

July 30, 2012

**VIA HAND DELIVERY & ELECTRONIC MAIL**

Luly E. Massaro, Commission Clerk  
Rhode Island Public Utilities Commission  
89 Jefferson Boulevard  
Warwick, RI 02888

**RE: Docket 4323 - Application for Approval of a Change in Electric and Gas  
Base Distribution Rates Pursuant to R.I.G.L. Sections 39-3-10 and 39-3-11  
Responses to Commission Data Requests - Set 2 - ELEC/GAS**

Dear Ms. Massaro:

Enclosed is an original and ten (10) copies of National Grid's<sup>1</sup> responses to the Commission's Second Set of Data Requests in the above-captioned proceeding.

The responses to the Second Set included with this filing are listed in the enclosed discovery log.

Thank you for your attention to this transmittal. If you have any questions, please feel free to contact me at (401) 784-7667.

Very truly yours,



Thomas R. Teehan

Enclosures

cc: Docket 4323 Service List  
Leo Wold, Esq.  
Steve Scialabba, Division

---

<sup>1</sup> The Narragansett Electric Company d/b/a National Grid (herein referred to as "National Grid" or the "Company").

### Certificate of Service

I hereby certify that a copy of the cover letter and/or any materials accompanying this certificate were electronically submitted, hand delivered and mailed to the individuals listed below.

/S/  
Janea Dunne

July 30, 2012  
Date

**National Grid (NGrid) – Request for Change in Electric & Gas Distribution Rates**  
**Docket No. 4323 – Service List updated on 6/22/12**

<b>Name/Address</b>	<b>E-mail Distribution</b>	<b>Phone</b>
Celia B. O'Brien, Esq. National Grid 280 Melrose St. Providence, RI 02907	<a href="mailto:Celia.obrien@us.ngrid.com">Celia.obrien@us.ngrid.com</a>	781-907-2153
Thomas R. Teehan, Esq. National Grid 280 Melrose St. Providence, RI 02907	<a href="mailto:Thomas.teehan@us.ngrid.com">Thomas.teehan@us.ngrid.com</a>	401-784-7667
	<a href="mailto:Jennifer.hutchinson@us.ngrid.com">Jennifer.hutchinson@us.ngrid.com</a>	
	<a href="mailto:Joanne.scanlon@us.ngrid.com">Joanne.scanlon@us.ngrid.com</a>	
Cheryl M. Kimball, Esq. (for NGrid) Keegan Werlin LLP 265 Franklin Street Boston, MA 02110	<a href="mailto:ckimball@keeganwerlin.com">ckimball@keeganwerlin.com</a>	617-951-1400
	<a href="mailto:lindas@keeganwerlin.com">lindas@keeganwerlin.com</a>	
Gerald Petros, Esq. Hinckley, Allen & Snyder	<a href="mailto:gpetros@haslaw.com">gpetros@haslaw.com</a>	
	<a href="mailto:aramos@haslaw.com">aramos@haslaw.com</a>	
Leo Wold, Esq. (for Division) Dept. of Attorney General 150 South Main St. Providence, RI 02903	<a href="mailto:Lwold@riag.ri.gov">Lwold@riag.ri.gov</a>	401-222-2424
	<a href="mailto:dmacrae@riag.ri.gov">dmacrae@riag.ri.gov</a>	
	<a href="mailto:Steve.scialabba@ripuc.state.ri.us">Steve.scialabba@ripuc.state.ri.us</a>	
	<a href="mailto:David.stearns@ripuc.state.ri.us">David.stearns@ripuc.state.ri.us</a>	
Michael J. Morrissey, Esq. (for AG) Dept. of Attorney General 150 South Main St. Providence, RI 02903	<a href="mailto:Mmorrissey@riag.ri.gov">Mmorrissey@riag.ri.gov</a>	401-274-4400 Ext. 2357
Ellen M. Evans, Sr. Trial Atty. Naval Facilities Engineering Command Litigation Office 720 Kennon St., Bldg. 36, Room 233 Washington Navy Yard, DC 20374-5051	<a href="mailto:ellen.evans@navy.mil">ellen.evans@navy.mil</a>	202-685-2235
Dr. Kay Davoodi, P.E. Utility Rates and Studies Office NAVFACHQ- Building 33 1322 Patterson Ave SE Washington Navy Yard, D.C. 20374-5065	<a href="mailto:Khojasteh.davoodi@navy.mil">Khojasteh.davoodi@navy.mil</a>	202-685-3319
	<a href="mailto:Larry.r.allen@navy.mil">Larry.r.allen@navy.mil</a>	
Robert J. McConnell, Esq. (Wiley Ctr.) Motley Rice LLC	<a href="mailto:bmcconnell@motleyrice.com">bmcconnell@motleyrice.com</a>	401-457-7700

321 South Main St. – 2 <sup>nd</sup> Floor Providence, RI 02903	<a href="mailto:jhowat@ncle.org">jhowat@ncle.org</a>	
Maurice Brubaker Brubaker and Associates, Inc. PO Box 412000 St.Louis, MO 63141-2000	<a href="mailto:mbrubaker@consultbai.com">mbrubaker@consultbai.com</a>	401-724-3600
Ali Al-Jabir Brubaker and Associates, Inc.	<a href="mailto:aaljabir@consultbai.com">aaljabir@consultbai.com</a>	
David Effron Berkshire Consulting 12 Pond Path North Hampton, NH 03862-2243	<a href="mailto:Djeffron@aol.com">Djeffron@aol.com</a>	603-964-6526
Bruce Oliver Revilo Hill Associates 7103 Laketree Drive Fairfax Station, VA 22039	<a href="mailto:Boliver.rha@verizon.net">Boliver.rha@verizon.net</a>	
Alex Cochis Lee Smith LaCapra Associates One Washington Mall 9th Floor Boston, MA 02108	<a href="mailto:acochis@lacapra.com">acochis@lacapra.com</a>	
	<a href="mailto:lees@lacapra.com">lees@lacapra.com</a>	
Thomas Catlin Emma Nicholson Exeter Associates 10480 Little Patuxent Parkway Suite 300 Columbia, Maryland 21044	<a href="mailto:tcatlin@exeterassociates.com">tcatlin@exeterassociates.com</a>	
	<a href="mailto:enicholson@exeterassociates.com">enicholson@exeterassociates.com</a>	
Bruce Gay Monticello Consulting 4209 Buck Creek Court North Charleston, SC 29420	<a href="mailto:bruce@monticelloconsulting.com">bruce@monticelloconsulting.com</a>	
Matthew Kahal c/o Exeter Associates 10480 Little Patuxent Parkway Suite 300 Columbia, MD 21044	<a href="mailto:mkahal@exeterassociates.com">mkahal@exeterassociates.com</a>	
<b>File original &amp; 11 copies w/:</b> Luly E. Massaro, Commission Clerk Public Utilities Commission 89 Jefferson Blvd. Warwick, RI 02888	<a href="mailto:Lmassaro@puc.state.ri.us">Lmassaro@puc.state.ri.us</a>	401-780-2107
	<a href="mailto:Anault@puc.state.ri.us">Anault@puc.state.ri.us</a>	
	<a href="mailto:Adalessandro@puc.state.ri.us">Adalessandro@puc.state.ri.us</a>	
	<a href="mailto:Nucci@puc.state.ri.us">Nucci@puc.state.ri.us</a>	
	<a href="mailto:Dshah@puc.state.ri.us">Dshah@puc.state.ri.us</a>	
	<a href="mailto:Sccamara@puc.state.ri.us">Sccamara@puc.state.ri.us</a>	

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
<b>DIVISION SET 1</b>						
Division Set 1	Division 1-1-ELEC	5/9/2012	5/25/2012	Michael D. Laflamme	Att. DIV 1-1-ELEC	
Division Set 1	Division 1-2-ELEC	5/9/2012	5/25/2012	Michael D. Laflamme	Att. DIV 1-2-ELEC	
Division Set 1	Division 1-3-ELEC	5/9/2012	5/25/2012	Michael D. Laflamme	Att. DIV 1-3-ELEC	
Division Set 1	Division 1-4-ELEC	5/9/2012	5/25/2012	Michael D. Laflamme	Att. DIV 1-4-ELEC	
Division Set 1	Division 1-5-ELEC	5/9/2012	5/25/2012	Michael D. Laflamme		
Division Set 1	Division 1-6-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme	Att. DIV 1-6-ELEC	
Division Set 1	Division 1-7-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-8-ELEC	5/9/2012	5/25/2012	Michael D. Laflamme	Att. DIV 1-8-ELEC	
Division Set 1	Division 1-9-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme	Att. DIV 1-9-ELEC	
Division Set 1	Division 1-10-ELEC	5/9/2012	5/25/2012	Michael D. Laflamme		
Division Set 1	Division 1-11-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme	Att. DIV 1-11-ELEC	
Division Set 1	Division 1-12-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-13-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme	Att. DIV 1-13-ELEC	
Division Set 1	Division 1-14-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-15-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-16-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-17-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-18-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-19-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-20-ELEC	5/9/2012	5/25/2012	Michael D. Laflamme		
Division Set 1	Division 1-21-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme	Att. DIV 1-21-ELEC	
Division Set 1	Division 1-22-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-23-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme	Att. DIV 1-23-ELEC	
Division Set 1	Division 1-24-ELEC	5/9/2012	5/25/2012	Michael D. Laflamme		
Division Set 1	Division 1-25-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-26-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-27-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme	Att. DIV 1-27-ELEC	
Division Set 1	Division 1-28-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
Division Set 1	Division 1-29-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme	Att. DIV 1-29-ELEC	
Division Set 1	Division 1-30-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
Division Set 1	Division 1-31-ELEC	5/9/2012	5/23/2012	Michael D. Laflamme		
<b>DIVISION SET 2</b>						
Division Set 2	Division 2-1-GAS	5/14/2012	5/25/2012	Michael D. Laflamme	Att. DIV 2-1-GAS	
Division Set 2	Division 2-2-GAS	5/14/2012	5/25/2012	Michael D. Laflamme	Att. DIV 2-2-GAS	
Division Set 2	Division 2-3-GAS	5/14/2012	5/25/2012	Michael D. Laflamme		
Division Set 2	Division 2-4-GAS	5/14/2012	5/25/2012	Michael D. Laflamme	Att. DIV 2-4-GAS	
Division Set 2	Division 2-5-GAS	5/14/2012	5/25/2012	Michael D. Laflamme		
Division Set 2	Division 2-6-GAS	5/14/2012	5/25/2012	Michael D. Laflamme	Att. DIV 2-6-GAS	
Division Set 2	Division 2-7-GAS	5/14/2012	5/25/2012	Michael D. Laflamme	Att. DIV 2-7-GAS	
Division Set 2	Division 2-8-GAS	5/14/2012	5/25/2012	Michael D. Laflamme	Att. DIV 2-8-GAS	
Division Set 2	Division 2-9-GAS	5/14/2012	5/25/2012	Michael D. Laflamme	Att. DIV 2-9-GAS	
Division Set 2	Division 2-10-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-11-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-12-GAS	5/14/2012	5/25/2012	Michael D. Laflamme	Att. DIV 2-12-GAS	
Division Set 2	Division 2-13-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-14-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-15-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-16-GAS	5/14/2012	5/29/2012	Michael D. Laflamme	Att. DIV 2-16-1-GAS Att. DIV 2-16-2-GAS Att. DIV 2-16-3-GAS	
Division Set 2	Division 2-17-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-18-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-19-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-20-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-21-GAS	5/14/2012	5/29/2012	Michael D. Laflamme	Att. DIV 2-21-GAS	
Division Set 2	Division 2-22-GAS	5/14/2012	5/29/2012	Michael D. Laflamme	Att. DIV 2-22-GAS	
Division Set 2	Division 2-23-GAS	5/14/2012	5/29/2012	Michael D. Laflamme	Att. DIV 2-23-GAS	
Division Set 2	Division 2-24-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		
Division Set 2	Division 2-25-GAS	5/14/2012	5/29/2012	Michael D. Laflamme		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
<b>DIVISION SET 3</b>						
Division Set 3	Division 3-1-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Michael D. Laflamme	Att. DIV 3-1-ELEC/GAS	
Division Set 3	Division 3-2-ELEC/GAS	5/30/2012	<b>6/13/2012</b>	Michael D. Laflamme	Att. DIV 3-2-ELEC/GAS	
Division Set 3	Division 3-3-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert	Att. DIV 3-3-ELEC/GAS	
Division Set 3	Division 3-4-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert		
Division Set 3	Division 3-5-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert	Att. DIV 3-5-ELEC/GAS	
Division Set 3	Division 3-6-ELEC/GAS	5/30/2012	<b>6/13/2012</b>	Michael D. Laflamme	Att. DIV 3-6-ELEC/GAS (Redacted)	Att. DIV 3-6-ELEC/GAS (Confidential)
Division Set 3	Division 3-7-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Michael D. Laflamme	Att. DIV 3-7-1-ELEC/GAS Att. DIV 3-7-2-ELEC/GAS Att. DIV 3-7-3-ELEC/GAS	
Division Set 3	Division 3-8-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Legal Department and Robert B. Hevert		
Division Set 3	Division 3-9-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Mustally Hussain	Att. DIV 3-9-1-ELEC/GAS Att. DIV 3-9-2-ELEC/GAS Att. DIV 3-9-3-ELEC/GAS Att. DIV 3-9-4-ELEC/GAS Att. DIV 3-9-5-ELEC/GAS Att. DIV 3-9-6-ELEC/GAS Att. DIV 3-9-7-ELEC/GAS Att. DIV 3-9-8-ELEC/GAS Att. DIV 3-9-9-ELEC/GAS	
Division Set 3	Division 3-10-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Mustally Husain	Att. DIV 3-10-ELEC/GAS	
Division Set 3	Division 3-11-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Michael D. Laflamme	Att. DIV 3-11-ELEC/GAS	
Division Set 3	Division 3-12-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Michael D. Laflamme		
Division Set 3	Division 3-13-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Michael D. Laflamme		
Division Set 3	Division 3-14-ELEC/GAS	5/30/2012	<b>6/13/2012</b>	Michael D. Laflamme		
Division Set 3	Division 3-15-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Michael D. Laflamme		
Division Set 3	Division 3-16-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Michael D. Laflamme		
Division Set 3	Division 3-17-ELEC/GAS	5/30/2012	<b>6/11/2012</b>	Michael D. Laflamme	Att. DIV 3-17-ELEC/GAS	
Division Set 3	Division 3-18-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert		
Division Set 3	Division 3-19-ELEC	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert		
Division Set 3	Division 3-20-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert		
Division Set 3	Division 3-21-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert		
Division Set 3	Division 3-22-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert	Att. DIV 3-22-ELEC/GAS	
Division Set 3	Division 3-23-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert	Att. DIV 3-23-ELEC/GAS	
Division Set 3	Division 3-24-ELEC/GAS	5/30/2012	<b>6/13/2012</b>	Robert B. Hevert	Att. DIV 3-24-ELEC/GAS	
Division Set 3	Division 3-25-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert	Att. DIV 3-25-ELEC/GAS	
Division Set 3	Division 3-26-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert		
Division Set 3	Division 3-27-ELEC/GAS	5/30/2012	<b>6/12/2012</b>	Robert B. Hevert		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
<b>DIVISION SET 4</b>						
Division Set 4	Division 4-1-GAS	6/7/2012	<b>6/29/2012</b>	Paul M. Normand	See Attached Page	See Attached Page
Division Set 4	Division 4-2-GAS	6/7/2012	<b>6/19/2012</b>	Paul M. Normand		
Division Set 4	Division 4-3-GAS	6/7/2012	<b>6/20/2012</b>	Ann E. Leary		
Division Set 4	Division 4-4-GAS	6/7/2012	<b>6/19/2012</b>	Paul M. Normand		
Division Set 4	Division 4-5-GAS	6/7/2012	<b>6/19/2012</b>	Paul M. Normand		
Division Set 4	Division 4-6-GAS	6/7/2012	<b>6/20/2012</b>	Ann E. Leary		
Division Set 4	Division 4-7-GAS	6/7/2012	<b>6/20/2012</b>	Ann E. Leary		
Division Set 4	Division 4-8-GAS	6/7/2012	<b>6/19/2012</b>	Ann E. Leary	Att. DIV 4-8-1-GAS Att. DIV 4-8-2-GAS Att. DIV 4-8-3-GAS Att. DIV 4-8-4-GAS Att. DIV 4-8-5-GAS	
Division Set 4	Division 4-9-GAS	6/7/2012	<b>6/20/2012</b>	Ann E. Leary		
Division Set 4	Division 4-10-GAS	6/7/2012	<b>6/19/2012</b>	Ann E. Leary	Att. DIV 4-10-GAS	
Division Set 4	Division 4-11-GAS	6/7/2012	<b>6/20/2012</b>	Ann E. Leary		
Division Set 4	Division 4-12-GAS	6/7/2012	<b>6/20/2012</b>	Ann E. Leary	Att. DIV 4-12-GAS	
Division Set 4	Division 4-13-GAS	6/7/2012	<b>6/19/2012</b>	Ann E. Leary and Michael D. Laflamme		
<b>DIVISION SET 5</b>						
Division Set 5	Division 5-1-ELEC	6/8/2012	<b>6/26/2012</b>	Evelyn M. Kaye	Att. DIV 5-1-ELEC	
Division Set 5	Division 5-2-ELEC	6/8/2012	<b>6/29/2012</b>	Evelyn M. Kaye	Att. DIV 5-2-1-ELEC Att. DIV 5-2-2-ELEC Att. DIV 5-2-3-ELEC	
Division Set 5	Division 5-3-ELEC	6/8/2012	<b>6/26/2012</b>	Evelyn M. Kaye	Att. DIV 5-3-1-ELEC Att. DIV 5-3-2-ELEC	
Division Set 5	Division 5-3-ELEC (Corrected)	6/8/2012	<b>7/2/2012</b>	Evelyn M. Kaye		
Division Set 5	Division 5-4-ELEC	6/8/2012	<b>6/22/2012</b>	Evelyn M. Kaye	Att. DIV 5-4-ELEC	
Division Set 5	Division 5-5-ELEC	6/8/2012	<b>6/22/2012</b>	Evelyn M. Kaye	Att. DIV 5-5-1-ELEC Att. DIV 5-5-2-ELEC	
Division Set 5	Division 5-6-ELEC	6/8/2012	<b>6/22/2012</b>	Evelyn M. Kaye	Att. DIV 5-6-1-ELEC Att. DIV 5-6-2-ELEC Att. DIV 5-6-3-ELEC	
Division Set 5	Division 5-7-ELEC	6/8/2012	<b>6/22/2012</b>	Evelyn M. Kaye		
Division Set 5	Division 5-8-ELEC	6/8/2012	<b>6/22/2012</b>	Evelyn M. Kaye		

## Division Set 4

## Division 4-1-GAS

**ATTACHMENT****CONFIDENTIAL  
ATTACHMENT**

1-18 Design Winter Sales RATE YEAR Rev 4-2-12.xls

Att DIV 5-12 Meter Cost Detail MAC\_B.xls

Attach 1-2B(Test Year PLT ACCUMDEPR Acct) with Rate Year Adj 4-6.xls

Attach 1-17 with Back-up (CY11\_Charge\_off(W Philibin 02 15 12)).xls

Attach 1-24 (Services Inv Allocator) MAC.xls

Attach 1-26 RATE YEAR (REG ACCNT 903000 CustRecordsColl Exp).xls

Attach 1-27 RATE YEAR (ACCNT 908000 Cust Assistance Exp).xls

Attach 1-29 with backup (6967 RI GAS SALES REPORT DEC11) MAC.xls

Attachment to 1-11 (Rev Proof &amp; Bill Detm)\_A.xls

Bill Impact-(2014 Base Rates and ISR for Rate Year template)\_H AEL\_1.xls

NG RI Design Day Rate Year Rev 3-20-12 (LS).xls

NG RI Gas Rate Design 4-16-12 B PMN - 7.xls

Ngrid No 1-28 (Deposits) (3).docx

RDA &amp; ISR Adj by Rate Class.xls

RI Gas Allocated COS 4-13-12 MAC.xlsx

NGRI-GCOS Rate Year Revised 4-16-12 WITH ISR & RDA Revenues  
PRO.xls

(REDACTED)

NGRI-GCOS Rate Year Revised 4-16-12 WITH ISR & RDA Revenues  
PRO.xls

(CONFIDENTIAL)



DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
Division Set 5	Division 5-9-ELEC	6/8/2012	6/26/2012	Evelyn M. Kaye	Att. DIV 5-9-ELEC	
Division Set 5	Division 5-10-ELEC	6/8/2012	6/26/2012	Evelyn M. Kaye	Att. DIV 5-10-1-ELEC Att. DIV 5-10-2-ELEC	
Division Set 5	Division 5-11-ELEC	6/8/2012	6/26/2012	Evelyn M. Kaye	Att. DIV 5-11-1-ELEC Att. DIV 5-11-2-ELEC Att. DIV 5-11-3-ELEC Att. DIV 5-11-4-ELEC	
Division Set 5	Division 5-12-ELEC	6/8/2012	6/26/2012	Evelyn M. Kaye		
Division Set 5	Division 5-13-ELEC	6/8/2012	6/22/2012	Evelyn M. Kaye		
Division Set 5	Division 5-14-ELEC	6/8/2012	6/22/2012	Evelyn M. Kaye	Att. DIV 5-14-ELEC	
Division Set 5	Division 5-15-ELEC	6/8/2012	6/22/2012	Evelyn M. Kaye	Att. DIV 5-15-ELEC	
Division Set 5	Division 5-16-ELEC	6/8/2012	6/29/2012	Evelyn M. Kaye	Att. DIV 5-16-1-ELEC Att. DIV 5-16-2-ELEC Att. DIV 5-16-3-ELEC Att. DIV 5-16-4-ELEC (REDACTED)	Att. DIV 5-16-2-ELEC Att. DIV 5-16-3-ELEC Att. DIV 5-16-4-ELEC (CONFIDENTIAL)
Division Set 5	Division 5-16-ELEC (Supplemental)	6/8/2012	7/20/2012	Evelyn M. Kaye	Att. DIV 5-16-1-ELEC Att. DIV 5-16-2-ELEC Att. DIV 5-16-3-ELEC Att. DIV 5-16-4-ELEC Supplemental (REDACTED)	Att. DIV 5-16-2-ELEC Att. DIV 5-16-3-ELEC Att. DIV 5-16-4-ELEC Supplemental (CONFIDENTIAL)
<b>DIVISION SET 6</b>						
Division Set 6	Division 6-1-GAS	6/8/2012	7/2/2012	Evelyn M. Kaye	Att. DIV 6-1-GAS	
Division Set 6	Division 6-2-GAS	6/8/2012	7/2/2012	Evelyn M. Kaye	Att. DIV 6-2-1-GAS Att. DIV 6-2-2-GAS	
Division Set 6	Division 6-2(d)-GAS (Supplemental)	6/8/2012	7/20/2012	Evelyn M. Kaye	Att. DIV 6-2(d)-GAS (Supplemental)	
Division Set 6	Division 6-3-GAS	6/8/2012	6/26/2012	Evelyn M. Kaye	Att. DIV 6-3-GAS	
Division Set 6	Division 6-3-GAS (Supplemental)	6/8/2012	7/20/2012	Evelyn M. Kaye	Att. DIV 6-3-GAS (Supplemental)	
Division Set 6	Division 6-4-GAS	6/8/2012	6/26/2012	Evelyn M. Kaye	Att. DIV 6-4-1-GAS Att. DIV 6-4-2-GAS	
Division Set 6	Division 6-5-GAS	6/8/2012	6/26/2012	Evelyn M. Kaye	Att. DIV 6-5-GAS	
Division Set 6	Division 6-6-GAS	6/8/2012	7/2/2012	Evelyn M. Kaye	Att. DIV 6-6-1-GAS Att. DIV 6-6-2-GAS Att. DIV 6-6-3-GAS (REDACTED)	Att. DIV 6-6-2-GAS Att. DIV 6-6-3-GAS (CONFIDENTIAL)
Division Set 6	Division 6-7-GAS	6/8/2012	6/22/2012	Evelyn M. Kaye		
Division Set 6	Division 6-8-GAS	6/8/2012	6/22/2012	Evelyn M. Kaye		
Division Set 6	Division 6-9-GAS	6/8/2012	6/26/2012	Evelyn M. Kaye		
Division Set 6	Division 6-9-GAS (Supplemental)	6/8/2012	7/20/2012	Evelyn M. Kaye	Att. DIV 6-9-GAS (Supplemental)	
Division Set 6	Division 6-10-GAS	6/8/2012	6/26/2012	Evelyn M. Kaye	Att. DIV 6-10-1-GAS Att. DIV 6-10-2-GAS	
Division Set 6	Division 6-11-GAS	6/8/2012	6/26/2012	Evelyn M. Kaye		
Division Set 6	Division 6-12-GAS	6/8/2012	6/26/2012	Evelyn M. Kaye		
Division Set 6	Division 6-13-GAS	6/8/2012	6/22/2012	Evelyn M. Kaye		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
Division Set 6	Division 6-14-GAS	6/8/2012	6/26/2012	Evelyn M. Kaye	Att. DIV 6-14-GAS	
Division Set 6	Division 6-15-GAS	6/8/2012	6/26/2012	Evelyn M. Kaye	Att. DIV 6-15-1-GAS Att. DIV 6-15-2-GAS Att. DIV 6-15-3-GAS	
Division Set 6	Division 6-16-GAS	6/8/2012	7/2/2012	Evelyn M. Kaye	Att. DIV 6-16-1-GAS Att. DIV 6-16-2-GAS Att. DIV 6-16-3-GAS Att. DIV 6-16-4-GAS Att. DIV 6-16-5-GAS (REDACTED)	Att. DIV 6-16-1-GAS Att. DIV 6-16-2-GAS Att. DIV 6-16-3-GAS Att. DIV 6-16-4-GAS Att. DIV 6-16-5-GAS (CONFIDENTIAL)
Division Set 6	Division 6-16-GAS (Supplemental)	6/8/2012	7/23/2012	Evelyn M. Kaye	Att. DIV 6-16-1-GAS Att. DIV 6-16-2-GAS Att. DIV 6-16-3-GAS Att. DIV 6-16-4-GAS Att. DIV 6-16-5-GAS Att. DIV 6-16-6-GAS Att. DIV 6-16-7-GAS Supplemental (REDACTED)	Att. DIV 6-16-1-GAS Att. DIV 6-16-2-GAS Att. DIV 6-16-3-GAS Att. DIV 6-16-4-GAS Att. DIV 6-16-5-GAS Supplemental (CONFIDENTIAL)
<b>DIVISION SET 7</b>						
Division Set 7	Division 7-1-GAS	6/12/2012	7/5/2012	Evelyn M. Kaye	Att. DIV 7-1-GAS	
Division Set 7	Division 7-2-ELEC	6/12/2012	7/5/2012	Evelyn M. Kaye	Att. DIV 7-2-GAS	
Division Set 7	Division 7-3-ELEC/GAS	6/12/2012	7/5/2012	Evelyn M. Kaye	Att. DIV 7-3-1-ELEC/GAS Att. DIV 7-3-2-ELEC/GAS Att. DIV 7-3-3-ELEC/GAS	
Division Set 7	Division 7-4-ELEC/GAS	6/12/2012	7/5/2012	Evelyn M. Kaye		
Division Set 7	Division 7-5-ELEC/GAS	6/12/2012	6/28/2012	Evelyn M. Kaye	Att. DIV 7-5-ELEC/GAS	
Division Set 7	Division 7-6-ELEC	6/12/2012	6/25/2012	Evelyn M. Kaye		
Division Set 7	Division 7-7-GAS	6/12/2012	6/25/2012	Evelyn M. Kaye		
Division Set 7	Division 7-8-ELEC/GAS	6/12/2012	6/28/2012	Evelyn M. Kaye		
<b>DIVISION SET 8</b>						
Division Set 8	Division 8-1-ELEC	6/14/2012	6/25/2012	Michael D. Laflamme	Att. DIV 8-1-ELEC	
Division Set 8	Division 8-2-ELEC	6/14/2012	6/25/2012	Michael D. Laflamme	Att. DIV 8-2-ELEC	
Division Set 8	Division 8-3-ELEC	6/14/2012	7/3/2012	Michael D. Laflamme	Att. DIV 8-3-ELEC	
Division Set 8	Division 8-4-ELEC	6/14/2012	6/25/2012	Michael D. Laflamme		
Division Set 8	Division 8-5-ELEC	6/14/2012	7/5/2012	Michael D. Laflamme	Att. DIV 8-5-ELEC	
Division Set 8	Division 8-6-ELEC	6/14/2012	7/6/2012	Michael D. Laflamme	Att. DIV 8-6-ELEC	
Division Set 8	Division 8-7-ELEC	6/14/2012	7/12/2012	Maureen P. Heaphy	Att. DIV 8-7-ELEC	
Division Set 8	Division 8-8-ELEC	6/14/2012	6/25/2012	Michael D. Laflamme		
Division Set 8	Division 8-9-ELEC	6/14/2012	6/27/2012	Michael D. Laflamme		
Division Set 8	Division 8-10-ELEC	6/14/2012	6/25/2012	Michael D. Laflamme		
Division Set 8	Division 8-11-ELEC	6/14/2012	6/27/2012	Michael D. Laflamme		
Division Set 8	Division 8-12-ELEC	6/14/2012	6/27/2012	Michael D. Laflamme		
Division Set 8	Division 8-13-ELEC	6/14/2012	7/6/2012	Michael D. Laflamme		
Division Set 8	Division 8-14-ELEC	6/14/2012	6/27/2012	Michael D. Laflamme		
Division Set 8	Division 8-15-ELEC	6/14/2012	6/27/2012	Michael D. Laflamme	Att. DIV 8-15-1-ELEC Att. DIV 8-15-2-ELEC	

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
Division Set 8	Division 8-16-ELEC	6/14/2012	6/27/2012	Michael D. Laflamme	Att. DIV 8-16-ELEC	
<b>DIVISION SET 9</b>						
Division Set 9	Division 9-1-GAS	6/14/2012	7/2/2012	Michael D. Laflamme		
Division Set 9	Division 9-2-GAS	6/14/2012	7/2/2012	Michael D. Laflamme	Att. DIV 9-2-GAS	
Division Set 9	Division 9-3-GAS	6/14/2012	6/27/2012	Michael D. Laflamme		
Division Set 9	Division 9-4-GAS	6/14/2012	6/27/2012	Michael D. Laflamme & Susan L. Fleck		
Division Set 9	Division 9-5-GAS	6/14/2012	6/27/2012	A. Leo Silvestrini		
Division Set 9	Division 9-6-GAS	6/14/2012	6/27/2012	A. Leo Silvestrini	Att. DIV 9-6-GAS	
Division Set 9	Division 9-7-GAS	6/14/2012	6/27/2012	A. Leo Silvestrini		
Division Set 9	Division 9-8-GAS	6/14/2012	6/27/2012	A. Leo Silvestrini	Att. DIV 9-8-GAS	
Division Set 9	Division 9-9-GAS	6/14/2012	6/27/2012	A. Leo Silvestrini		
<b>DIVISION SET 10</b>						
Division Set 10	Division 10-1-ELEC	6/22/2012	7/3/2012	Howard S. Gorman	Att. DIV 10-1-1-ELEC Att. DIV 10-1-2-ELEC	
Division Set 10	Division 10-2-ELEC	6/22/2012	7/3/2012	Jeanne A. Lloyd	Att. DIV 10-2-1-ELEC Att. DIV 10-2-2-ELEC Att. DIV 10-2-3-ELEC Att. DIV 10-2-4-ELEC Att. DIV 10-2-5(1)-ELEC to Att. DIV 10-2-5(11)-ELEC Att. DIV 10-2-3-ELEC Att. DIV 10-2-4-ELEC Att. DIV 10-2-5-ELEC Att. DIV 10-2-6-ELEC Att. DIV 10-2-7-ELEC Att. DIV 10-2-8-ELEC Att. DIV 10-2-9-ELEC	
Division Set 10	Division 10-3-ELEC	6/22/2012	7/5/2012	Evelyn M. Kaye	Att. DIV 10-3-1-ELEC Att. DIV 10-3-2-ELEC	
Division Set 10	Division 10-4-ELEC	6/22/2012	7/3/2012	Alfred P. Morrissey	Att. DIV 10-4-ELEC	
Division Set 10	Division 10-5-ELEC	6/22/2012	7/5/2012	Howard S. Gorman	Att. DIV 10-5-ELEC	
Division Set 10	Division 10-6-ELEC	6/22/2012	6/28/2012	Howard S. Gorman		
Division Set 10	Division 10-7-ELEC	6/22/2012	6/28/2012	Howard S. Gorman	Att. DIV 10-7-ELEC	
Division Set 10	Division 10-8-ELEC	6/22/2012	6/28/2012	Howard S. Gorman		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
<b>DIVISION SET 11</b>						
Division Set 11	Division 11-1-ELEC/GAS	6/25/2012	<b>7/13/2012</b>	Michael D. Laflamme	Att. DIV 11-1-1-ELEC/GAS Att. DIV 11-1-2-ELEC/GAS	
Division Set 11	Division 11-2-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Maureen P. Heaphy		
Division Set 11	Division 11-3-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Maureen P. Heaphy		
Division Set 11	Division 11-4-ELEC/GAS	6/25/2012	<b>7/13/2012</b>	Michael D. Laflamme	Att. DIV 11-4-ELEC/GAS	
Division Set 11	Division 11-5-ELEC/GAS	6/25/2012	<b>7/10/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-6-ELEC/GAS	6/25/2012	<b>7/13/2012</b>	Michael D. Laflamme	Att. DIV 11-6-1-ELEC/GAS Att. DIV 11-6-2-ELEC/GAS	
Division Set 11	Division 11-7-ELEC/GAS	6/25/2012	<b>7/13/2012</b>	Michael D. Laflamme	Att. DIV 11-7-ELEC/GAS	
Division Set 11	Division 11-8-ELEC/GAS	6/25/2012	<b>7/13/2012</b>	Michael D. Laflamme	Att. DIV 11-8-1-ELEC/GAS Att. DIV 11-8-2-ELEC/GAS Att. DIV 11-8-3-ELEC/GAS Att. DIV 11-8-4-ELEC/GAS Att. DIV 11-8-5-ELEC/GAS	
Division Set 11	Division 11-9-ELEC/GAS	6/25/2012	<b>7/12/2012</b>	Michael D. Laflamme	Att. DIV 11-9-ELEC/GAS	
Division Set 11	Division 11-10-ELEC/GAS	6/25/2012	<b>7/12/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-11-ELEC/GAS	6/25/2012	<b>7/10/2012</b>	Michael D. Laflamme	Att. DIV 11-11-ELEC/GAS	
Division Set 11	Division 11-12-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Michael D. Laflamme	Att. DIV 11-12-ELEC/GAS	
Division Set 11	Division 11-13-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-14-ELEC/GAS	6/25/2012	<b>7/12/2012</b>	Michael D. Laflamme	Att. DIV 11-14-ELEC/GAS	
Division Set 11	Division 11-15-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-16-ELEC/GAS	6/25/2012	<b>7/10/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-17-ELEC/GAS	6/25/2012	<b>7/13/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-18-ELEC/GAS	6/25/2012	<b>7/12/2012</b>	Michael D. Laflamme	Att. DIV 11-18-ELEC/GAS	
Division Set 11	Division 11-19-ELEC/GAS	6/25/2012	<b>7/13/2012</b>	Michael D. Laflamme	Att. DIV 11-19-ELEC/GAS	
Division Set 11	Division 11-20-ELEC/GAS	6/25/2012	<b>7/12/2012</b>	Michael D. Laflamme	Att. DIV 11-20-ELEC/GAS	
Division Set 11	Division 11-21-ELEC/GAS	6/25/2012	<b>7/13/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-22-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-23-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-24-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-25-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Michael D. Laflamme		
Division Set 11	Division 11-26-ELEC/GAS	6/25/2012	<b>7/6/2012</b>	Michael D. Laflamme		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
<b>DIVISION SET 12</b>						
Division Set 12	Division 12-1-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini	Att. DIV 12-1-GAS	
Division Set 12	Division 12-2-GAS	6/28/2012	7/6/2012	A. Leo Silvestrini	Att. DIV 12-2-GAS	
Division Set 12	Division 12-3-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini	Att. DIV 12-3-1-GAS Att. DIV 12-3-2-GAS	
Division Set 12	Division 12-4-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini		
Division Set 12	Division 12-5-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini		
Division Set 12	Division 12-6-GAS	6/28/2012	7/6/2012	A. Leo Silvestrini		
Division Set 12	Division 12-7-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini		
Division Set 12	Division 12-8-GAS	6/28/2012	7/6/2012	A. Leo Silvestrini	Att. DIV 12-8-GAS	
Division Set 12	Division 12-9-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini		
Division Set 12	Division 12-10-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini	Att. DIV 12-10-1-GAS Att. DIV 12-10-2-GAS Att. DIV 12-10-3-GAS	
Division Set 12	Division 12-11-GAS	6/28/2012	7/6/2012	A. Leo Silvestrini		
Division Set 12	Division 12-12-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini		
Division Set 12	Division 12-13-GAS	6/28/2012	7/13/2012	A. Leo Silvestrini	Att. DIV 12-13-GAS	
Division Set 12	Division 12-14-GAS	6/28/2012	7/6/2012	A. Leo Silvestrini		
Division Set 12	Division 12-15-GAS	6/28/2012	7/6/2012	A. Leo Silvestrini		
Division Set 12	Division 12-16-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini		
Division Set 12	Division 12-17-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini	Att. DIV 12-17-GAS	
Division Set 12	Division 12-18-GAS	6/28/2012	7/13/2012	A. Leo Silvestrini	Att. DIV 12-18-GAS	
Division Set 12	Division 12-19-GAS	6/28/2012	7/13/2012	A. Leo Silvestrini		
Division Set 12	Division 12-20-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini		
Division Set 12	Division 12-21-GAS	6/28/2012	7/10/2012	A. Leo Silvestrini		
Division Set 12	Division 12-22-GAS	6/28/2012	7/6/2012	A. Leo Silvestrini		
Division Set 12	Division 12-23-GAS	6/28/2012	7/6/2012	A. Leo Silvestrini	Att. DIV 12-23-1-GAS Att. DIV 12-23-2-GAS	
Division Set 12	Division 12-24-GAS	6/28/2012	7/13/2012	A. Leo Silvestrini	Att. DIV 12-24-1-GAS Att. DIV 12-24-2-GAS Att. DIV 12-24-3-GAS	
Division Set 12	Division 12-25-GAS	6/28/2012	7/13/2012	A. Leo Silvestrini		
Division Set 12	Division 12-26-GAS	6/28/2012	7/13/2012	A. Leo Silvestrini		
Division Set 12	Division 12-27-GAS	6/28/2012	7/13/2012	Ann E. Leary	Att. DIV 12-27-GAS	
Division Set 12	Division 12-28-GAS	6/28/2012	7/13/2012	Ann E. Leary	Att. DIV 12-28-GAS	
Division Set 12	Division 12-29-GAS	6/28/2012	7/10/2012	Ann E. Leary		
Division Set 12	Division 12-30-GAS	6/28/2012	7/10/2012	Ann E. Leary		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
<b>DIVISION SET 13</b>						
Division Set 13	Division 13-1-GAS	7/11/2012	<b>7/23/2012</b>	Paul M. Normand		
Division Set 13	Division 13-2-GAS	7/11/2012	<b>7/24/2012</b>	Paul M. Normand	Att. DIV 13-2-1-GAS Att. DIV 13-2-2-GAS Att. DIV 13-2-3-GAS Att. DIV 13-2-4-GAS Att. DIV 13-2-5-GAS Att. DIV 13-2-6-GAS Att. DIV 13-2-7-GAS	
Division Set 13	Division 13-3-GAS	7/11/2012	<b>7/23/2012</b>	Paul M. Normand		
Division Set 13	Division 13-4-GAS	7/11/2012	<b>7/23/2012</b>	Ann E. Leary	Att. DIV 13-4-GAS	
Division Set 13	Division 13-5-GAS	7/11/2012	<b>7/23/2012</b>	Paul M. Normand		
Division Set 13	Division 13-6-GAS	7/11/2012	<b>7/23/2012</b>	Ann E. Leary		
Division Set 13	Division 13-7-GAS	7/11/2012	<b>7/23/2012</b>	Ann E. Leary		
Division Set 13	Division 13-8-GAS	7/11/2012	<b>7/16/2012</b>	A. Leo Silvestrini		
Division Set 13	Division 13-9-GAS	7/11/2012	<b>7/17/2012</b>	A. Leo Silvestrini		
Division Set 13	Division 13-10-GAS	7/11/2012	<b>7/17/2012</b>	A. Leo Silvestrini		
Division Set 13	Division 13-11-GAS	7/11/2012	<b>7/17/2012</b>	A. Leo Silvestrini		
Division Set 13	Division 13-12-GAS	7/11/2012	<b>7/17/2012</b>	A. Leo Silvestrini		
Division Set 13	Division 13-13-GAS	7/11/2012	<b>7/17/2012</b>	A. Leo Silvestrini		
<b>DIVISION SET 14</b>						
Division Set 14	Division 14-1-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-2-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-3-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-4-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-5-GAS (Redacted)	7/11/2012	<b>7/24/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-5-GAS (Confidential)	7/11/2012	<b>7/24/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-6-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-7-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-8-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-9-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-10-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-11-GAS	7/11/2012	<b>7/23/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-12-GAS (Redacted)	7/11/2012	<b>7/24/2012</b>	Evelyn M. Kaye	Att. DIV 14-12-GAS	
Division Set 14	Division 14-12-GAS (Confidential)	7/11/2012	<b>7/24/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-13-GAS (Redacted)	7/11/2012	<b>7/24/2012</b>	Evelyn M. Kaye		
Division Set 14	Division 14-13-GAS (Confidential)	7/11/2012	<b>7/24/2012</b>	Evelyn M. Kaye		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
<b>DIVISION SET 15</b>						
Division Set 15	Division 15-1-ELEC	7/17/2012	7/26/2012	Michael D. Laflamme	Att. DIV 15-1-ELEC	
Division Set 15	Division 15-2-ELEC	7/17/2012	7/26/2012	Michael D. Laflamme		
Division Set 15	Division 15-3-ELEC	7/17/2012	7/24/2012	Michael D. Laflamme	Att. DIV 15-13-ELEC	
Division Set 15	Division 15-4-ELEC	7/17/2012	7/24/2012	Michael D. Laflamme		
Division Set 15	Division 15-5-ELEC	7/17/2012	7/24/2012	Michael D. Laflamme		
Division Set 15	Division 15-6-ELEC	7/17/2012	7/24/2012	Michael D. Laflamme		
Division Set 15	Division 15-7-ELEC	7/17/2012	7/24/2012	Michael D. Laflamme		
Division Set 15	Division 15-8-ELEC	7/17/2012	7/24/2012	Michael D. Laflamme		
Division Set 15	Division 15-9-ELEC	7/17/2012	7/26/2012	Michael D. Laflamme		
Division Set 15	Division 15-10-ELEC	7/17/2012	7/26/2012	Michael D. Laflamme		
Division Set 15	Division 15-11-ELEC	7/17/2012	7/24/2012	Michael D. Laflamme		
Division Set 15	Division 15-12-ELEC	7/17/2012				
Division Set 15	Division 15-13-ELEC	7/17/2012	7/24/2012	Michael D. Laflamme	Att. DIV 15-13-ELEC	
Division Set 15	Division 15-14-ELEC	7/17/2012	7/26/2012	Michael D. Laflamme		
Division Set 15	Division 15-15-ELEC	7/17/2012	7/26/2012	Michael D. Laflamme	Att. DIV 15-15-ELEC	
<b>DIVISION SET 16</b>						
Division Set 16	Division 16-1-GAS	7/17/2012	7/26/2012	Michael D. Laflamme	Att. DIV 16-1-GAS	
Division Set 16	Division 16-2-GAS	7/17/2012	7/26/2012	Michael D. Laflamme	Att. DIV 16-2-GAS	
Division Set 16	Division 16-3-GAS	7/17/2012	7/26/2012	Michael D. Laflamme		
Division Set 16	Division 16-4-GAS	7/17/2012				
Division Set 16	Division 16-5-GAS	7/17/2012	7/24/2012	A. Leo Silvestrini	Att. DIV 16-5-GAS	
<b>DIVISION SET 17</b>						
Division Set 17	Division 17-1-ELEC	7/17/2012	7/27/2012	Howard S. Gorman		
Division Set 17	Division 17-2-ELEC	7/17/2012	7/30/2012	Alfred P. Morrissey and Jeanne A. Lloyd	Att. DIV 17-2-1-ELEC Att. DIV 17-2-2-ELEC Att. DIV 17-2-3-ELEC Att. DIV 17-2-4-ELEC	
Division Set 17	Division 17-3-ELEC	7/17/2012	7/26/2012	Howard S. Gorman		
Division Set 17	Division 17-4-ELEC	7/17/2012	7/30/2012	Jeanne A. Lloyd	Att. DIV 17-4-ELEC	
Division Set 17	Division 17-5-ELEC	7/17/2012	7/26/2012	Jeanne A. Lloyd		
<b>DIVISION SET 18</b>						
Division Set 18	Division 18-1-ELEC	7/20/2012	7/26/2012	Evelyn M. Kaye	Att. DIV 18-1-ELEC	
Division Set 18	Division 18-2-ELEC	7/20/2012	7/26/2012	Evelyn M. Kaye		
Division Set 18	Division 18-3-ELEC	7/20/2012	7/27/2012	Evelyn M. Kaye		
Division Set 18	Division 18-4-ELEC	7/20/2012				
Division Set 18	Division 18-5-ELEC	7/20/2012	7/30/2012	Evelyn M. Kaye		
Division Set 18	Division 18-6-ELEC	7/20/2012				

