to time with
6 consultants, benefit providers and insurance carriers to discuss competitive trends,
7 cost projections, and plan design. Additionally, HR periodically solicits third-party
8 bids on its insured plans. Typically, we utilize multi-year agreements of at least
9 three years' duration to lock-in competitive pricing. We also work jointly with our
10 insurance carriers to design benefit plans in a manner that will result in lower
11 premiums. This objective is also achieved by aggregating CNP employees into
12 insurance pools to leverage CNP's size to obtain the best rates possible.

13 **Q. HOW ARE HEALTH AND WELFARE BENEFIT COSTS CHARGED TO**
14 **THE COMPANY?**

15 A. Ms. Townsend explains in her testimony how these benefit costs are charged to the
16 Company.

17 **Q. HOW IS THE AMOUNT OF HEALTH AND WELFARE EXPENSE**
18 **DETERMINED FOR THE TEST YEAR?**

19 A. As Ms. Colvin explains in her testimony, the test year amount of health and welfare
20 costs for the Company is comprised of the Company's actual direct and allocated
21 costs for the twelve months ended December 31, 2018. In addition to medical,
22 dental, and vision costs, the total health and welfare expense includes the costs

1 related to CNP's other benefits including employee life insurance, accidental death
2 and dismemberment insurance, and long-term disability insurance.

3 **Q. DOES THE COMPANY TAKE STEPS TO CONTROL THE RISING**
4 **COSTS OF HEALTHCARE?**

5 A. Yes. Each year, CNP reviews its medical claims experience and compares it with
6 healthcare industry cost trends and projections to estimate future medical plan
7 costs. In addition, plan design changes are recommended to help reduce rising costs
8 while maintaining a competitive benefits package.

9 **Q. IS THE PROVISION OF HEALTH AND WELFARE BENEFITS TO**
10 **EMPLOYEES REASONABLE AND NECESSARY?**

11 A. Yes. The provision of health and welfare benefits to employees is an industry
12 standard. In fact, of the 816 organizations in the Towers Watson Benefits Data
13 Source, 100% provide active employee medical and dental plans. To attract and
14 retain quality employees and leadership, the health and welfare benefits provided
15 by CNP are both reasonable and necessary to remain competitive.

16 **C. Retirement Plan and Benefit Restoration Plan**

17 **Q. WHAT IS THE RETIREMENT PLAN?**

18 A. CNP's Retirement Plan ("Plan") is a defined benefit pension plan that is intended
19 to provide employees with income in retirement. All CNP employees are eligible
20 for the Plan, which sets up a cash balance account for each employee. CNP pays
21 the full cost of the Plan by crediting each employee account with a contribution
22 equal to five percent of the employee's eligible compensation. The employee
23 accounts earn interest equal to the average return on 30-year Treasury securities for
24 November of the prior year. Employees are fully vested in their account balances

1 after completing three years of service. Certain employees hired prior to January 1,
2 1999 are eligible for prior plan grandfathering provisions.

3 **Q. PLEASE EXPLAIN HOW RETIREMENT PLAN EXPENSE IS**
4 **DETERMINED.**

5 A. The Company's Retirement Plan expense is determined based on the expense for
6 defined pension plans calculated by CNP's actuaries at Aon, which uses generally
7 accepted accounting principles ("GAAP") to determine the Plan expense. Aon
8 bases its calculations upon actual demographic data of the Company. CNP reviews
9 the assumptions used by Aon in its actuarial report.

10 **Q. WHAT ARE THE COMPONENTS OF RETIREMENT PLAN EXPENSE?**

11 A. The four components of Retirement Plan expense are:

12 (1) Service Cost, which represents the value of retirement benefits
13 earned during the current year;

14 (2) Interest Cost, which is the growth of the benefit due to the passage
15 of time;

16 (3) Expected Return on plan assets, which is projected using an
17 estimated long-term rate of return; and

18 (4) Amortization of:

19 a. Prior Service Cost, which is due to changes in the level of
20 benefits; and

21 b. Actuarial gains and losses, which result from variances
22 between the actuarial assumptions and actual experience, as
23 well as annual changes in the discount rate.

1 **Q. WHAT IS THE BENEFIT RESTORATION PLAN?**

2 A. The Benefit Restoration Plan (“BRP”) is an unfunded retirement plan that restores
3 retirement benefits that would have been paid under the Retirement Plan, had they
4 not been subject to limitation under the Internal Revenue Code.