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
<b>DIVISION SET 19</b>						
Division Set 19	Division 19-1-ELEC/GAS	7/25/2012				
Division Set 19	Division 19-2-ELEC/GAS	7/25/2012				
Division Set 19	Division 19-3-ELEC/GAS	7/25/2012				
Division Set 19	Division 19-4-ELEC/GAS	7/25/2012				
Division Set 19	Division 19-5-ELEC/GAS	7/25/2012				
Division Set 19	Division 19-6-ELEC/GAS	7/25/2012				
Division Set 19	Division 19-7-ELEC/GAS	7/25/2012	<b>7/30/2012</b>	Maureen P. Heaphy	Att. DIV 19-7-ELEC/GAS	
Division Set 19	Division 19-8-ELEC/GAS	7/25/2012	<b>7/30/2012</b>	Maureen P. Heaphy		
Division Set 19	Division 19-9-ELEC/GAS	7/25/2012				



DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
<b>COMMISSION SET 1</b>						
Commission Set 1	Commission 1-1-ELEC/GAS	5/24/2012	6/6/2012	Michael D. Laflamme		
Commission Set 1	Commission 1-2-ELEC/GAS	5/24/2012	6/7/2012	Maureen P. Heaphy		
Commission Set 1	Commission 1-3-ELEC/GAS	5/24/2012	6/7/2012	Michael D. Laflamme	Att. COMM 1-3-1-ELEC/GAS Att. COMM 1-3-2-ELEC/GAS	
Commission Set 1	Commission 1-4-ELEC/GAS	5/24/2012	6/7/2012	Timothy D. Horan		
Commission Set 1	Commission 1-5-ELEC/GAS	5/24/2012	6/6/2012	Maureen P. Heaphy		
Commission Set 1	Commission 1-6-ELEC	5/24/2012	6/7/2012	Stephen F. Doucette and Maureen P. Heaphy		
Commission Set 1	Commission 1-7-ELEC	5/24/2012	6/7/2012	Stephen F. Doucette and Maureen P. Heaphy		
Commission Set 1	Commission 1-8-ELEC	5/24/2012	6/6/2012	Stephen F. Doucette		
Commission Set 1	Commission 1-9-ELEC	5/24/2012	6/7/2012	Stephen F. Doucette and Maureen P. Heaphy		
Commission Set 1	Commission 1-10-ELEC	5/24/2012	6/6/2012	Stephen F. Doucette		
Commission Set 1	Commission 1-11-ELEC	5/24/2012	6/6/2012	Stephen F. Doucette		
Commission Set 1	Commission 1-12-ELEC	5/24/2012	6/6/2012	Stephen F. Doucette		
Commission Set 1	Commission 1-13-ELEC/GAS	5/24/2012	6/4/2012	Evelyn M. Kaye		
Commission Set 1	Commission 1-14-ELEC/GAS	5/24/2012	6/4/2012	Evelyn M. Kaye		
Commission Set 1	Commission 1-15-ELEC/GAS	5/24/2012	6/6/2012	Evelyn M. Kaye		
Commission Set 1	Commission 1-16-ELEC/GAS	5/24/2012	6/4/2012	Evelyn M. Kaye and Michael D. Laflamme		
Commission Set 1	Commission 1-17-ELEC/GAS	5/24/2012	6/4/2012	Evelyn M. Kaye		
Commission Set 1	Commission 1-18-ELEC/GAS	5/24/2012	6/4/2012	Evelyn M. Kaye		
Commission Set 1	Commission 1-19-ELEC/GAS	5/24/2012	6/4/2012	Evelyn M. Kaye	Att. COMM 1-19-ELEC/GAS	
Commission Set 1	Commission 1-20-ELEC	5/24/2012	6/6/2012	Michael R. Hrycin	Att. COMM 1-20-1-ELEC Att. COMM 1-20-2-ELEC	
Commission Set 1	Commission 1-21-ELEC	5/24/2012	6/6/2012	Michael R. Hrycin	Att. COMM 1-21-ELEC	
Commission Set 1	Commission 1-22-ELEC	5/24/2012	6/6/2012	Michael R. Hrycin	Att. COMM 1-22-ELEC	
Commission Set 1	Commission 1-23-ELEC	5/24/2012	6/7/2012	Michael R. Hrycin		
Commission Set 1	Commission 1-24-ELEC	5/24/2012	6/7/2012	Michael R. Hrycin		
Commission Set 1	Commission 1-25-ELEC	5/24/2012	6/6/2012	Michael R. Hrycin		
Commission Set 1	Commission 1-26-ELEC	5/24/2012	6/6/2012	Michael R. Hrycin		
Commission Set 1	Commission 1-27-GAS	5/24/2012	6/6/2012	Jeffrey P. Martin		
Commission Set 1	Commission 1-28-GAS	5/24/2012	6/6/2012	Jeffrey P. Martin		
Commission Set 1	Commission 1-29-ELEC	5/24/2012	6/4/2012	Alfred P. Morrissey		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
Commission Set 1	Commission 1-30-ELEC	5/24/2012	6/4/2012	Alfred P. Morrissey		
Commission Set 1	Commission 1-31-ELEC	5/24/2012	6/4/2012	Alfred P. Morrissey		
Commission Set 1	Commission 1-32-ELEC	5/24/2012	6/4/2012	Alfred P. Morrissey		
Commission Set 1	Commission 1-33-ELEC	5/24/2012	6/7/2012	Alfred P. Morrissey		
Commission Set 1	Commission 1-34-ELEC	5/24/2012	6/7/2012	Alfred P. Morrissey		
Commission Set 1	Commission 1-35-ELEC/GAS	5/24/2012	6/6/2012	Michael D. Laflamme		
Commission Set 1	Commission 1-36-ELEC/GAS	5/24/2012	6/7/2012	Michael D. Laflamme	Att. COMM 1-36-ELEC/GAS	
Commission Set 1	Commission 1-37-GAS	5/24/2012	6/7/2012	Michael D. Laflamme		
Commission Set 1	Commission 1-38-ELEC	5/24/2012	6/6/2012	Michael D. Laflamme		
Commission Set 1	Commission 1-39-ELEC/GAS	5/24/2012	6/7/2012	Michael D. Laflamme		
Commission Set 1	Commission 1-40-ELEC/GAS	5/24/2012	6/7/2012	Ann E. Leary & Jeanne Lloyd	Att. COMM 1-40-ELEC/GAS	
Commission Set 1	Commission 1-41-ELEC/GAS	5/24/2012	6/6/2012	Robert B. Hevert		
Commission Set 1	Commission 1-42-ELEC/GAS	5/24/2012	6/6/2012	Michael D. Laflamme		
Commission Set 1	Commission 1-43-ELEC/GAS	5/24/2012	6/6/2012	Michael D. Laflamme		
Commission Set 1	Commission 1-44-ELEC/GAS	5/24/2012	6/7/2012	Maureen P. Heaphy	Att. COMM 1-44-ELEC/GAS	
Commission Set 1	Commission 1-45-ELEC/GAS	5/24/2012	6/6/2012	Stephen F. Doucette		
Commission Set 1	Commission 1-46-GAS	5/24/2012	6/7/2012	Ann E. Leary		
<b>COMMISSION SET 2</b>						
Commission Set 2	Commission 2-1-ELEC/GAS	7/10/2012	7/24/2012	Maureen P. Heaphy	Att. COMM 2-1-ELEC/GAS	
Commission Set 2	Commission 2-2-ELEC/GAS	7/10/2012	7/19/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-3-ELEC/GAS	7/10/2012	7/23/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-4-ELEC/GAS	7/10/2012	7/23/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-5-ELEC/GAS	7/10/2012	7/19/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-6-ELEC/GAS	7/10/2012	7/24/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-7-ELEC/GAS	7/10/2012	7/19/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-8-ELEC/GAS	7/10/2012	7/24/2012	Maureen P. Heaphy	Att. COMM 2-8-ELEC/GAS	
Commission Set 2	Commission 2-9-ELEC/GAS	7/10/2012	7/20/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-10-ELEC/GAS	7/10/2012	7/24/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-11-ELEC/GAS	7/10/2012	7/19/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-12-ELEC/GAS	7/10/2012	7/19/2012	Maureen P. Heaphy		
Commission Set 2	Commission 2-13-ELEC/GAS	7/10/2012	7/20/2012	Maureen P. Heaphy		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
Commission Set 2	Commission 2-14-ELEC/GAS	7/10/2012	7/24/2012	Michael D. Laflamme		
Commission Set 2	Commission 2-15-ELEC/GAS	7/10/2012				
Commission Set 2	Commission 2-16-ELEC/GAS	7/10/2012	7/30/2012	Timothy D. Horan	Att. COMM 2-16-1-ELEC/GAS Att. COMM 2-16-2-ELEC/GAS	
Commission Set 2	Commission 2-17-ELEC/GAS	7/10/2012	7/18/2012	Robert B. Hevert		
Commission Set 2	Commission 2-18-ELEC/GAS	7/10/2012	7/18/2012	Michael D. Laflamme		
Commission Set 2	Commission 2-19-ELEC	7/10/2012	7/16/2012	Michael D. Laflamme		
Commission Set 2	Commission 2-20-GAS	7/10/2012	7/19/2012	Michael D. Laflamme		
Commission Set 2	Commission 2-21-ELEC/GAS	7/10/2012	7/16/2012	Michael D. Laflamme		
Commission Set 2	Commission 2-22-ELEC/GAS	7/10/2012	7/26/2012	Stephen F. Doucette		
Commission Set 2	Commission 2-23-ELEC/GAS	7/10/2012				
Commission Set 2	Commission 2-24-GAS	7/10/2012	7/23/2012	Ann E. Leary		
Commission Set 2	Commission 2-25-ELEC/GAS	7/10/2012	7/23/2012	Evelyn M. Kaye	Att. COMM 2-25-1-ELEC/GAS Att. COMM 2-25-2-ELEC/GAS	
Commission Set 2	Commission 2-26-ELEC/GAS	7/10/2012	7/23/2012	Evelyn M. Kaye		
Commission Set 2	Commission 2-27-GAS	7/10/2012	7/16/2012	Evelyn M. Kaye		
Commission Set 2	Commission 2-28-ELEC/GAS	7/10/2012	7/16/2012	Evelyn M. Kaye		
Commission Set 2	Commission 2-29-ELEC/GAS	7/10/2012	7/16/2012	Evelyn M. Kaye		
Commission Set 2	Commission 2-30-ELEC/GAS	7/10/2012	7/16/2012	Evelyn M. Kaye		
Commission Set 2	Commission 2-31-ELEC	7/10/2012	7/24/2012	Evelyn M. Kaye	Att. COMM 2-31-ELEC/GAS	
Commission Set 2	Commission 2-32-GAS	7/10/2012	7/23/2012	Evelyn M. Kaye		
Commission Set 2	Commission 2-33-ELEC	7/10/2012	7/20/2012	Michael R. Hrycin		
Commission Set 2	Commission 2-34-ELEC	7/10/2012	7/20/2012	Michael R. Hrycin		
Commission Set 2	Commission 2-35-ELEC	7/10/2012	7/27/2012	Michael R. Hrycin	Att. COMM 2-35-1-ELEC Att. COMM 2-35-2-ELEC	
Commission Set 2	Commission 2-36-GAS	7/10/2012	7/24/2012	Jeffrey P. Martin		
Commission Set 2	Commission 2-37-ELEC/GAS	7/10/2012	7/19/2012	Jeffrey P. Martin		
Commission Set 2	Commission 2-38-ELEC	7/10/2012	7/16/2012	Michael D. Laflamme		
Commission Set 2	Commission 2-39-GAS	7/10/2012	7/16/2012	A. Leo Silvestrini		
Commission Set 2	Commission 2-40-ELEC/GAS	7/10/2012	7/17/2012	Michael D. Laflamme		
Commission Set 2	Commission 2-41-ELEC	7/10/2012	7/17/2012	Michael D. Laflamme		
Commission Set 2	Commission 2-42-ELEC/GAS	7/10/2012	7/16/2012	Michael D. Laflamme		

DATA SET	DATA REQUEST	DATE ISSUED	DATE FILED	WITNESS	ATTACHMENT	CONFIDENTIAL ATTACHMENT
Commission Set 2	Commission 2-43-ELEC/GAS	7/10/2012	<b>7/24/2012</b>	Maureen P. Heaphy & Michael D. Laflamme	Att. COMM 2-43-ELEC/GAS	
Commission Set 2	Commission 2-44-ELEC/GAS	7/10/2012	<b>7/16/2012</b>	Michael D. Laflamme		
Commission Set 2	Commission 2-45-ELEC	7/10/2012	<b>7/20/2012</b>	Michael D. Laflamme	Att. COMM 2-45-ELEC	
Commission Set 2	Commission 2-46-ELEC	7/10/2012	<b>7/16/2012</b>	Michael D. Laflamme		
Commission Set 2	Commission 2-47-ELEC	7/10/2012	<b>7/20/2012</b>	Michael D. Laflamme		
Commission Set 2	Commission 2-48-ELEC	7/10/2012	<b>7/30/2012</b>	Michael D. Laflamme		
Commission Set 2	Commission 2-49-ELEC/GAS	7/10/2012	<b>7/18/2012</b>	Michael D. Laflamme	Att. DIV 2-49-ELEC/GAS	

Commission 2-16-ELEC/GAS

Request:

Tim Horan, page 15. Please provide two organizational charts of the Company -- a current organizational chart which shows the employees designated with authority over Rhode Island as well as all U.S. territories and another chart which shows the organizational structure prior to the implementation of the jurisdictional mode.

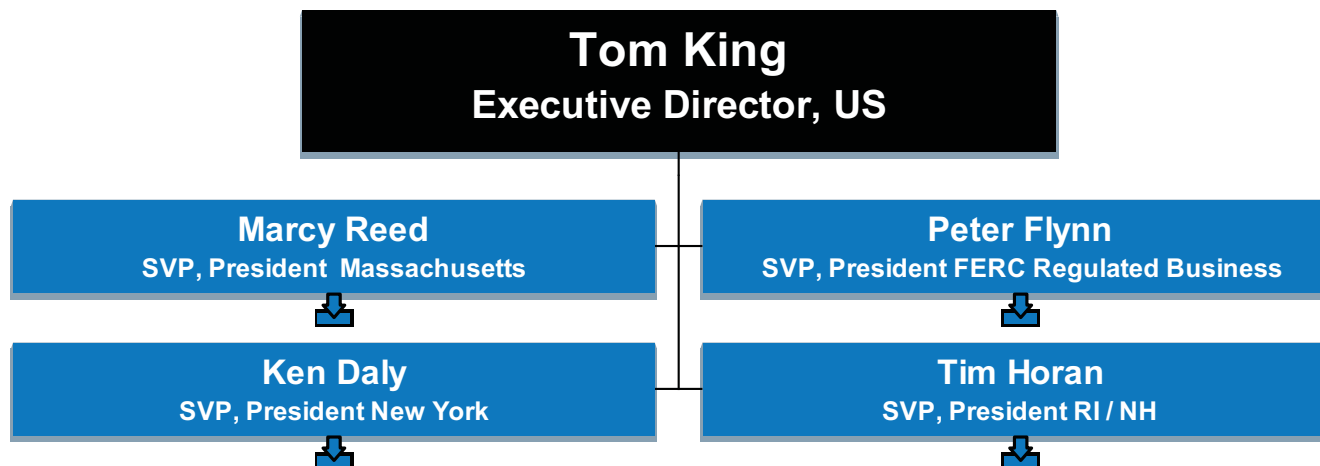
Response:

Please see Attachment COMM 2-16-1-ELEC/GAS for a current organizational chart that shows National Grid's jurisdictional management structure, including the employees designated with authority over Rhode Island as well as the other U.S. service territories. The chart has been updated with information as of May 11, 2012.

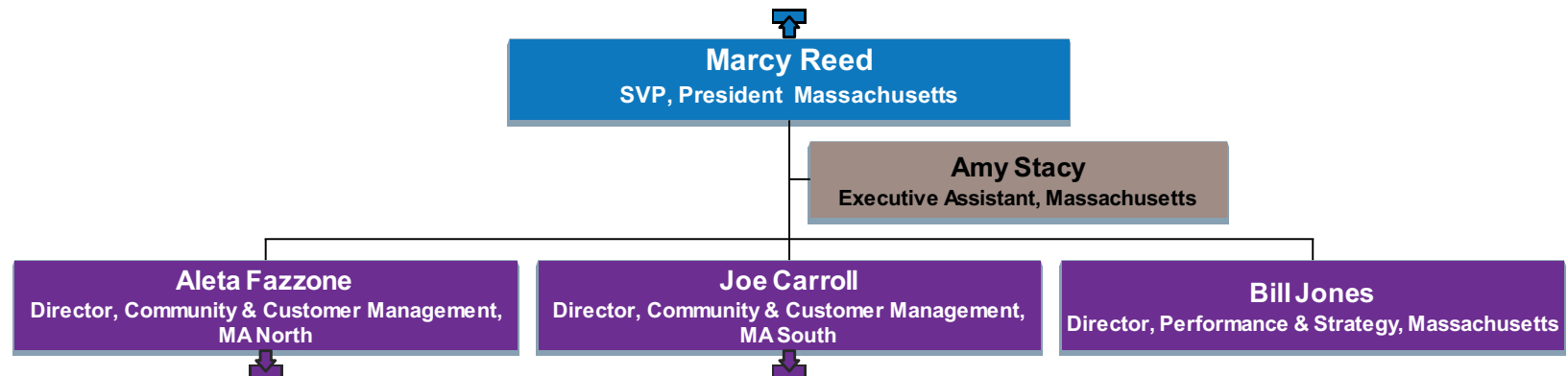
Please see Attachment COMM 2-16-2-ELEC/GAS for an organizational chart that shows National Grid's organizational structure prior to the implementation of the jurisdictional model.