5 **Q. PLEASE EXPLAIN HOW BRP EXPENSE IS DETERMINED.**

6 A. The expense is determined based on an actuarial study performed by Aon using
7 generally the same actuarial assumptions as the Retirement Plan and is calculated
8 in the same manner.

9 **Q. IS THE PROVISION OF A RETIREMENT PLAN TO EMPLOYEES**
10 **REASONABLE AND NECESSARY?**

11 A. Yes. Many utility and energy companies still provide retirement plans (*see*
12 Exhibit LHR-9). The CNP BRP is simply an extension of the Retirement Plan that
13 is designed to restore benefit limitations imposed under the Internal Revenue Code.
14 These plans are a necessary part of providing a competitive package of benefit
15 programs that allows CNP to attract and retain qualified employees and leadership.

16 **D. Savings Plan and Savings Restoration Plan**

17 **Q. PLEASE EXPLAIN THE CNP SAVINGS PLAN FEATURES.**

18 A. The Savings Plan is a defined contribution plan that allows employees to save a
19 portion of their own compensation for retirement. All CNP employees are eligible
20 for the Savings Plan. Employees may contribute to the savings plan, up to a
21 maximum rate of 50% of covered compensation, on a pre-tax and/or Roth 401(k)
22 basis and up to a maximum rate of 16% of covered compensation on an after-tax
23 basis. Note, the Roth 401(k) contribution option was added to the Savings Plan for
24 all employees in 2015. CNP matches the employee contribution dollar for dollar

1 up to an amount equal to six percent of the employee's eligible compensation each
2 pay period. Participants direct their contributions, including the match, into various
3 investment options offered by the plan.

4 **Q. WHAT IS THE SAVINGS RESTORATION PLAN?**

5 A. The Savings Restoration Plan ("SRP") is an unfunded savings plan. The SRP
6 restores amounts the employer would have matched absent Internal Revenue Code
7 limits. The rate of return earned in the plan is based on each participant's actual
8 rate of return earned under the Savings Plan.

9 **Q. ARE THE EXPENSES ASSOCIATED WITH THE SAVINGS PLAN AND**
10 **SRP REASONABLE AND NECESSARY?**

11 A. Yes. All 87 utility and energy companies in the Towers Watson Benefits Data
12 Source provide a defined contribution plan (*see* Exhibit LHR-9). The SRP is
13 merely an unfunded extension of the Savings Plan to restore benefits due to
14 limitations under the Internal Revenue Code. Therefore, to provide a competitive
15 package of retirement plans that allows CNP to attract and retain qualified
16 employees and leadership, the provision of the Savings Plan and SRP is reasonable
17 and necessary.

18 **Q. DOES THE COMPANY TAKE STEPS TO MANAGE COSTS RELATED**
19 **TO THE SAVINGS PLAN AND SRP?**

20 A. Yes. CNP periodically seeks bids from third-party administrators to ensure
21 participants' administrative expenses remain reasonable and are competitive within
22 the market. In 2015, CNP conducted a competitive bid for the Savings Plan
23 third-party administrator and selected a new firm as the provider.

1 **E. Postretirement Benefits**

2 **Q. WHAT ARE POSTRETIREMENT BENEFITS?**

3 A. Postretirement benefits are primarily health and welfare benefits provided to retired
4 employees, their beneficiaries and covered dependents, including benefits paid to
5 surviving spouses and dependents of retired employees.

6 **Q. PLEASE EXPLAIN CNP'S POSTRETIREMENT BENEFIT PLAN.**

7 A. CNP's postretirement benefit plan is a defined dollar health and welfare benefit
8 plan. Each participant has an account, for recordkeeping purposes only, to which
9 a \$750 credit is allocated annually. In addition to the annual Company credit, the
10 account balance is credited with interest each year based on a long-term interest
11 rate. Employees become eligible for the postretirement benefits at age 55 with at
12 least five years of active service after age 50. When an eligible participant desires
13 to commence his or her retiree medical/dental credit benefit, the account balance is
14 converted to various monthly credits, and the participant will select one of these
15 monthly credits as an irrevocable election, which may only be used to offset the
16 monthly premium for the cost of the medical and dental benefit plans sponsored by
17 the Company in which the retiree may enroll.

18 **Q. ARE EXPENSES RELATED TO THE COMPANY'S POSTRETIREMENT**
19 **BENEFIT PLAN REASONABLE AND NECESSARY?**

20 A. Yes. 53% of the utility and energy peer group in the Towers Watson Benefits Data
21 Source provide postretirement benefits (*see* Exhibit LHR-9). Therefore, to provide
22 a competitive package of benefit programs that allows CNP to attract and retain
23 qualified employees, the provision of postretirement benefits is reasonable and
24 necessary.

1 **Q. HOW IS THE AMOUNT OF POSTRETIREMENT EXPENSE**
2 **DETERMINED FOR THE TEST YEAR?**

3 A. The test year includes Postretirement Plan expense for the 12 months ended
4 December 31, 2018. Postretirement Plan expense for the Company is calculated by
5 Aon based upon actual demographic data of Company employees. CNP reviews
6 the assumptions used by Aon in its report.

7 **Q. DOES CNP TAKE STEPS TO MANAGE COSTS RELATED TO**
8 **POSTRETIREMENT BENEFITS?**

9 A. Yes. Each year, the Company reviews its retiree medical claims experience and
10 compares it with industry trends to calculate future medical plan costs. In addition,
11 plan design changes are recommended to help reduce rising costs while maintaining
12 competitive benefit plans.

13 **F. Postemployment Benefits**

14 **Q. WHAT ARE POSTEMPLOYMENT BENEFITS?**

15 A. Postemployment benefits are primarily health and welfare benefits provided to
16 certain inactive employees, their beneficiaries and covered dependents after
17 employment, but before retirement. This would include benefits to surviving
18 spouses and dependents of active employees and employees approved for long-term
19 disability benefits.

20 **Q. HOW WAS THE REQUESTED LEVEL OF POSTEMPLOYMENT**
21 **EXPENSE DETERMINED FOR THE TEST YEAR?**

22 A. The level of expense includes postemployment benefits costs determined as
23 required by GAAP for non-retirement postemployment benefits calculated by Aon.
24 The expense for the test year is based on the Aon report and consists of an accrual

1 for the present value of future health and welfare benefits for certain inactive
2 employees, their beneficiaries and covered dependents.

3 **Q. IS IT REASONABLE AND NECESSARY TO PROVIDE EMPLOYEES**
4 **WITH POSTEMPLOYMENT BENEFITS?**

5 A. Yes. Offering postemployment benefits provides security to employees and their
6 families against unforeseen incidents and is common across multiple industry
7 segments. These benefits are part of the competitive package of benefit programs
8 offered by CNP to attract and retain qualified employees.

9 **G. Deferred Compensation Plan**

10 **Q. WHAT IS THE DEFERRED COMPENSATION PLAN?**

11 A. The Deferred Compensation Plan is an unfunded savings vehicle for eligible
12 employees. The plan allows eligible employees to defer receipt for income tax
13 purposes of base salary and/or STI payments, until distribution. Annually, the
14 deferred amount is credited with interest, which is also done on a tax-free basis
15 until distribution.

16 **Q. IS THE DEFERRED COMPENSATION PLAN A REASONABLE AND**
17 **NECESSARY COMPONENT OF THE COMPANY'S OVERALL**
18 **COMPENSATION AND BENEFITS PACKAGE?**

19 A. Yes. The deferred compensation plan is a reasonable and necessary part of the
20 competitive package of benefit programs offered by CNP to attract and retain
21 qualified leadership and is a component of total compensation that is offered by
22 most of the 247 organizations in the Towers Watson Benefits Data Source as shown
23 in Exhibit LHR-9.

1 Q. DOES THIS CONCLUDE YOUR TESTIMONY?

2 A. Yes.

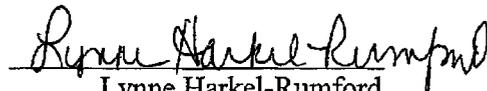
STATE OF TEXAS §
 §
COUNTY OF HARRIS §

AFFIDAVIT OF LYNNE HARKEL-RUMFORD

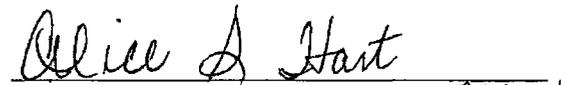
BEFORE ME, the undersigned authority, on this day personally appeared Lynne Harkel-Rumford who having been placed under oath by me did depose as follows:

1. “My name is Lynne Harkel-Rumford. I am of sound mind and capable of making this affidavit. The facts stated herein are true and correct based upon my personal knowledge.
2. I have prepared the foregoing Direct Testimony and the information contained in this document is true and correct to the best of my knowledge.”