Please note: Due to the voluminous nature of the paper versions of Attachment COMM 2-16-1-ELEC/GAS and Attachment COMM 2-16-2-ELEC/GAS, the Company is providing the Commission with three (3) CD-ROMs containing these attachments.

# US Jurisdictions



# US Jurisdictions - Massachusetts

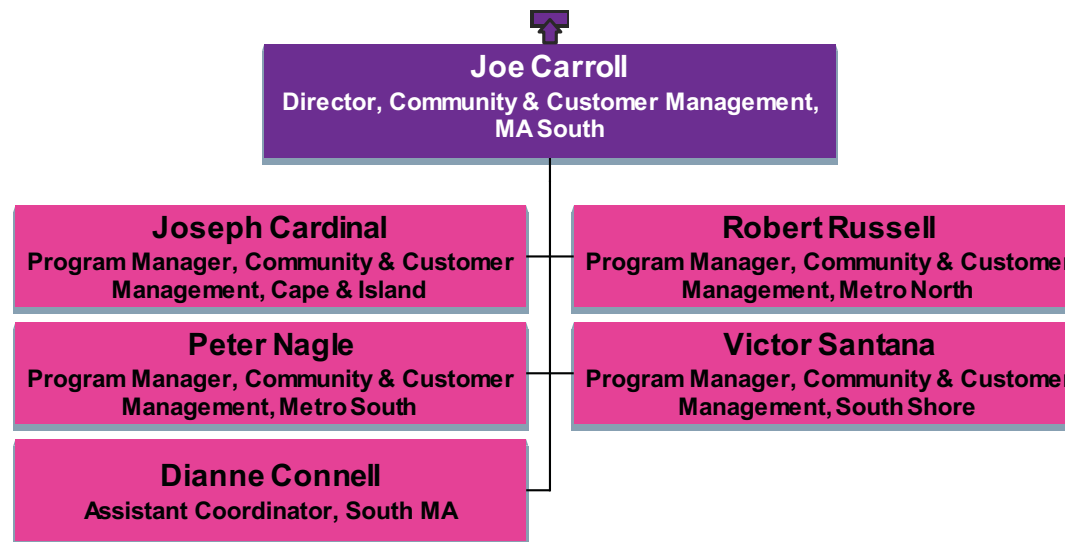


# US Jurisdictions - MA (Community & Customer Mgmt, MA North)

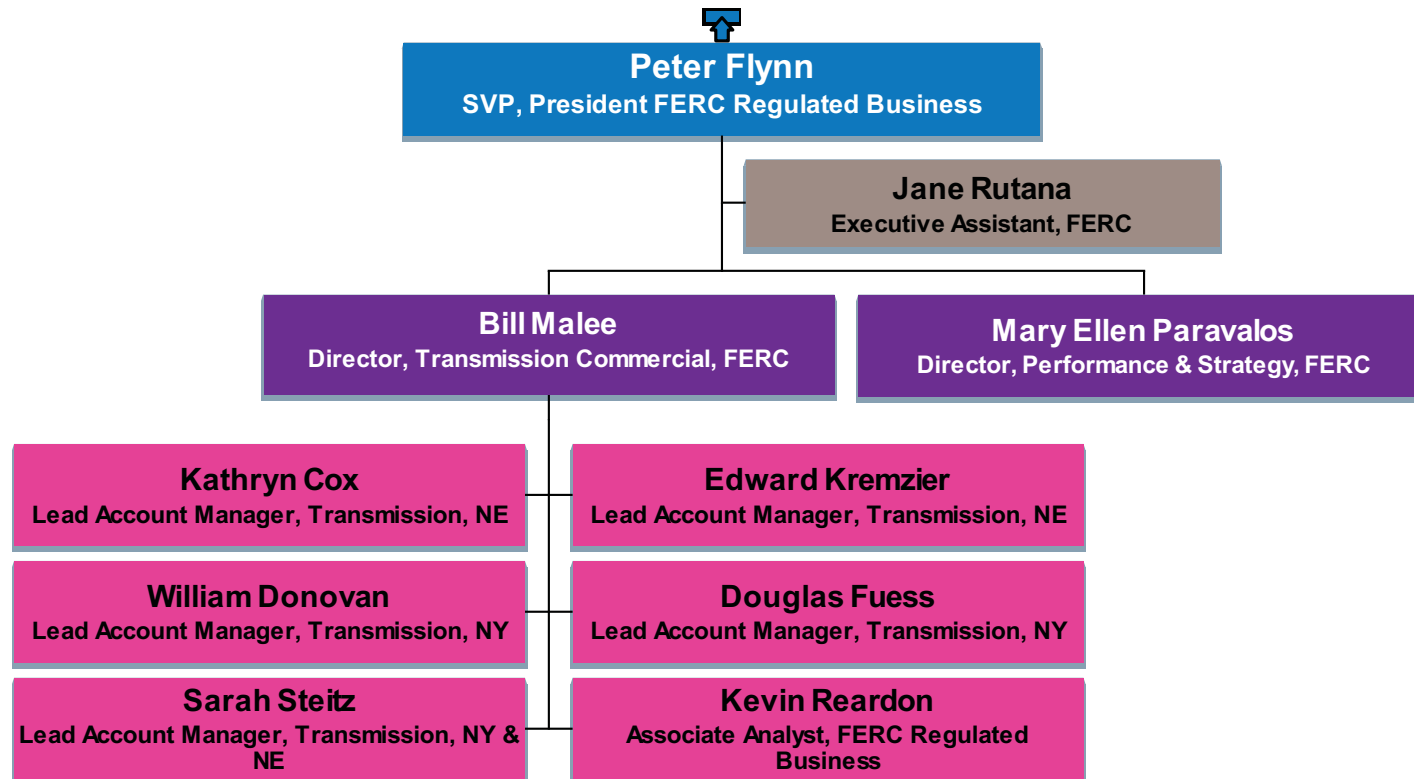




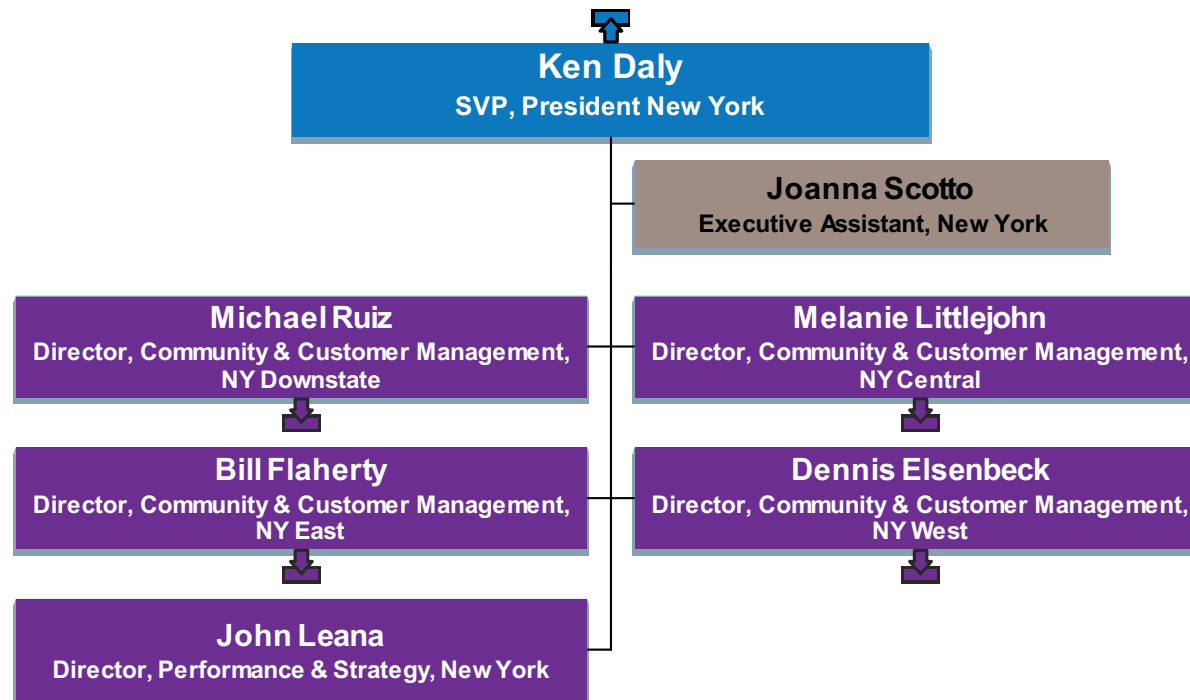
# US Jurisdictions - MA (Community & Customer Mgmt, MA South)



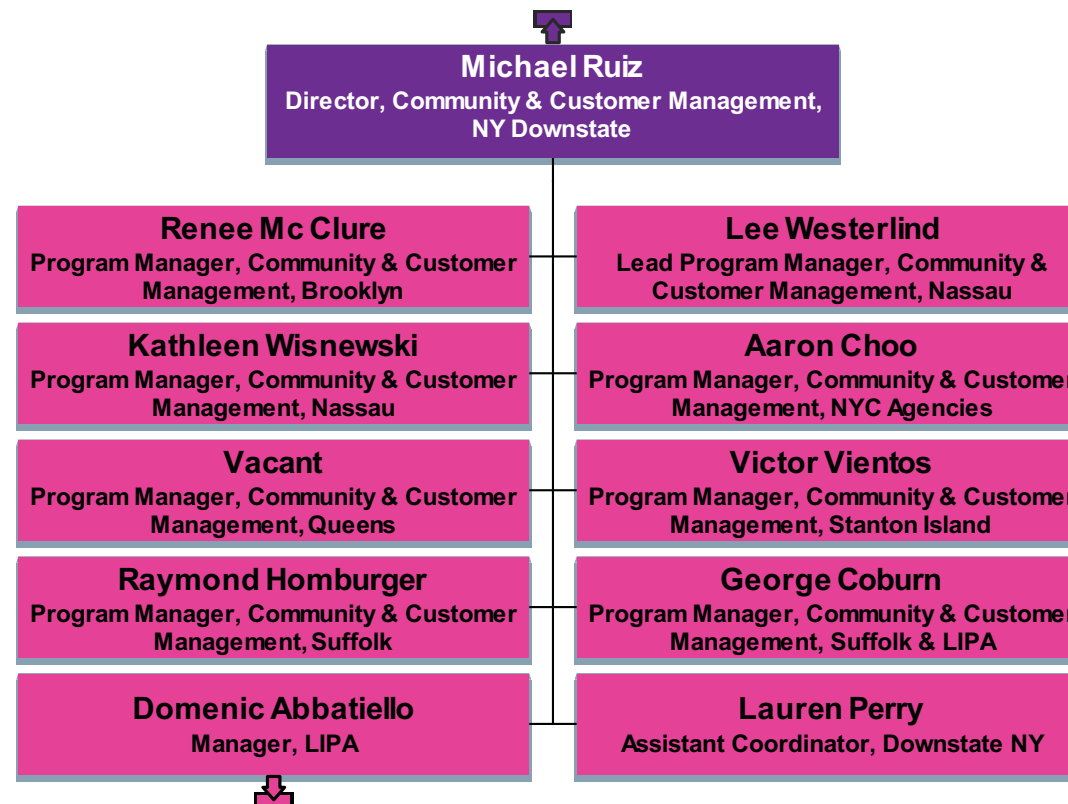
# US Jurisdictions - FERC



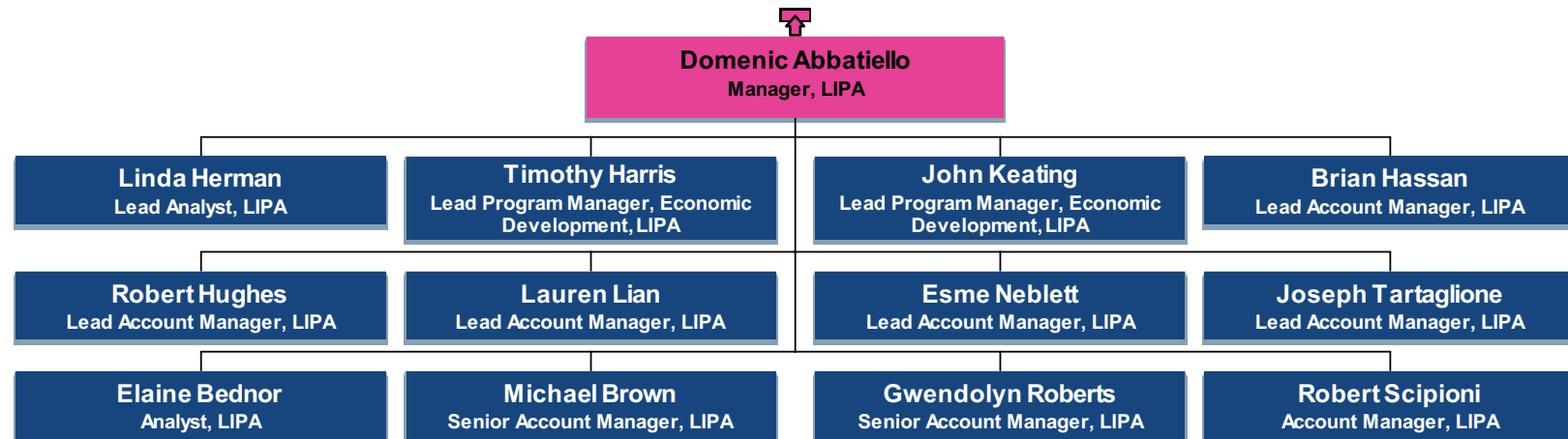
# US Jurisdictions - New York



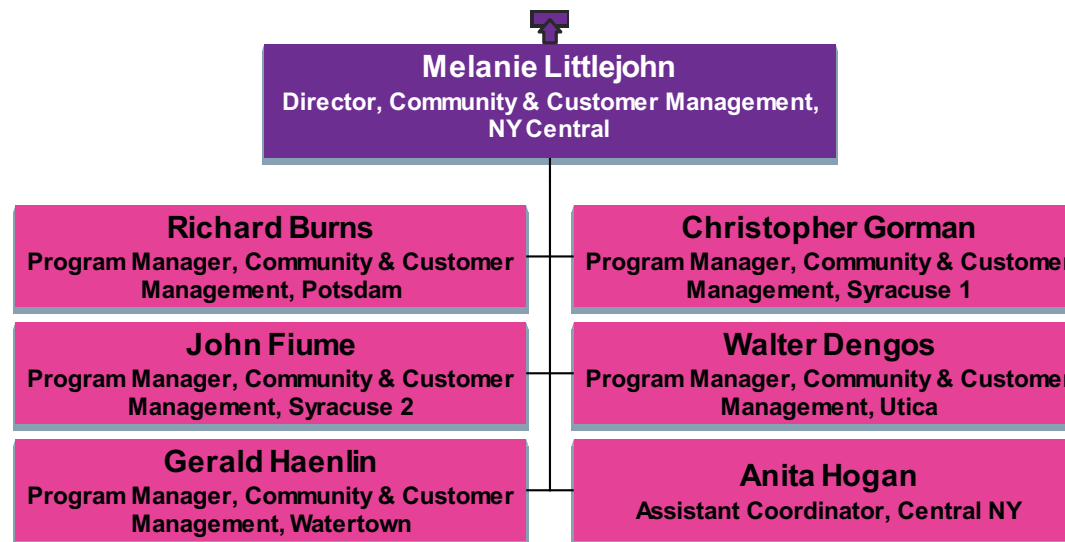
# US Jurisdictions - NY (Community & Customer Mgmt, NY Downstate)



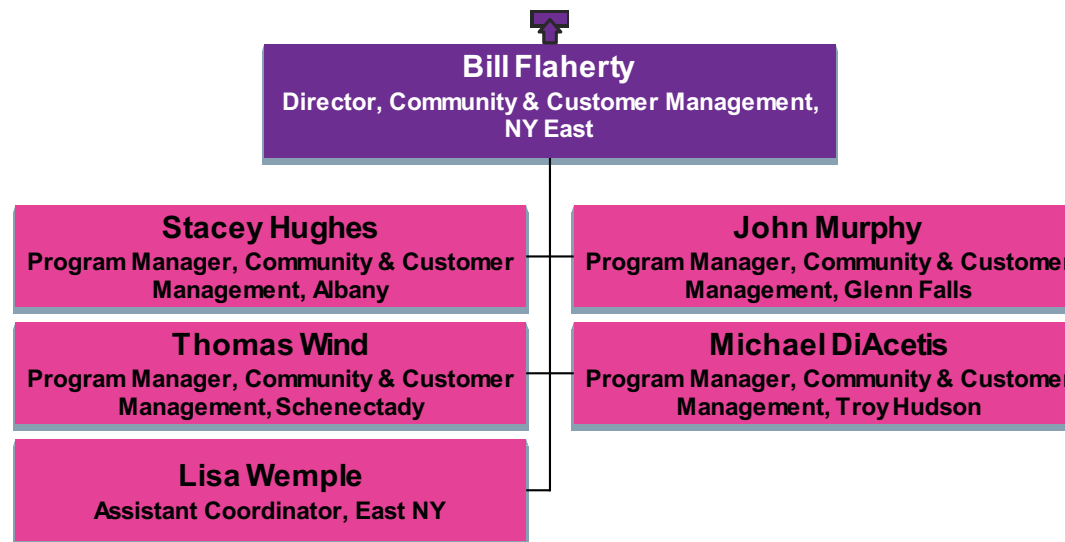
# US Jurisdictions - NY (C&CM, NY Downstate - LIPA)



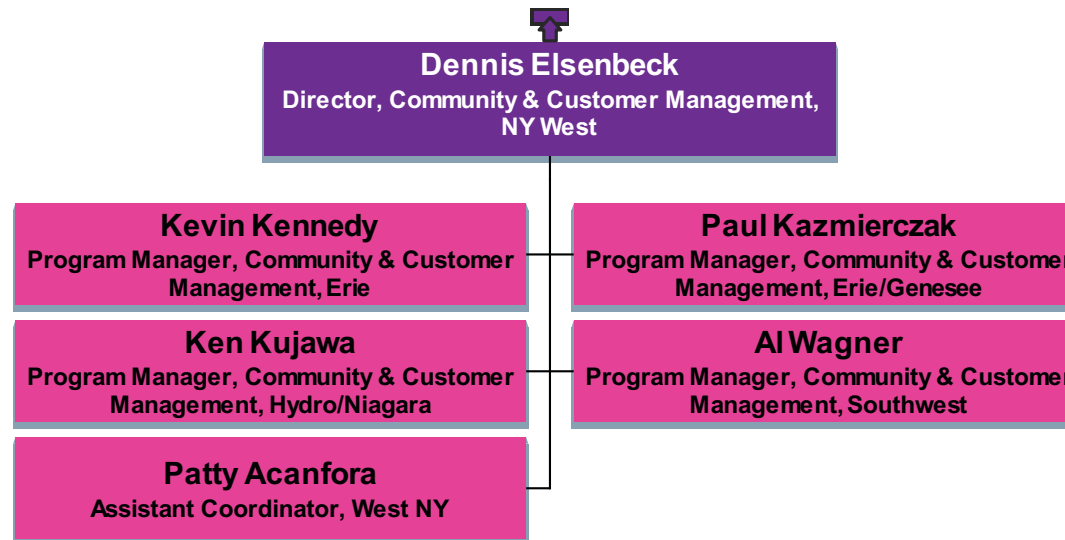
# US Jurisdictions - NY (Community & Customer Mgmt, NY Central)



# US Jurisdictions - NY (Community & Customer Mgmt, NY East)

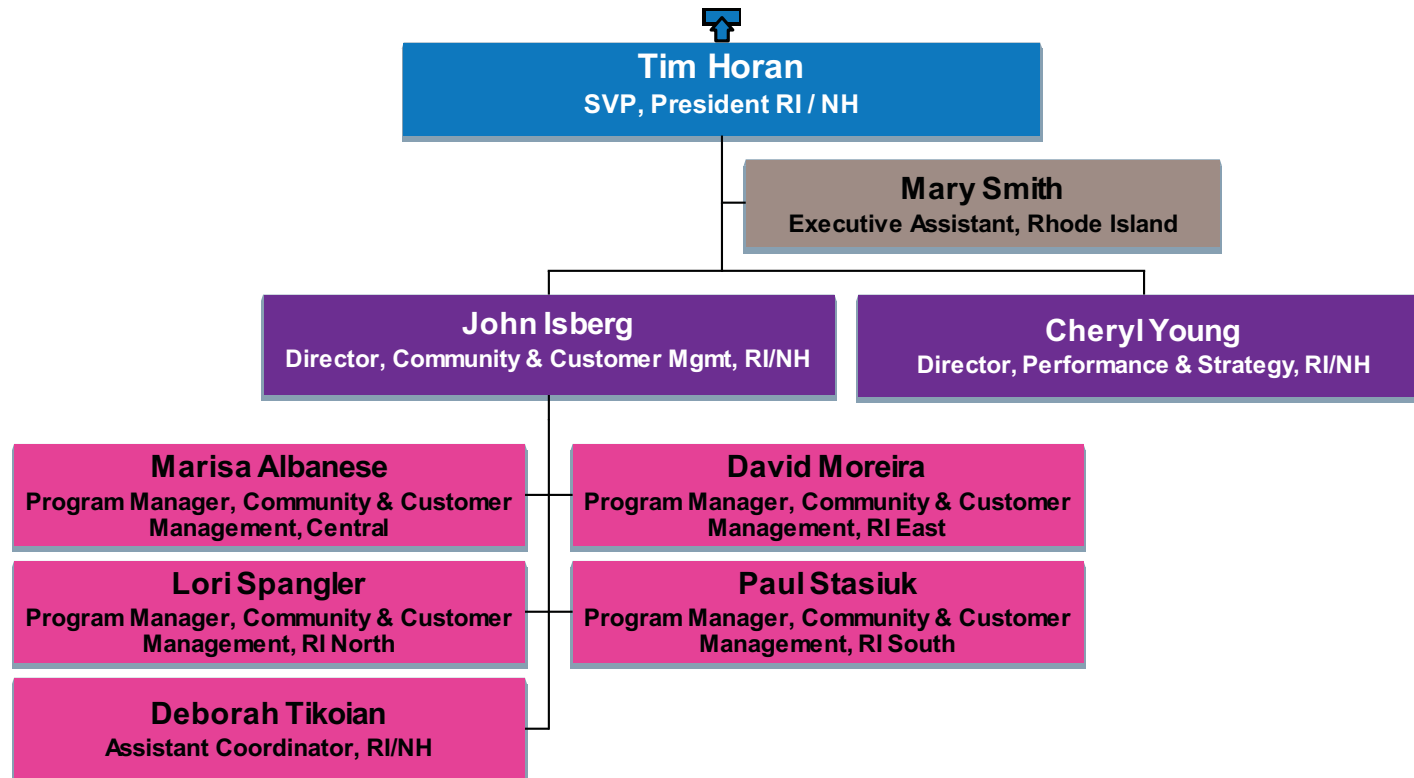


# US Jurisdictions - NY (Community & Customer Mgmt, NY West)





## US Jurisdictions - RI / NH



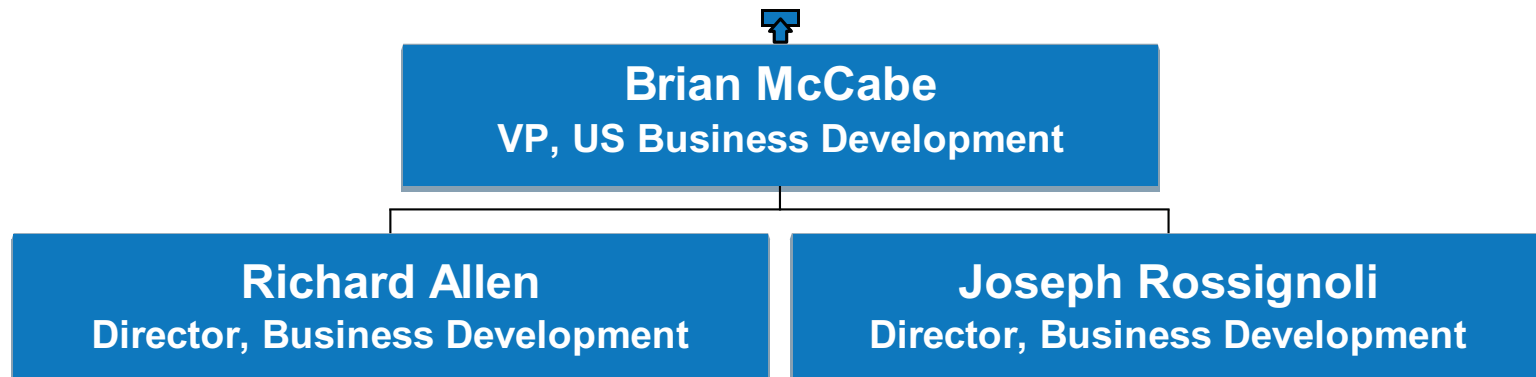
# US Audit



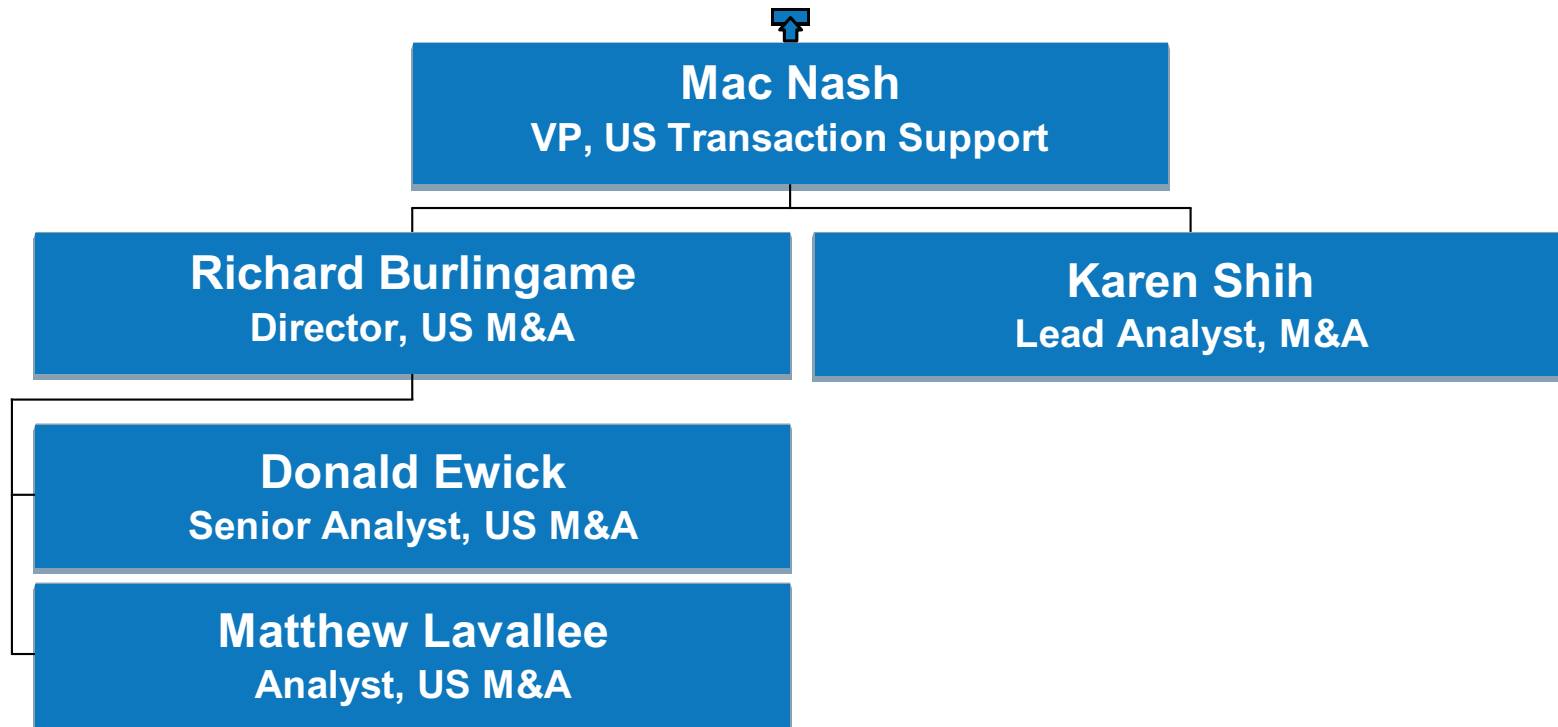
## US Strategic Business & Development



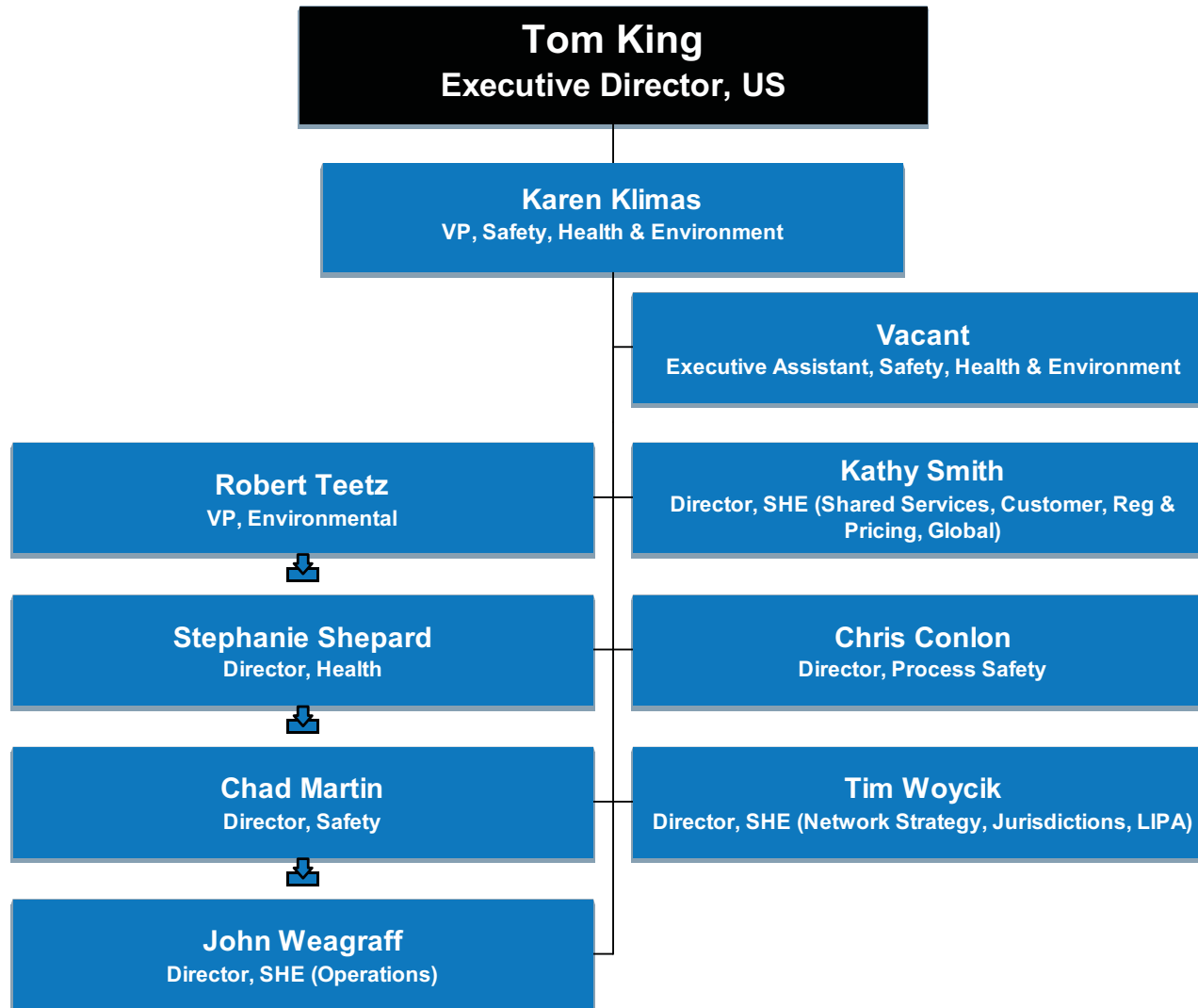
## US Strategic Business & Development



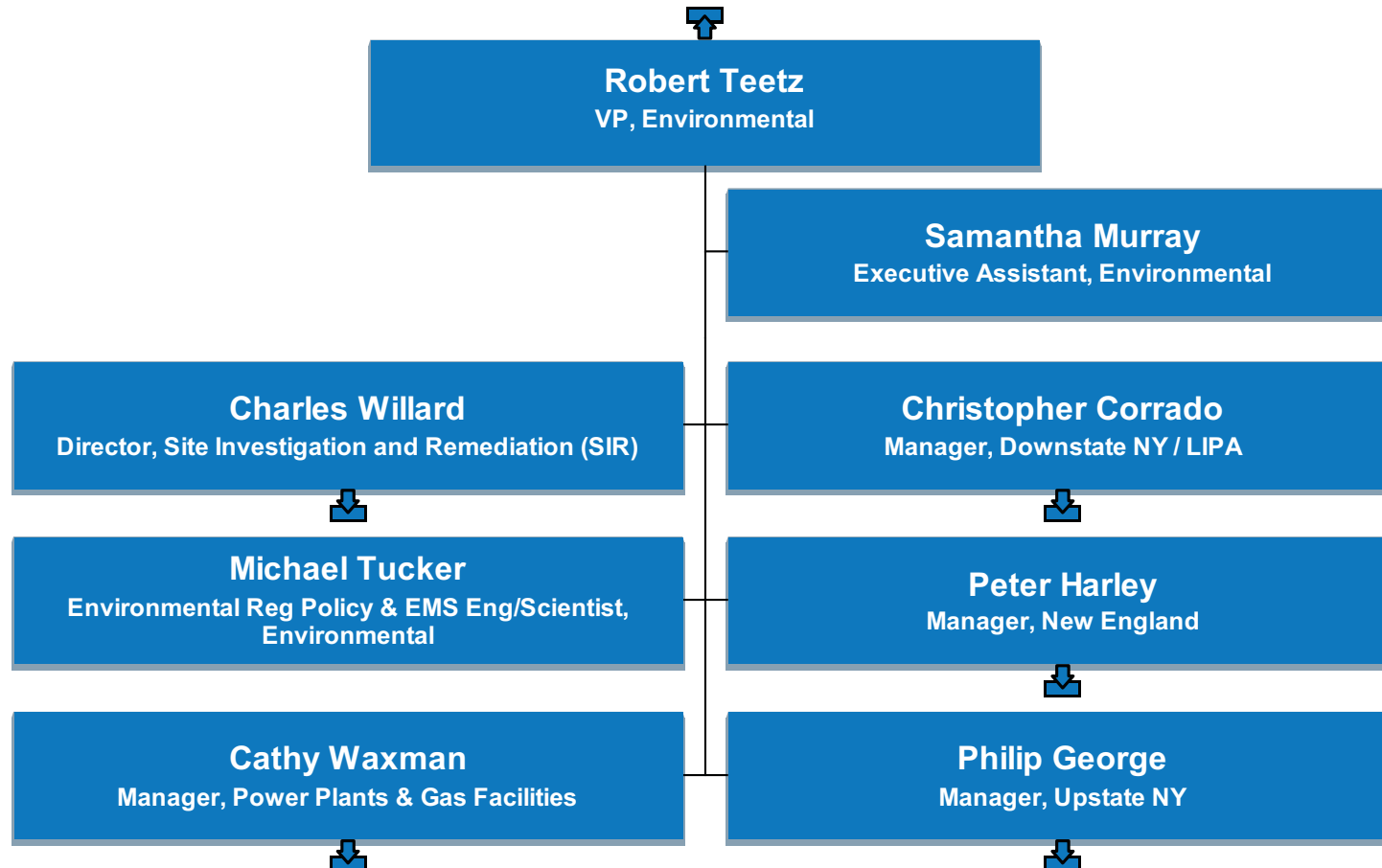
## US Strategic Business & Development



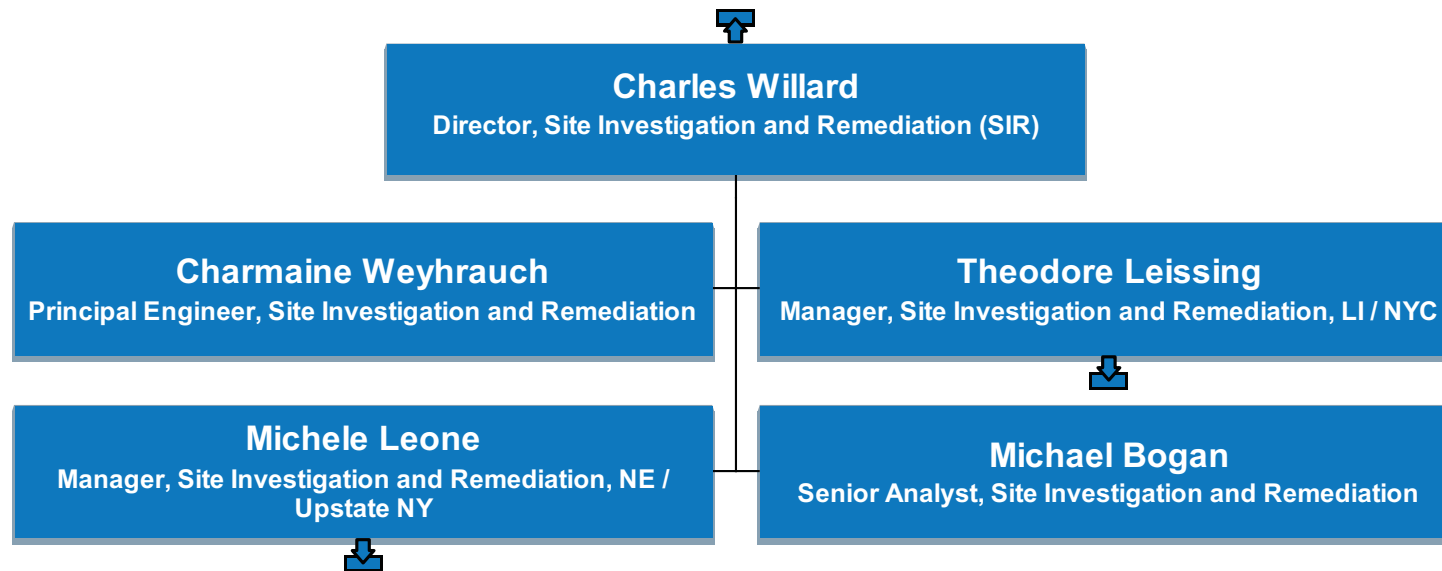