Further affiant sayeth not.


Lynne Harkel-Rumford

SUBSCRIBED AND SWORN TO BEFORE ME on this 5th day of March,
2019.


Notary Public in and for the State of Texas

My commission expires: 07/17/2019



Bureau of Labor Statistics

**Labor Force Statistics from the Current Population Survey
 Original Data Value**

Series Id: LNS14000000
Seasonally Adjusted
Series title: (Seas) Unemployment Rate
Labor force status: Unemployment rate
Type of data: Percent or rate
Age: 16 years and over
Years: 2013 to 2018

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	8.0	7.7	7.5	7.6	7.5	7.5	7.3	7.2	7.2	7.2	6.9	6.7
2014	6.6	6.7	6.7	6.2	6.3	6.1	6.2	6.1	5.9	5.7	5.8	5.6
2015	5.7	5.5	5.4	5.4	5.6	5.3	5.2	5.1	5.0	5.0	5.1	5.0
2016	4.9	4.9	5.0	5.0	4.8	4.9	4.8	4.9	5.0	4.9	4.7	4.7
2017	4.7	4.7	4.4	4.4	4.4	4.3	4.3	4.4	4.2	4.1	4.2	4.1
2018	4.1	4.1	4.0	3.9	3.8	4.0	3.9	3.8	3.7	3.8	3.7	3.9

Bureau of Labor Statistics

Local Area Unemployment Statistics
Original Data Value

Series Id: LASST480000000000003,LASST480000000000004,LASST480000000000005,LASST48
Seasonally Adjusted
Area: Texas
Area Type: Statewide
State/Region/Division: Texas
Years: 2013 to 2018

Year	Period	labor force	employment	unemployment	unemployment rate
2013	Jan	12782095	11950350	831745	6.5
2013	Feb	12791417	11955951	835466	6.5
2013	Mar	12804276	11969681	834595	6.5
2013	Apr	12823913	11994866	829047	6.5
2013	May	12846262	12024923	821339	6.4
2013	Jun	12866183	12052275	813908	6.3
2013	Jul	12881306	12073900	807406	6.3
2013	Aug	12889379	12090790	798589	6.2
2013	Sep	12892798	12106935	785863	6.1
2013	Oct	12899050	12126701	772349	6.0
2013	Nov	12912799	12153454	759345	5.9
2013	Dec	12932783	12186304	746479	5.8
2014	Jan	12965427	12232666	732761	5.7
2014	Feb	12985475	12268181	717294	5.5
2014	Mar	13003115	12299831	703284	5.4
2014	Apr	13016630	12324725	691905	5.3
2014	May	13027345	12345743	681602	5.2
2014	Jun	13039482	12367837	671645	5.2
2014	Jul	13052806	12391017	661789	5.1
2014	Aug	13066919	12414967	651952	5.0
2014	Sep	13079290	12438299	640991	4.9
2014	Oct	13084576	12457796	626780	4.8
2014	Nov	13080363	12470156	610207	4.7

Source: Bureau of Labor Statistics

Generated on: March 8, 2019 (05:50:57 PM)

Bureau of Labor Statistics

2014	Dec	13071141	12475844	595297	4.6
2015	Jan	13062249	12477444	584805	4.5
2015	Feb	13057004	12477317	579687	4.4
2015	Mar	13057155	12479562	577593	4.4
2015	Apr	13062144	12485854	576290	4.4
2015	May	13069379	12494170	575209	4.4
2015	Jun	13076369	12501724	574645	4.4
2015	Jul	13084535	12508758	575777	4.4
2015	Aug	13095572	12516618	578954	4.4
2015	Sep	13110561	12528232	582329	4.4
2015	Oct	13132676	12547650	585026	4.5
2015	Nov	13162127	12575016	587111	4.5
2015	Dec	13193924	12606172	587752	4.5
2016	Jan	13223177	12635963	587214	4.4
2016	Feb	13248306	12660596	587710	4.4
2016	Mar	13269787	12678970	590817	4.5
2016	Apr	13290589	12692728	597861	4.5
2016	May	13313658	12705353	608305	4.6
2016	Jun	13338485	12719343	619142	4.6
2016	Jul	13363480	12735871	627609	4.7
2016	Aug	13387671	12754017	633654	4.7
2016	Sep	13410562	12771606	638956	4.8
2016	Oct	13430864	12787474	643390	4.8
2016	Nov	13449549	12804051	645498	4.8
2016	Dec	13468701	12823674	645027	4.8
2017	Jan	13488551	12846734	641817	4.8
2017	Feb	13507229	12872949	634280	4.7
2017	Mar	13522807	12899983	622824	4.6
2017	Apr	13536933	12928037	608896	4.5
2017	May	13551717	12958215	593502	4.4
2017	Jun	13568841	12989592	579249	4.3
2017	Jul	13589466	13021234	568232	4.2
2017	Aug	13612099	13051525	560574	4.1
2017	Sep	13636011	13079993	556018	4.1

Bureau of Labor Statistics

2017	Oct	13661247	13106814	554433	4.1
2017	Nov	13686815	13131275	555540	4.1
2017	Dec	13712021	13154644	557377	4.1
2018	Jan	13737417	13178687	558730	4.1
2018	Feb	13763680	13204791	558889	4.1
2018	Mar	13788202	13231818	556384	4.0
2018	Apr	13805601	13255447	550154	4.0
2018	May	13815721	13274143	541578	3.9
2018	Jun	13823795	13291680	532115	3.8
2018	Jul	13838916	13315696	523220	3.8
2018	Aug	13860971	13344054	516917	3.7
2018	Sep	13888924	13375183	513741	3.7
2018	Oct	13914226	13400940	513286	3.7
2018	Nov	13921637	13406412	515225	3.7
2018	Dec	13920780	13404409	516371	3.7

EXHIBIT
TO
DIRECT TESTIMONY
OF
LYNNE HARKEL-RUMFORD

Exhibit LHR-2 2017 Compensation Surveys
is confidential, voluminous, and will be
provided in electronic format. A copy of this
material will be provided only after execution
of a certification to be bound by the draft
protective order set forth in Section VII of this
Rate Filing Package or a protective order issued
in this docket.

EXHIBIT
TO
DIRECT TESTIMONY
OF
LYNNE HARKEL-RUMFORD

Exhibit LHR-3 Meridian Compensation Partners
Proxy Peer Review

is confidential. A copy of this material will be provided only after execution of a certification to be bound by the draft protective order set forth in Section VII of this Rate Filing Package or a protective order issued in this docket.

EXHIBIT
TO
DIRECT TESTIMONY
OF
LYNNE HARKEL-RUMFORD

Exhibit LHR-4 WorldatWork Salary Budget Survey and 2018 Compensation Surveys is confidential, voluminous, and will be provided in electronic format. A copy of this material will be provided only after execution of a certification to be bound by the draft protective order set forth in Section VII of this Rate Filing Package or a protective order issued in this docket.

EXHIBIT
TO
DIRECT TESTIMONY
OF
LYNNE HARKEL-RUMFORD

Exhibit LHR-5 Short-term Incentive Plan Goals is confidential. A copy of this material will be provided only after execution of a certification to be bound by the draft protective order set forth in Section VII of this Rate Filing Package or a protective order issued in this docket.

EXHIBIT
TO
DIRECT TESTIMONY
OF
LYNNE HARKEL-RUMFORD

Exhibit LHR-6 Meridian Compensation Partners
Incentive Plan Analysis

is confidential. A copy of this material will be provided only after execution of a certification to be bound by the draft protective order set forth in Section VII of this Rate Filing Package or a protective order issued in this docket.

EXHIBIT
TO
DIRECT TESTIMONY
OF
LYNNE HARKEL-RUMFORD

Exhibit LHR-7 Fredrick W Cook and Co 2018 Top
250 Report

is confidential. A copy of this material will be provided only after execution of a certification to be bound by the draft protective order set forth in Section VII of this Rate Filing Package or a protective order issued in this docket.

EXHIBIT
TO
DIRECT TESTIMONY
OF
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Exhibit LHR-8 Long-term Incentive Plan Goals is confidential. A copy of this material will be provided only after execution of a certification to be bound by the draft protective order set forth in Section VII of this Rate Filing Package or a protective order issued in this docket.