# US Safety, Health & Environment SHE



# US Safety, Health & Environment SHE

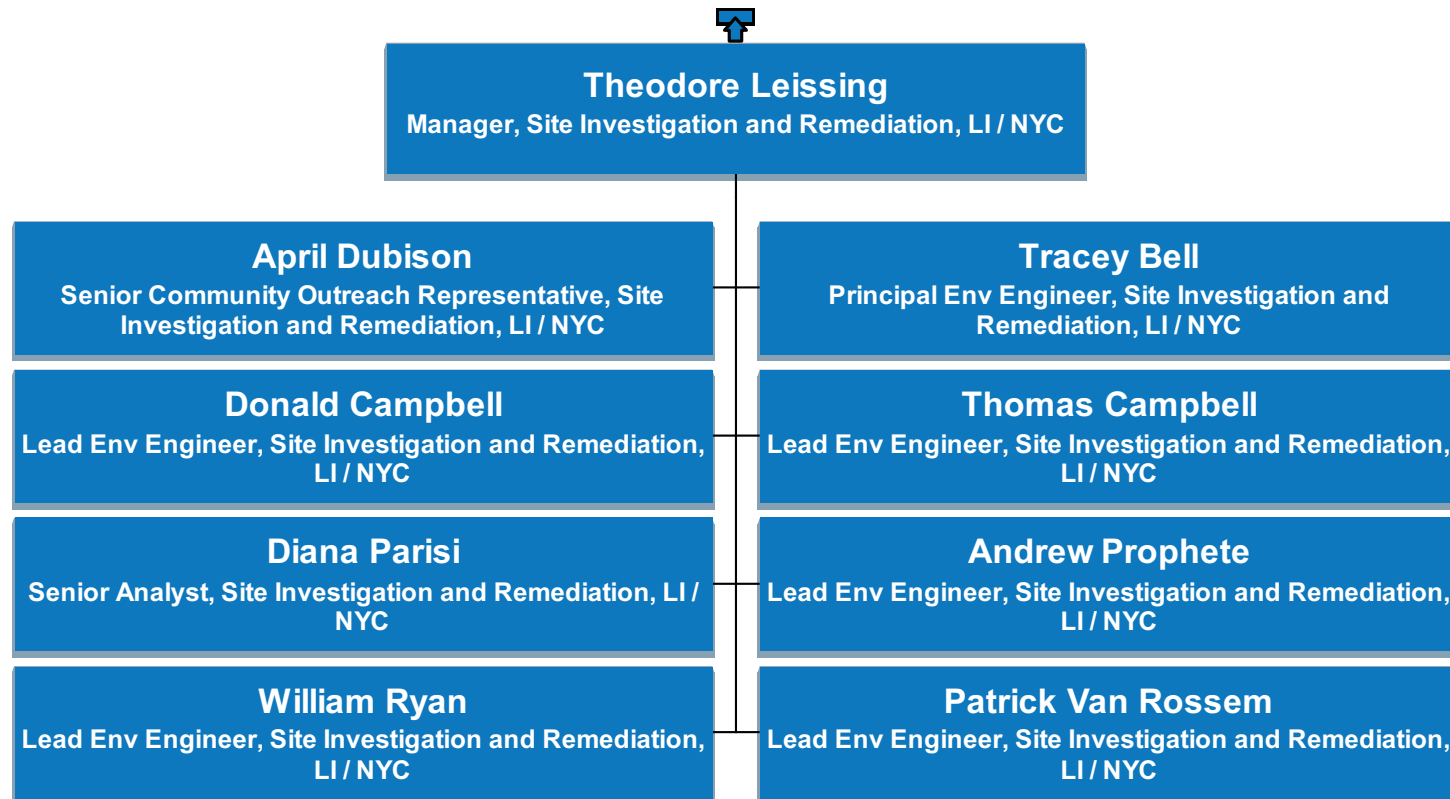


# US Safety, Health & Environment SHE

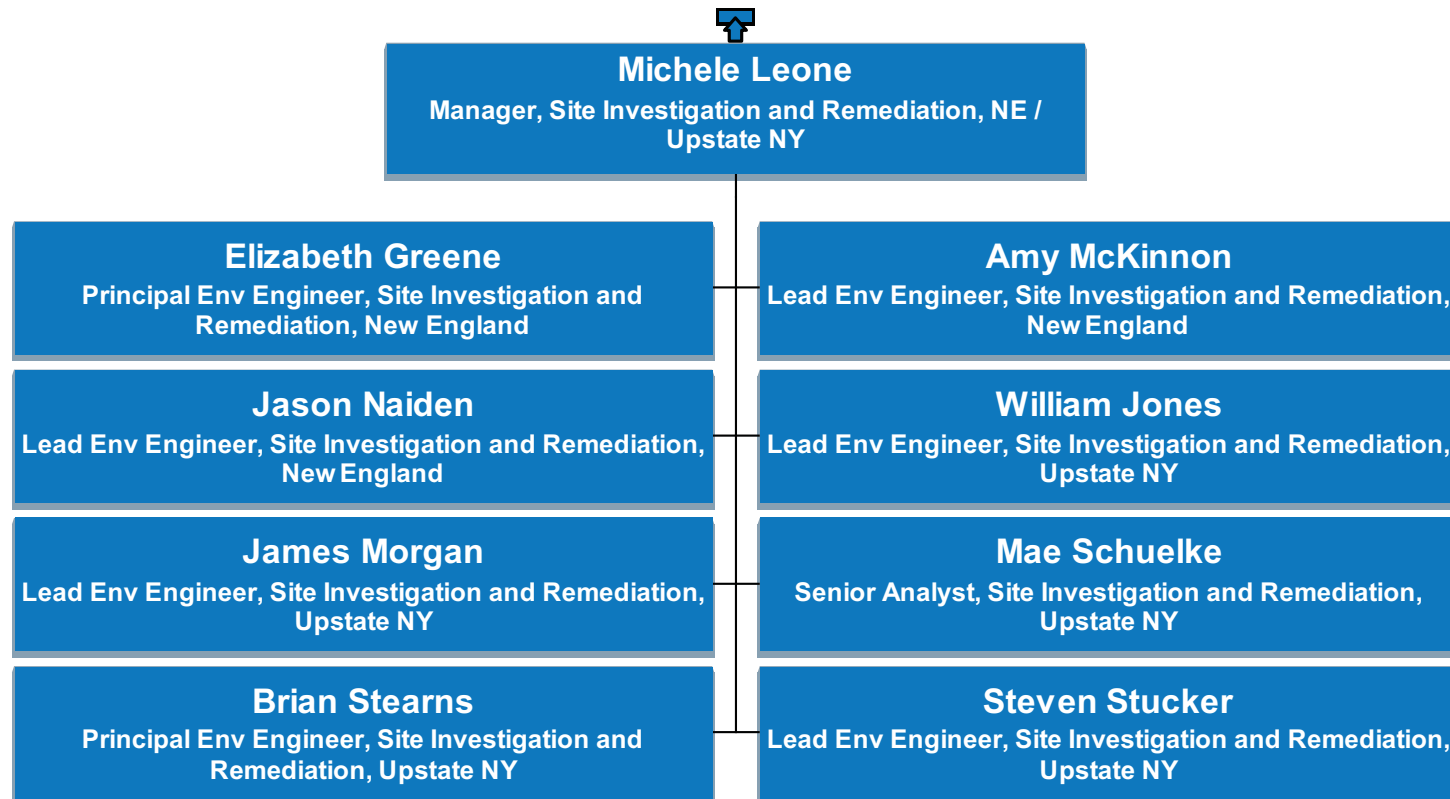




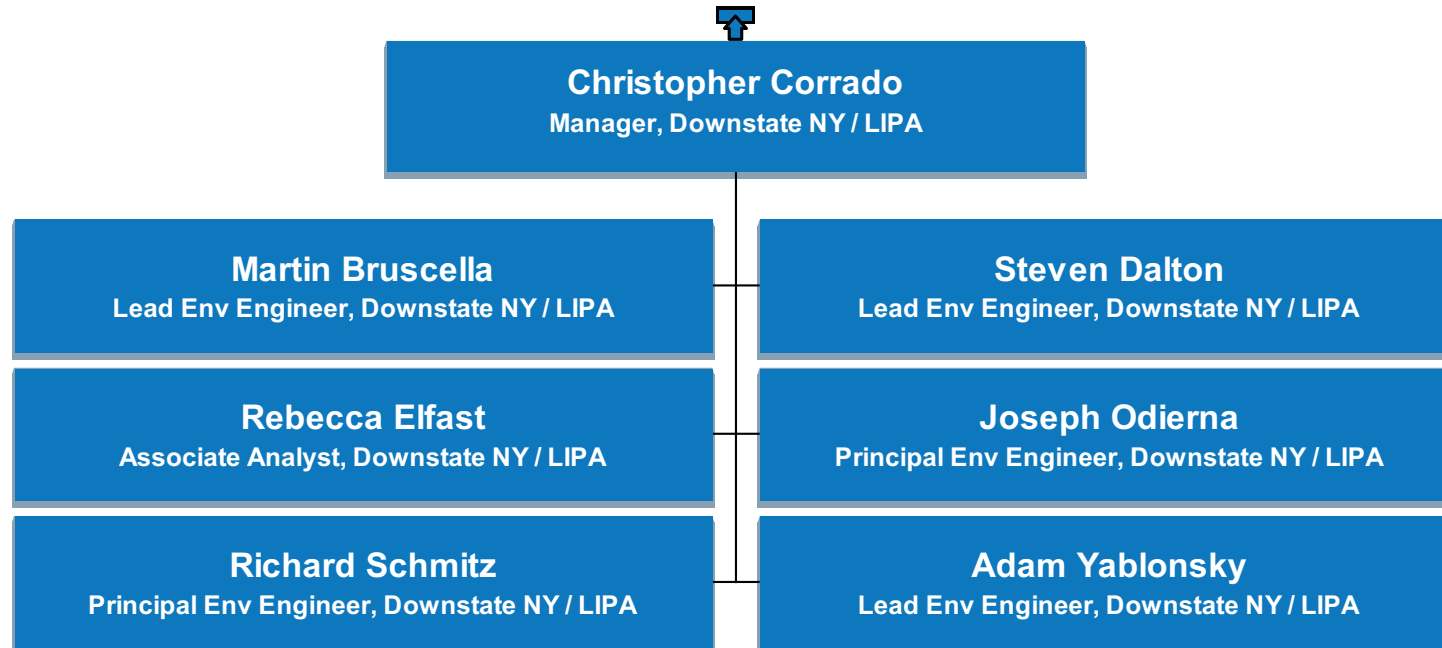
# US Safety, Health & Environment SHE



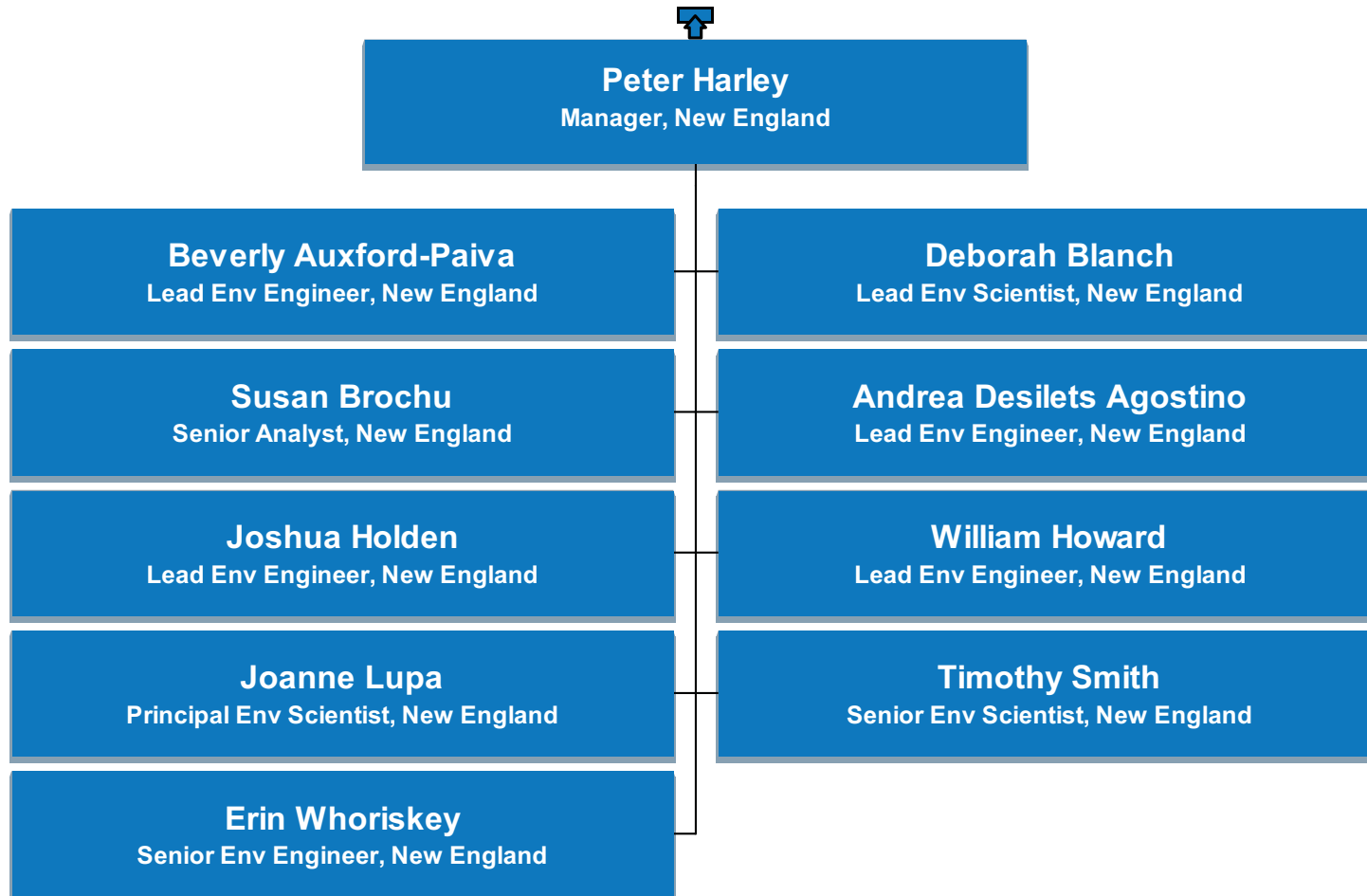
# US Safety, Health & Environment SHE



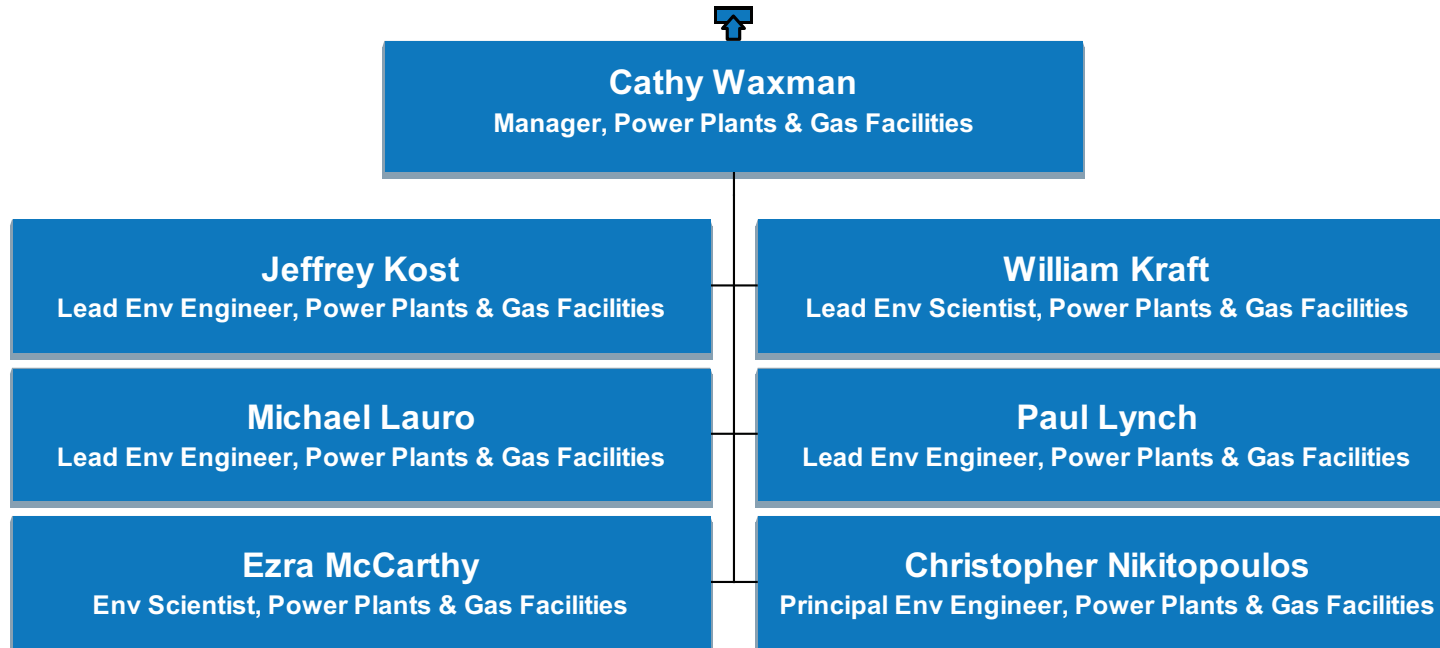
# US Safety, Health & Environment SHE



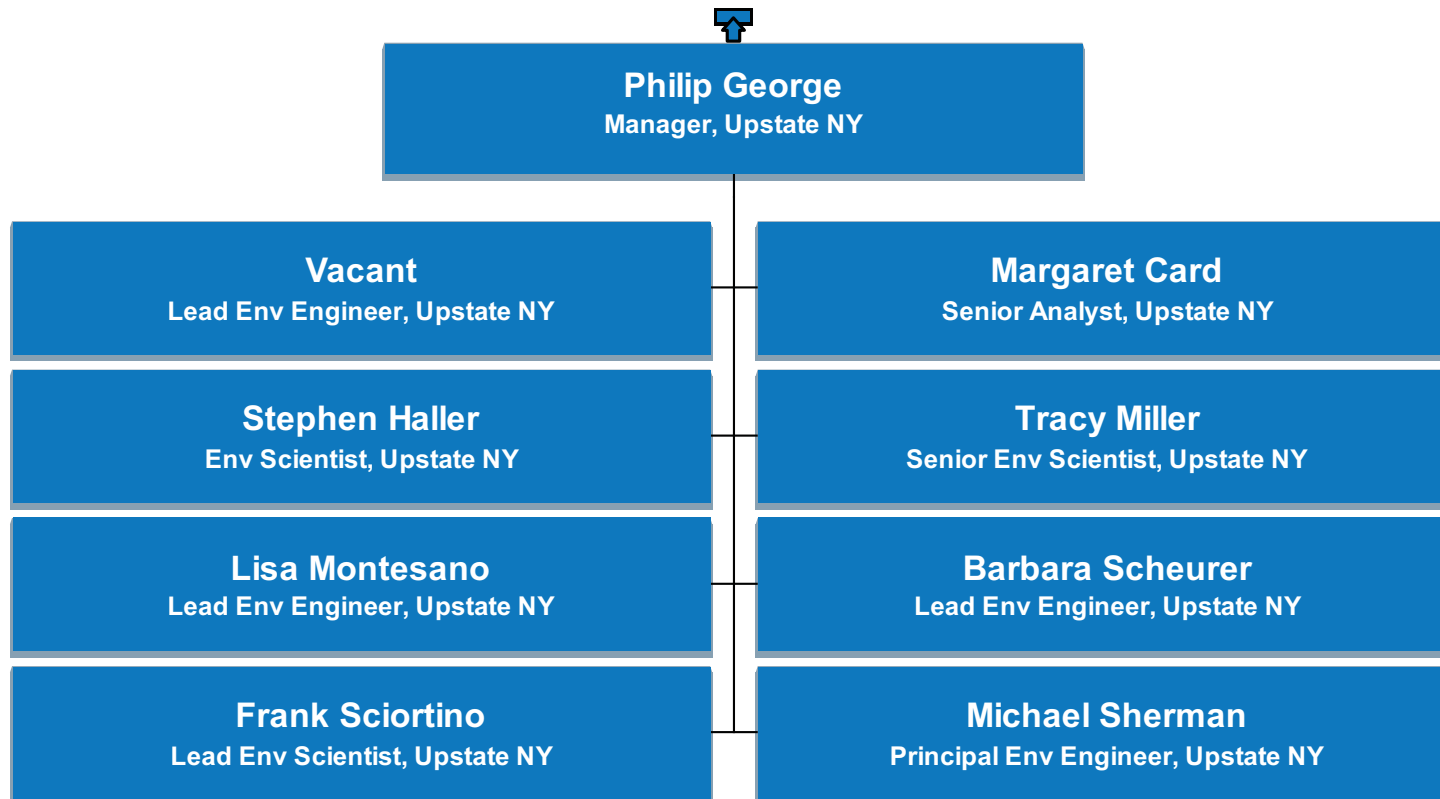
# US Safety, Health & Environment SHE



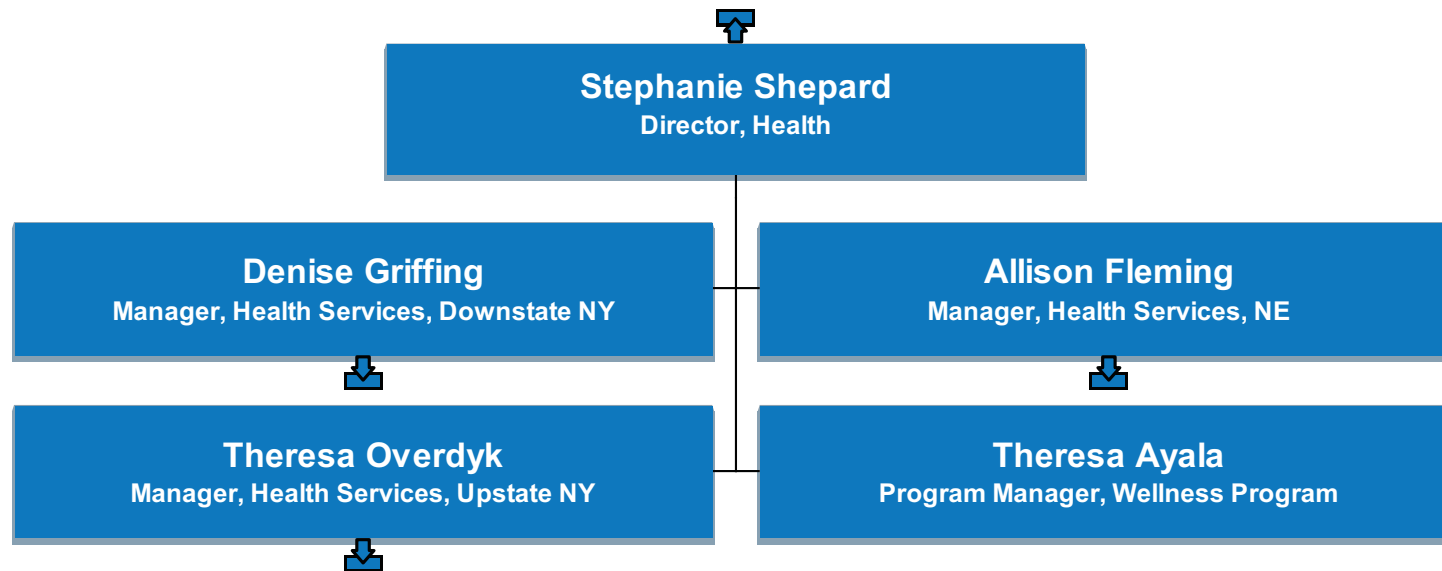