EXHIBIT
TO
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OF
LYNNE HARKEL-RUMFORD

Exhibit LHR-9 Willis Towers Watson Benefits
Data Source

is confidential. A copy of this material will be provided only after execution of a certification to be bound by the draft protective order set forth in Section VII of this Rate Filing Package or a protective order issued in this docket.

LYNNE HARKEL-RUMFORD WORKPAPERS:

-  WP LHR-1 CNP Retirement Projections.xlsx
-  WP LHR-3 Market Compensation Survey Data Compared to CNP.xlsx
-  WP LHR-4 Market Compa-Ratio Analysis.xlsx
-  WP LHR-5 Benefit Plan Changes.xlsx

CONFIDENTIAL:

-  WP LHR-2 Union Contracts (Confidential).pdf

Workpaper CNP Retirement Projections

Year	Employee Count	Eligible (Age 55+ and Service 5+)	Percent Eligible
2018	8,003	2,299	29%
2022	8,003	3,023	38%

WORKPAPER
TO
DIRECT TESTIMONY
OF
LYNNE HARKEL-RUMFORD

Workpaper LHR-2 Union Contracts
is confidential, voluminous, and will be
provided in electronic format. A copy of this
material will be provided only after execution
of a certification to be bound by the draft
protective order set forth in Section VII of this
Rate Filing Package or a protective order issued
in this docket.

Compensation Comparison

Base Salary, Total Cash Compensation, and Total Direct Compensation

Category	CNP Head Count	CNP Base Salaries (Avg)	Market 50th Percentile Base Salaries (Avg)	CNP Base Salaries Compa-Ratio (Avg)	CNP STI Target % (Avg)	CNP Total Cash Compensation (Avg)	Market 50th Percentile Total Cash Compensation (Avg)	CNP Total Cash Compensation Compa-Ratio (Avg)	CNP Total Direct Compensation (Avg)	Market 50th Percentile Total Direct Compensation (Avg)	CNP Total Direct Compensation Compa-Ratio (Avg)
A	B	C	D	(C/D)	E	F	G	(F/G)	H	I	(H/I)
CNP - Non Union	5171	\$85,822.58	\$87,251.01	98%	8%	\$94,931.61	\$97,100.28	98%	\$125,079.87	\$127,542.20	98%

Notes:

CNP headcount data excludes Chairman of the Board and all part time, temporary, seasonal and union employees.

CNP compensation data as of December 2018.

Market 50th percentile data represents the 2018 market data.

Total Cash Compensation is equal to base salary + STI.

Total Direct Compensation is equal to base salary + STI + LTI.

Where Total Direct Compensation market data is not available, headcount is excluded from compa-ratio (approx. 5 employees)

Workpaper

Base Salary, Total Cash Compensation, and Total Direct Compensation
CNP Non-Union

Job Level	CNP Head Count	CNP Total Base Salaries	Market 50th Percentile Total Salaries	Difference \$	Difference %	CNP Total Cash Compensation	Market 50th Percentile Total Cash Compensation	Difference \$	Difference %	CNP Total Direct Compensation	Market 50th Percentile Total Direct Compensation	Difference \$	Difference %
A	B	C	D	(D-C)	(D-C)/C	E	F	(F-E)	(F-E)/E	G	H	(H-G)	(H-G)/G
Officer	49	\$14,796,698.05	\$14,556,622.00	-\$240,076.05	-2%	\$22,038,831.52	\$22,621,435.00	\$582,603.48	3%	\$37,402,194.52	\$36,995,655.00	-\$406,539.52	-1%
Director	147	\$26,033,882.75	\$25,620,914.00	-\$412,968.75	-2%	\$32,421,137.33	\$32,098,687.00	-\$322,450.33	-1%	\$38,277,107.99	\$34,157,382.00	-\$4,119,725.99	-11%
Manager	371	\$49,763,189.07	\$49,061,527.00	-\$701,662.07	-1%	\$57,603,520.47	\$56,346,437.00	-\$1,257,083.47	-2%	\$57,603,520.47	\$57,349,137.00	-\$254,383.46	0%
Supervisor	500	\$50,280,346.54	\$51,567,362.00	\$1,287,015.46	3%	\$55,289,574.93	\$57,158,074.00	\$1,868,499.07	3%	\$55,289,574.93	\$57,805,179.00	\$2,515,604.07	5%
Professional	2029	\$183,402,997.38	\$187,371,710.00	\$3,968,712.62	2%	\$198,049,495.52	\$205,997,198.00	\$7,947,702.48	4%	\$198,049,495.52	\$207,925,583.00	\$9,876,087.48	5%
Administrative Support	928	\$49,064,063.88	\$49,605,022.00	\$540,958.12	1%	\$51,520,464.32	\$51,849,136.00	\$328,671.68	1%				
Technical/Skilled Trades	1147	\$70,447,407.32	\$73,391,799.00	\$2,944,391.68	4%	\$73,968,340.57	\$76,034,589.00	\$2,066,248.43	3%				
Grand Total	5171	\$443,788,584.99	\$451,174,956.00	\$7,386,371.01	2%	\$490,891,364.66	\$502,105,556.00	\$11,214,191.34	2%	\$386,621,893.42	\$394,232,936.00	\$7,611,042.58	2%