# US Safety, Health & Environment SHE



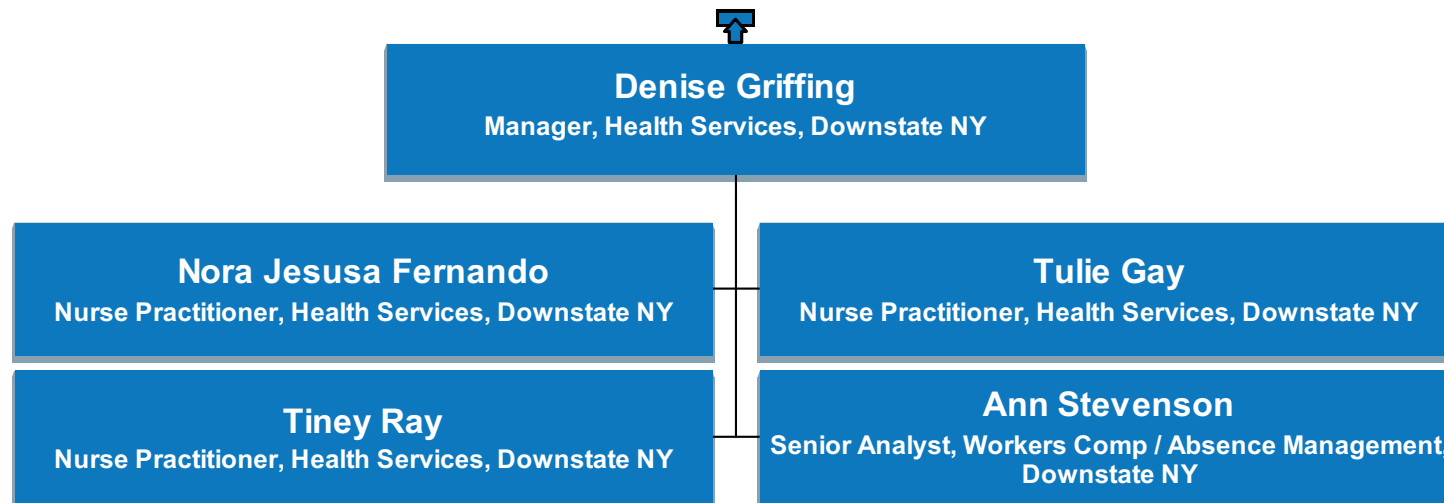
# US Safety, Health & Environment SHE



# US Safety, Health & Environment SHE

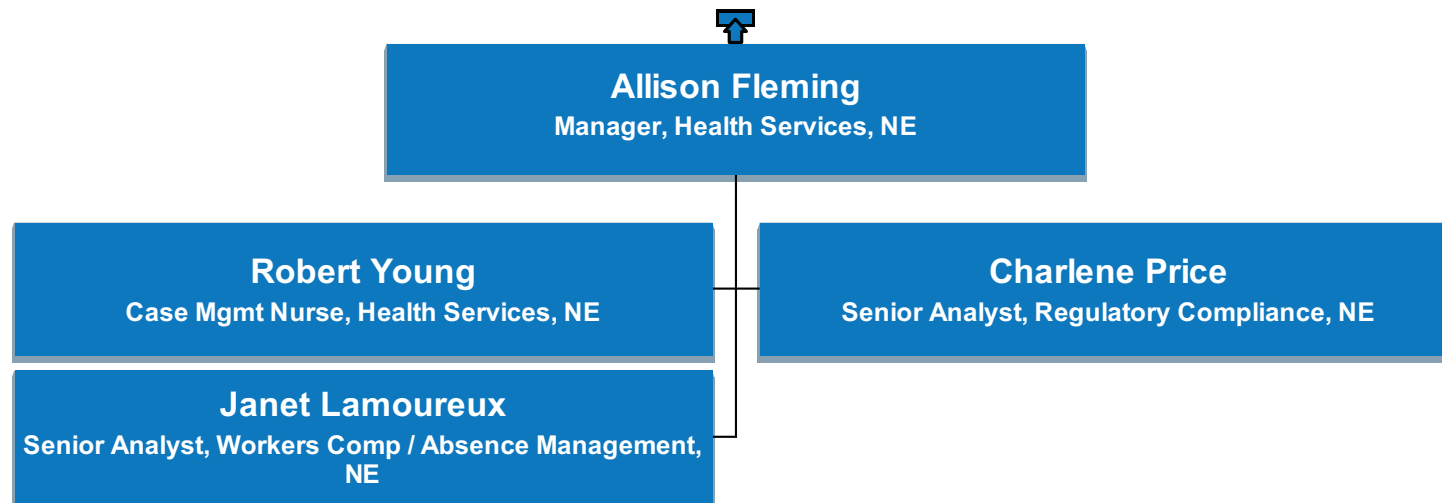


# US Safety, Health & Environment SHE

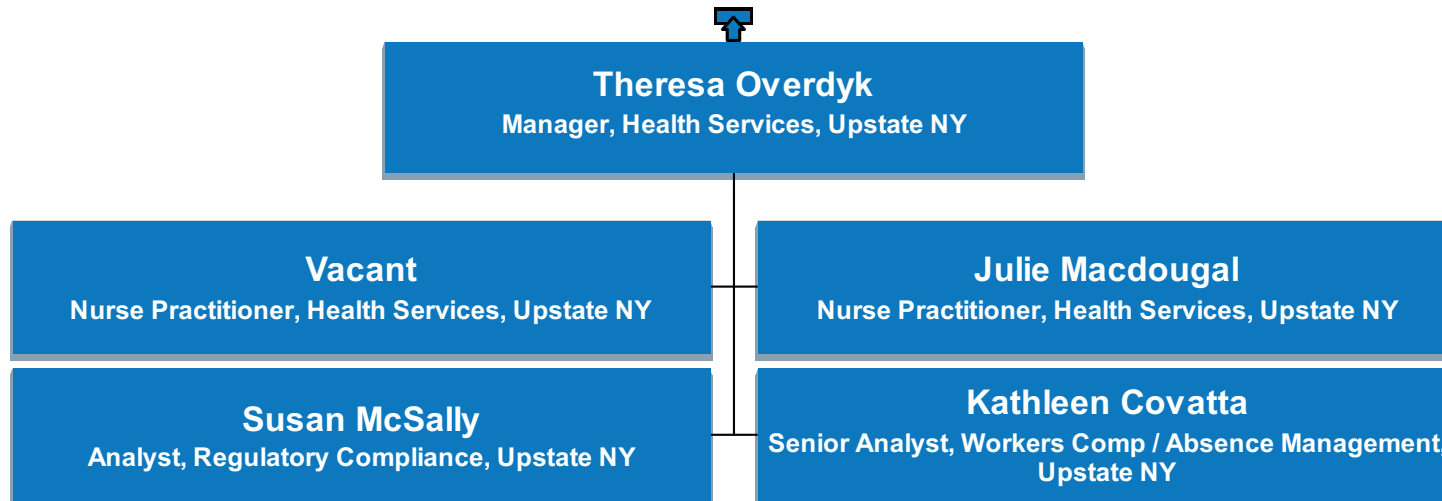




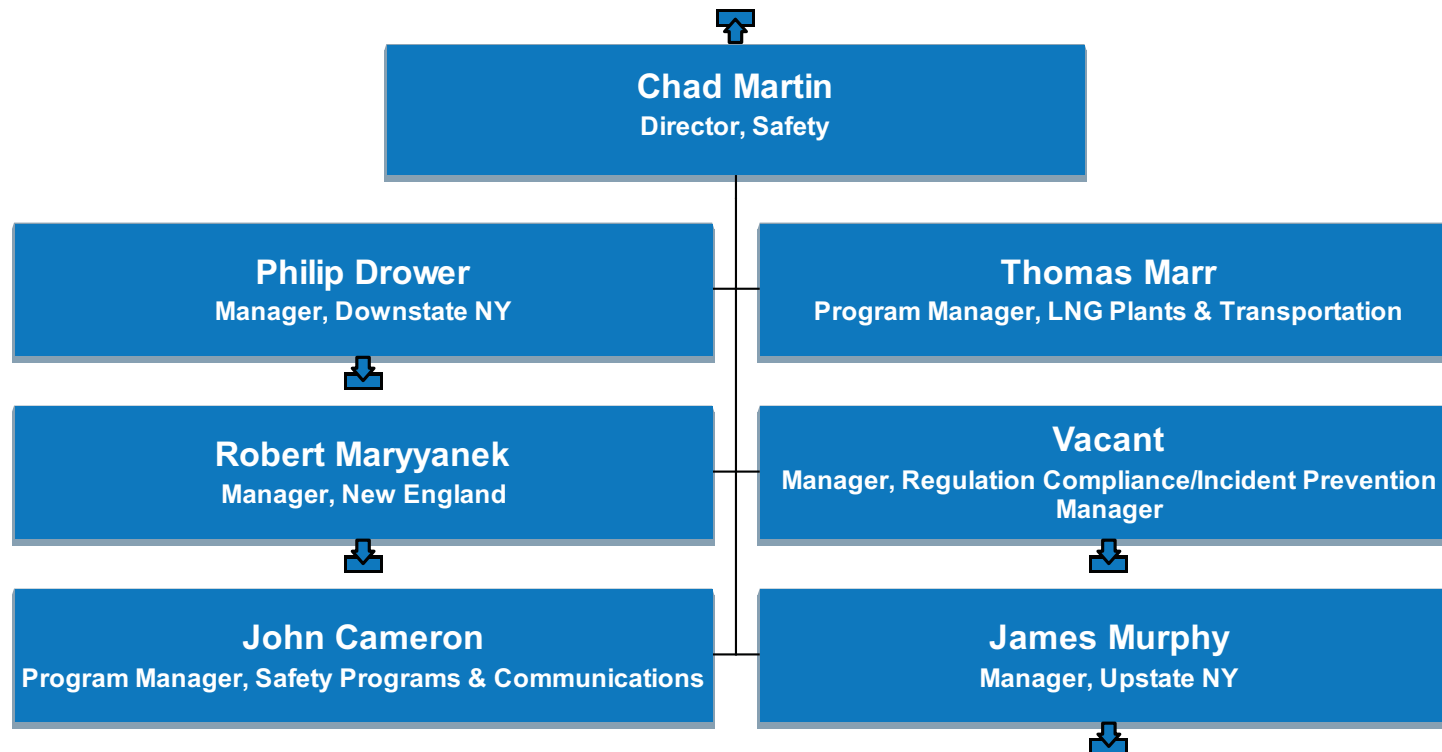
# US Safety, Health & Environment SHE



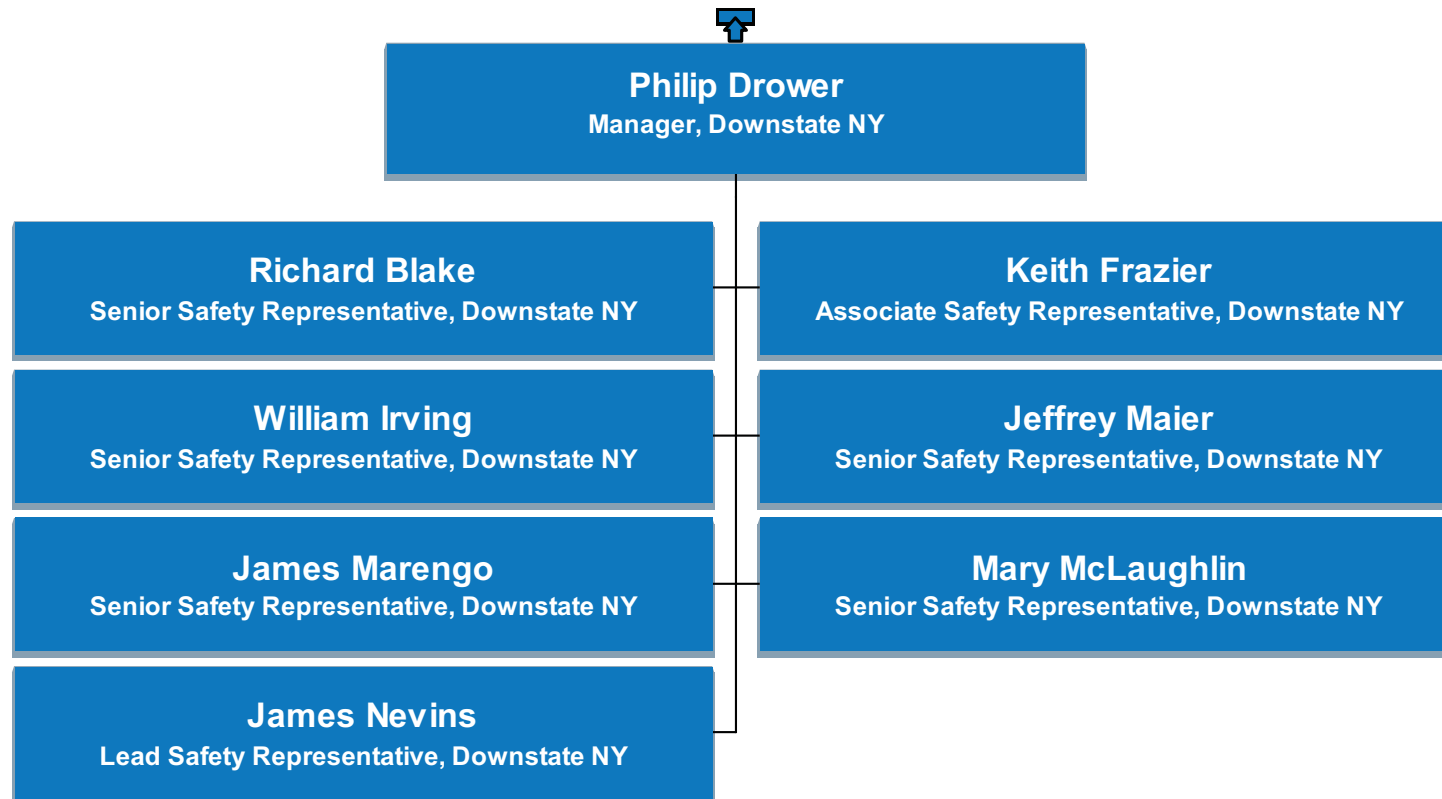
# US Safety, Health & Environment SHE



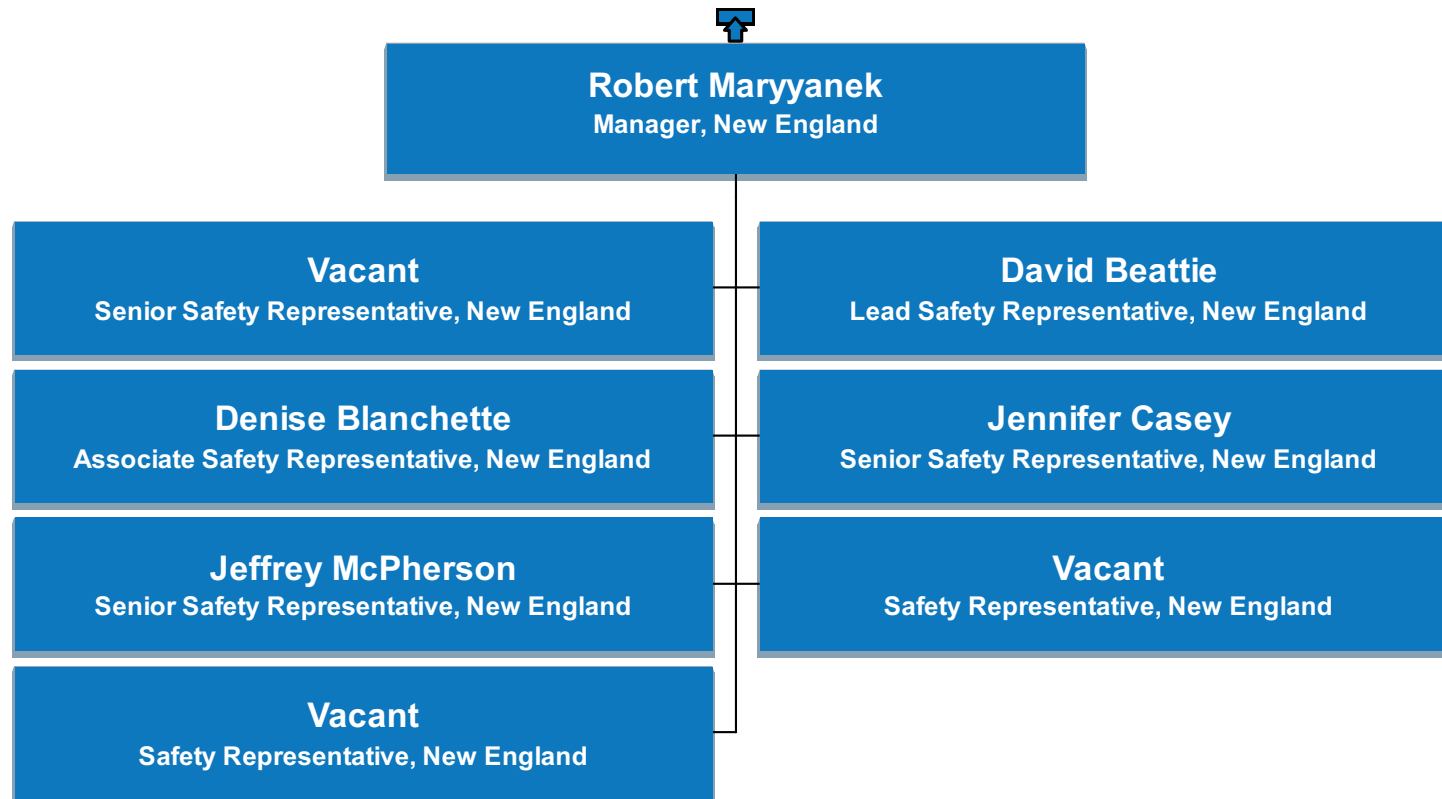
# US Safety, Health & Environment SHE



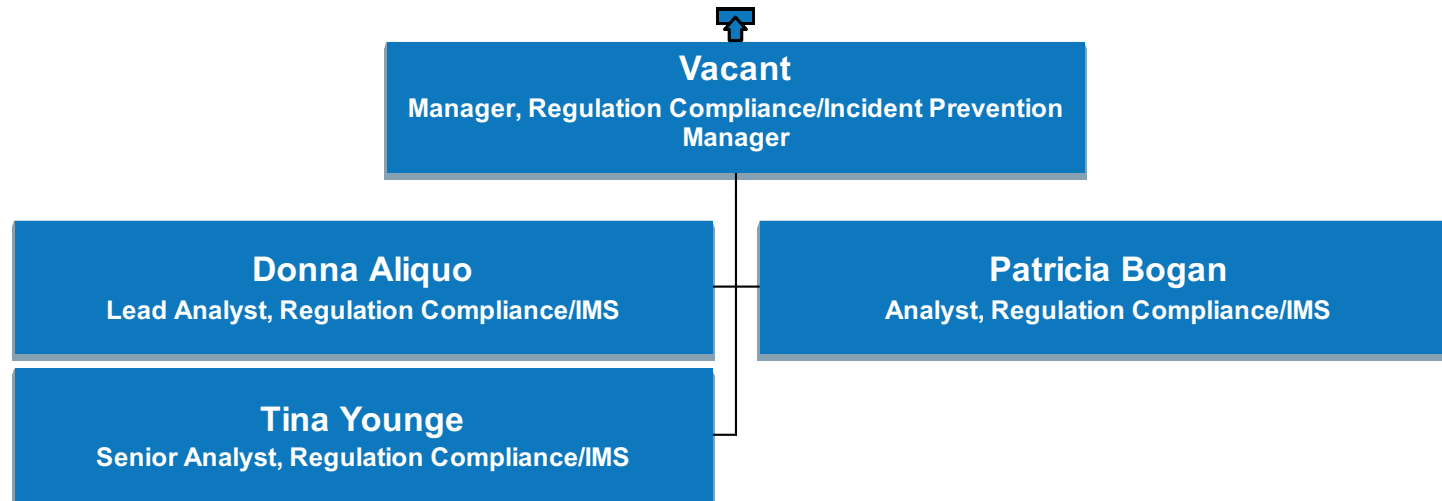