Notes:

CNP headcount data excludes Chairman of the Board and all part time, temporary, seasonal and union employees.

CNP compensation data as of December 2018.

Market 50th percentile data represents the 2018 market data.

Total Cash Compensation is equal to base salary + STI.

Total Direct Compensation is equal to base salary + STI + LTI.

Where Total Direct Compensation market data is not available, headcount is excluded from compa-ratio (approx. 5 employees)

**Market Compa-Ratio Analysis
By Job Title**

Job	2018 CNP Base Salary	2018 MRP Base Salary	2018 Compa-Ratio Base Salary	CNP 2018 Tgt TCC	2018 Market TCC	2018 Compa-Ratio TCC	CNP		Market	
							STI Amount	STI % of Base Salary	STI Amount	STI % of Base Salary
Electrical Engineer	\$86,975.16	\$92,213.00	94%	\$93,063.42	\$98,444.00	95%	\$6,088.26	7%	\$6,231.00	7%
Financial Analyst	\$67,080.00	\$72,113.00	93%	\$71,775.60	\$75,978.00	94%	\$4,695.60	7%	\$3,865.00	5%
Service Consultant	\$78,061.36	\$83,045.00	94%	\$83,525.66	\$89,793.00	93%	\$5,464.30	7%	\$6,748.00	8%
Accountant	\$67,100.00	\$68,054.00	99%	\$71,797.00	\$72,726.00	99%	\$4,697.00	7%	\$4,672.00	7%

Expected cost and savings impact of benefit plan changes for the 2018 benefit year at the overall CenterPoint Energy level.

	Implementation Year	Plan	Benefit Change	Change in costs
1	2018	Medical Plan	Implement the Incentivized Maintenance Choice Program	This plan design was made to encourage 90-day supply for maintenance medications. Estimated plan savings of \$1.2 M for 2018. The company cost share is 77.5% and the employee cost share is 22.5%.
2	2018	Medical Plan	Increase in pharmacy co-pays with the addition of Generic, Preferred Brand and Non-Preferred Brand tiers to Specialty drugs	Change was made to encourage the use of generic drugs in Specialty and non-Specialty drugs. Estimated plan savings of \$400,000 for 2018. The company cost share is 77.5% and the employee cost share is 22.5%.
3	2018	Medical Plan	Changes to out-of-network reimbursement process	Change was made to encourage the use of in-network providers. Estimated plan savings of \$1.8 M for 2018. The company cost share is 77.5% and the employee cost share is 22.5%.
4	2018	Medical Plan	Teladoc fee increased from \$40 to \$45	Change was due to contract increase from service provider Teladoc.
5	2018	Vision Plan	Increase of vision frame or contact lenses allowance to \$180	Change was made by vendor due to favorable claim experience.
6	2018	Retiree Medical	Discontinued Retiree Medical/Dental Credit Program for new hires effective 1/1/18	Plan design change was made due to industry prevalence. Minimal financial impact to the plan for 2018.

**APPLICATION OF CENTERPOINT
ENERGY HOUSTON ELECTRIC, LLC
FOR AUTHORITY TO CHANGE RATES**

§
§
§

**PUBLIC UTILITY COMMISSION
OF TEXAS**

DIRECT TESTIMONY

OF

JOHN J. REED

ON BEHALF OF

CENTERPOINT ENERGY HOUSTON ELECTRIC, LLC

April 2019

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LIST OF EXHIBITS

Exhibit JJR-1 Curriculum Vitae

EXECUTIVE SUMMARY OF JOHN J. REED

1
2 Offering a competitive compensation package is critically important in CenterPoint
3 Energy Houston Electric, LLC's ("CenterPoint Houston" or the "Company") current
4 operating environment. Among the 12 largest metropolitan areas in the country, Houston
5 ranked first in both the number of jobs added over the year and the annual rate of job
6 growth. These conditions make it challenging for the Company to attract and retain
7 qualified employees.

8 Given these circumstances, CenterPoint Energy, Inc. ("CNP") must offer
9 competitive compensation options to employees of the Company and other business units
10 within CNP. To do so, CNP's compensation philosophy is to maintain the competitiveness
11 of its compensation plans and levels as measured from a "total compensation" perspective.
12 Base compensation, short- and long-term incentives are common components of most
13 utility compensation programs, including CNP's. CNP approximates the median (50th
14 percentile) of the market for total compensation represented by the companies included in
15 the market surveys in order to assess the competitiveness of its compensation and benefits.

16 Based upon my review, I conclude that the total compensation package CNP offers
17 is reasonable and consistent with the market. The use of short- and long-term incentive
18 compensation is appropriate and consistent with that offered by other companies against
19 which CNP and CenterPoint Houston compete for resources, and this approach benefits the
20 Company's customers. Therefore, I recommend that CenterPoint Houston be allowed to
21 include the entirety of its compensation expenses in the rates that will be established in this
22 proceeding.

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DIRECT TESTIMONY OF JOHN J. REED

I. INTRODUCTION

Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS.

A. My name is John J. Reed. I am President and Chief Executive Officer of Concentric Energy Advisors, Inc. (“Concentric”) and CE Capital Advisors, Inc. (“CE Capital”), which has its headquarters at 293 Boston Post Road West, Suite 500, Marlborough, Massachusetts 01752.

Q. ON WHOSE BEHALF ARE YOU SUBMITTING THIS TESTIMONY?

A. I am testifying on behalf of CenterPoint Energy Houston Electric, LLC (“CenterPoint Houston” or the “Company”).

Q. PLEASE DESCRIBE YOUR EDUCATIONAL BACKGROUND AND PROFESSIONAL EXPERIENCE IN THE ENERGY AND UTILITY INDUSTRIES.

A. I have more than 40 years of experience in the energy industry and have worked as an executive in, and consultant and economist to, the energy industry. Over the past 30 years, I have directed the energy consulting services of Concentric, Navigant Consulting, and Reed Consulting Group. I have served as Vice Chairman and co-CEO of the nation’s largest publicly-traded consulting firm and as Chief Economist for the nation’s largest gas utility.

I have provided regulatory policy and regulatory economics support to more than 100 energy and utility clients and have provided expert testimony on regulatory, economic, and financial matters on more than 200 occasions before the Federal Energy Regulatory Commission (“FERC”), Canadian regulatory agencies, state regulatory agencies, various state and federal courts, and arbitration panels in

1 the United States and Canada. I have appeared several times before the Public
2 Utility Commission of Texas (“Commission”) as an expert on regulation and
3 ratemaking issues. I am a graduate of the Wharton School of Business at the
4 University of Pennsylvania and previously attended the University of Kansas. My
5 curriculum vitae, as well as a listing of my prior testimonies, is provided in
6 Exhibit JJR-1.

7 **Q. PLEASE DESCRIBE CONCENTRIC’S ACTIVITIES IN ENERGY AND**
8 **UTILITY ENGAGEMENTS.**

9 A. Concentric provides financial, regulatory and economic advisory services to many
10 energy and utility clients across North America. Our regulatory, economic, and
11 market analysis services include utility ratemaking and regulatory advisory
12 services, energy market assessments, market entry and exit analysis, corporate and
13 business unit strategy development, demand forecasting, resource planning, and
14 energy contract negotiations. Our financial advisory activities include both buy and
15 sell side merger, acquisition and divestiture assignments, due diligence and
16 valuation assignments, project and corporate finance services, and transaction
17 support services. In addition, Concentric provides litigation support services on a
18 wide range of financial and economic issues on behalf of clients throughout North
19 America. CE Capital is a fully-registered broker-dealer securities firm specializing
20 in merger and acquisition activities. As CEO of CE Capital, I hold several
21 securities licenses that cover all forms of securities and investment banking
22 activities.