# US Safety, Health & Environment SHE



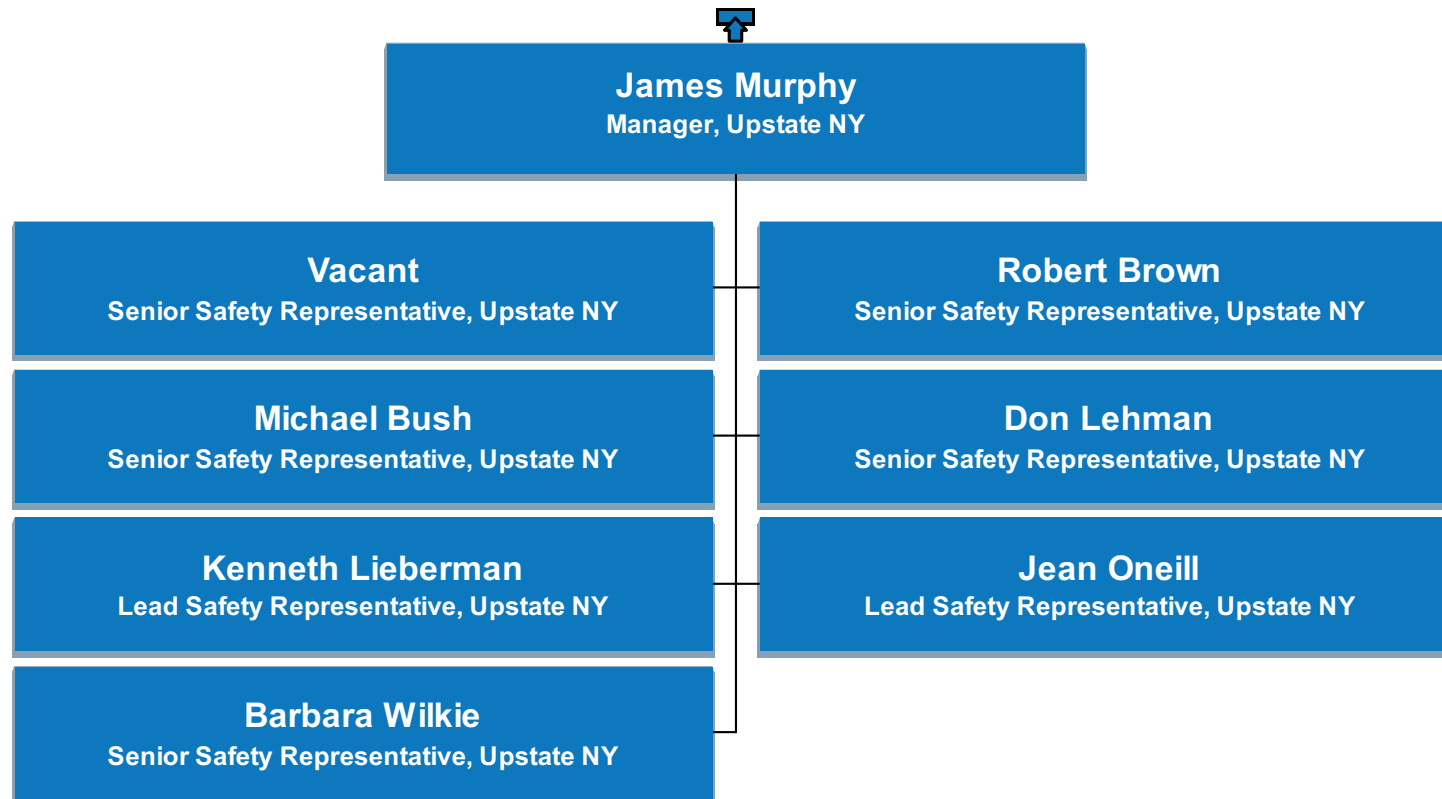
# US Safety, Health & Environment SHE



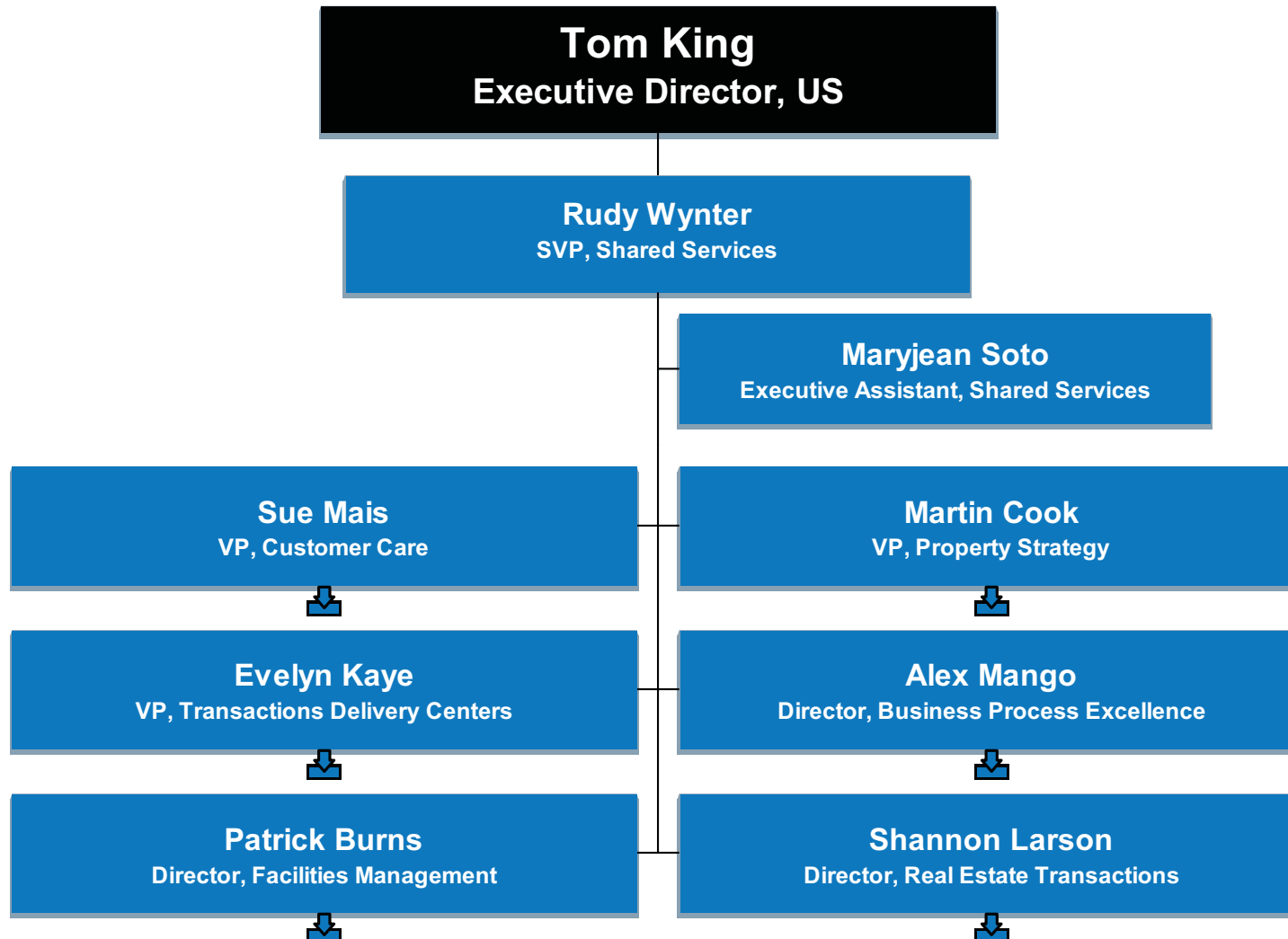
# US Safety, Health & Environment SHE



# US Safety, Health & Environment SHE

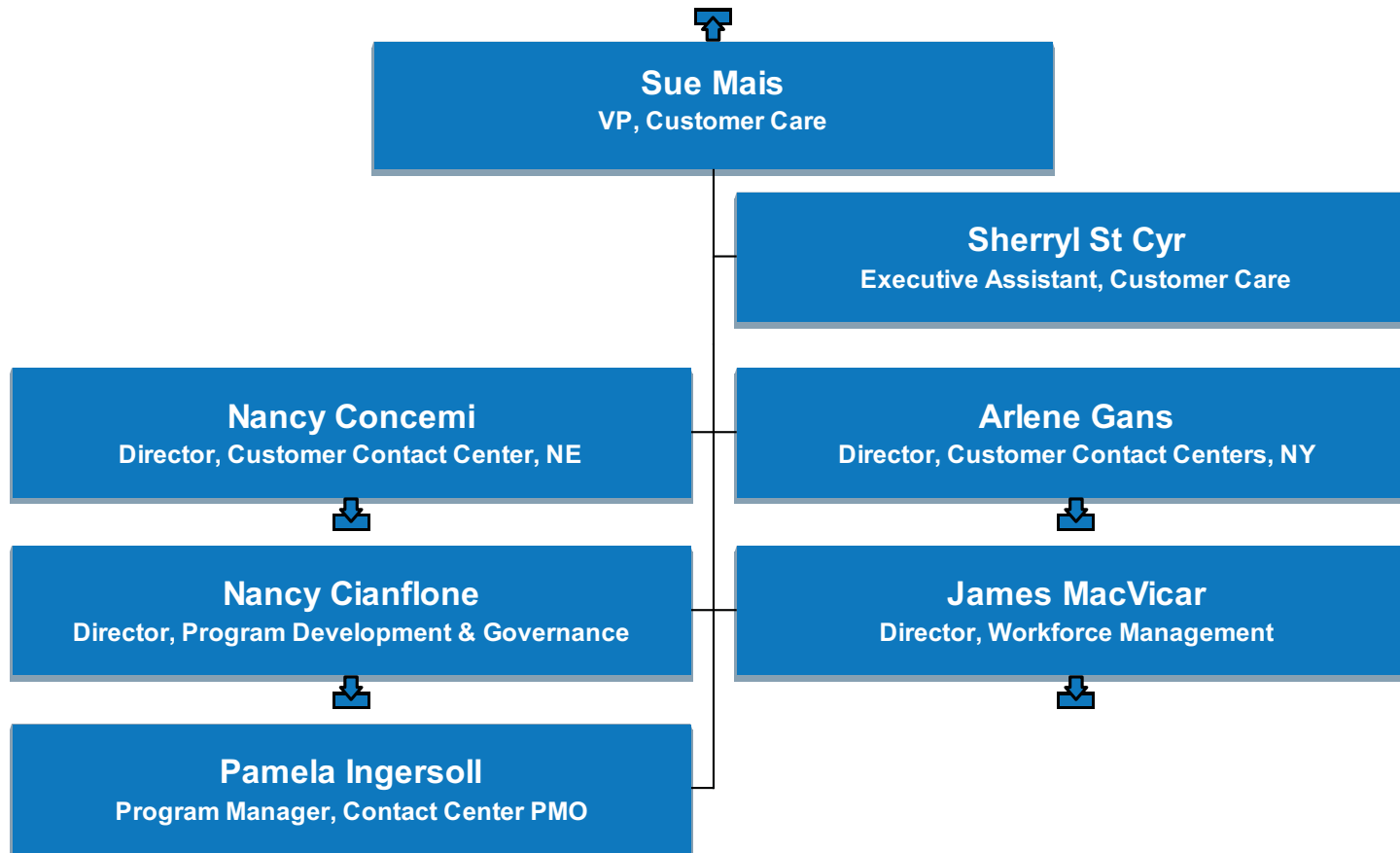


# US Shared Services

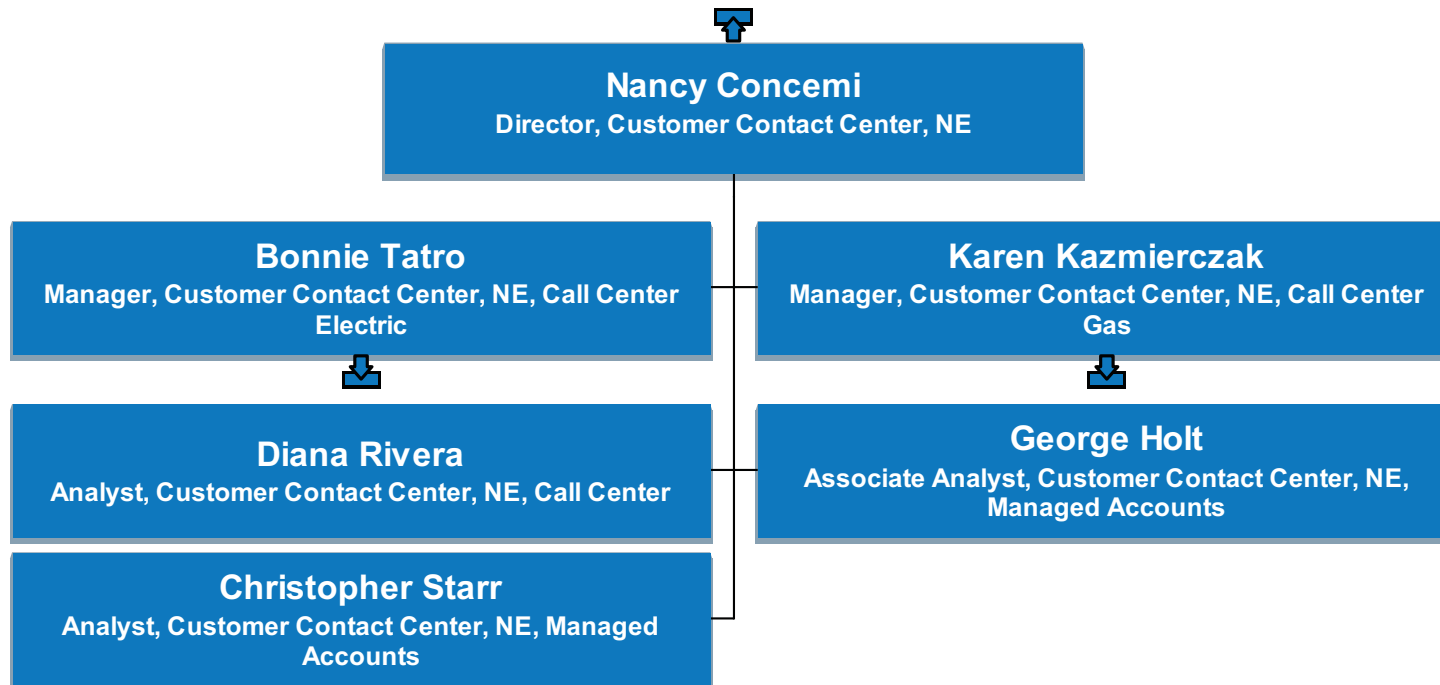




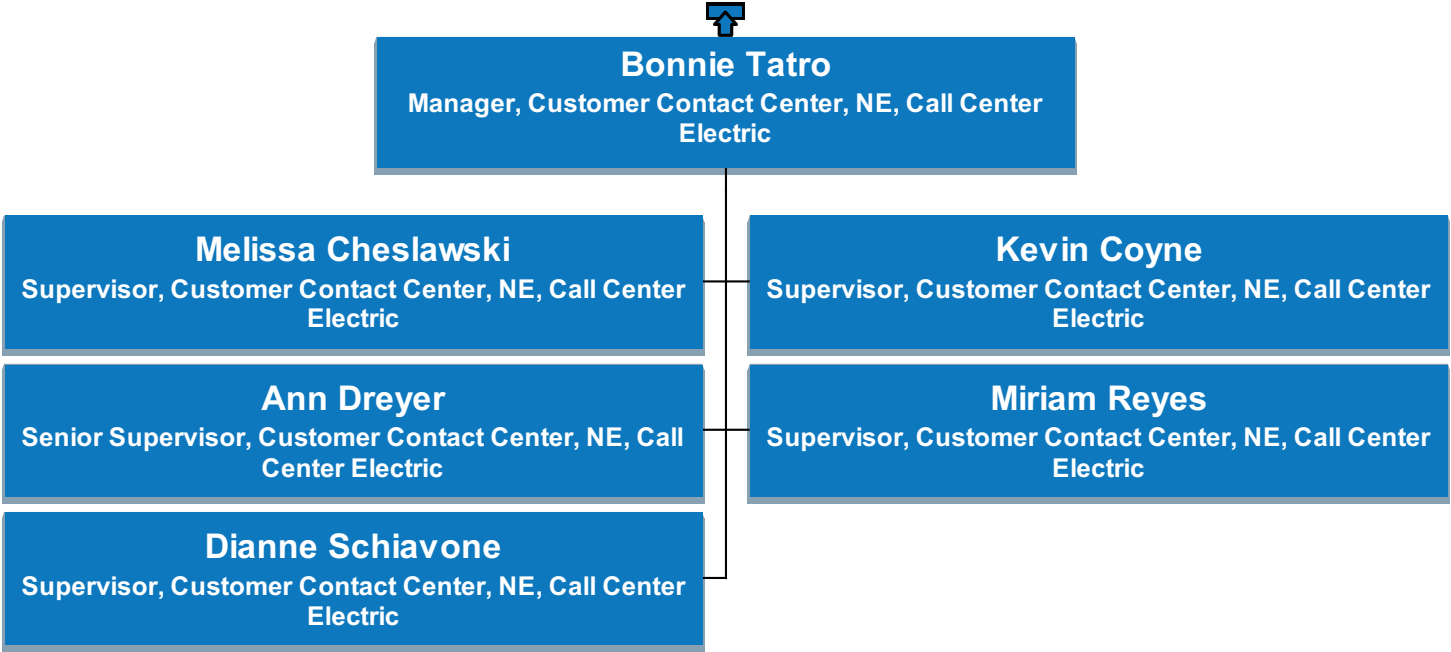
# US Shared Services



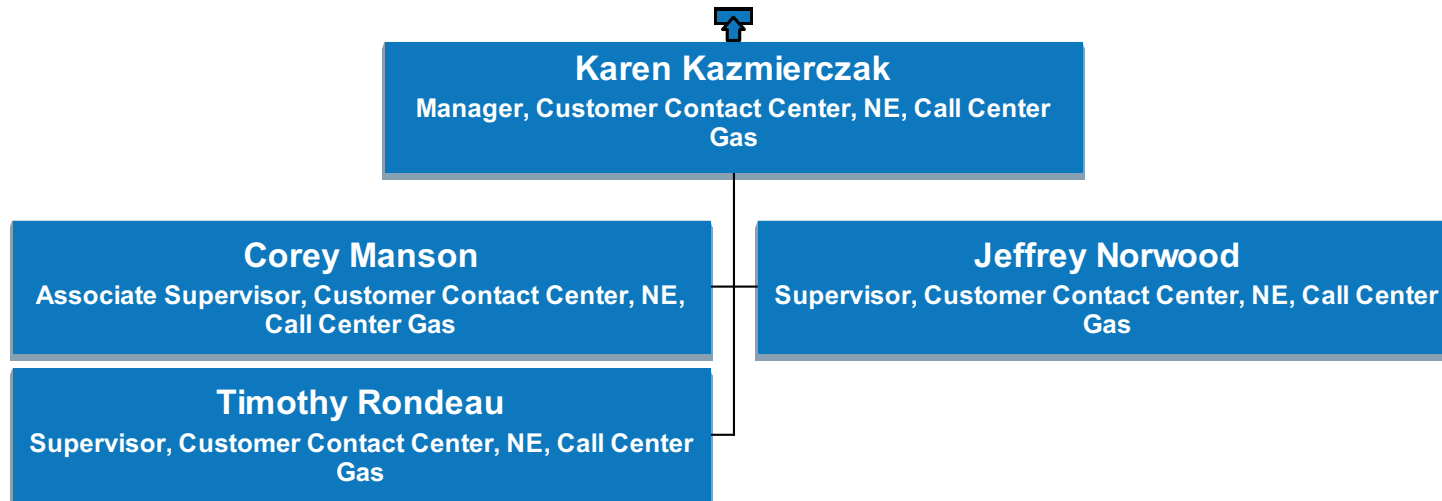
# US Shared Services



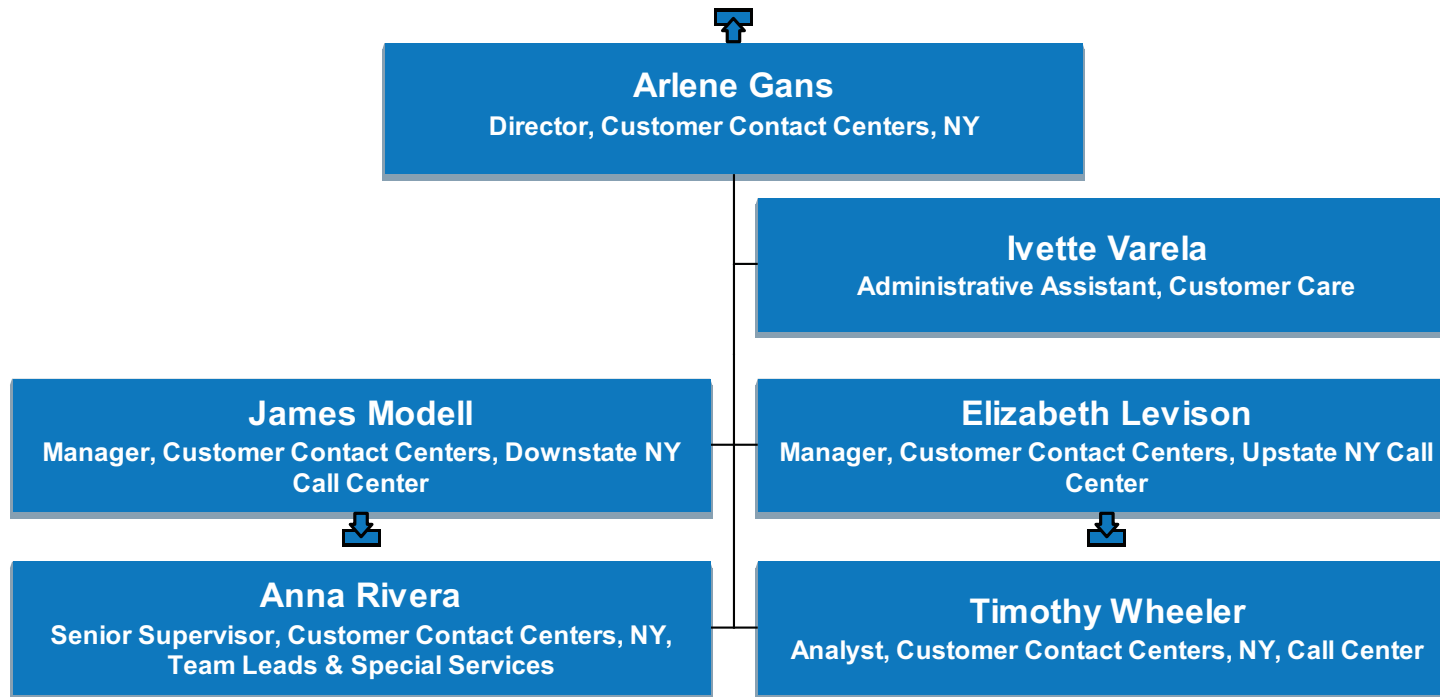
# US Shared Services



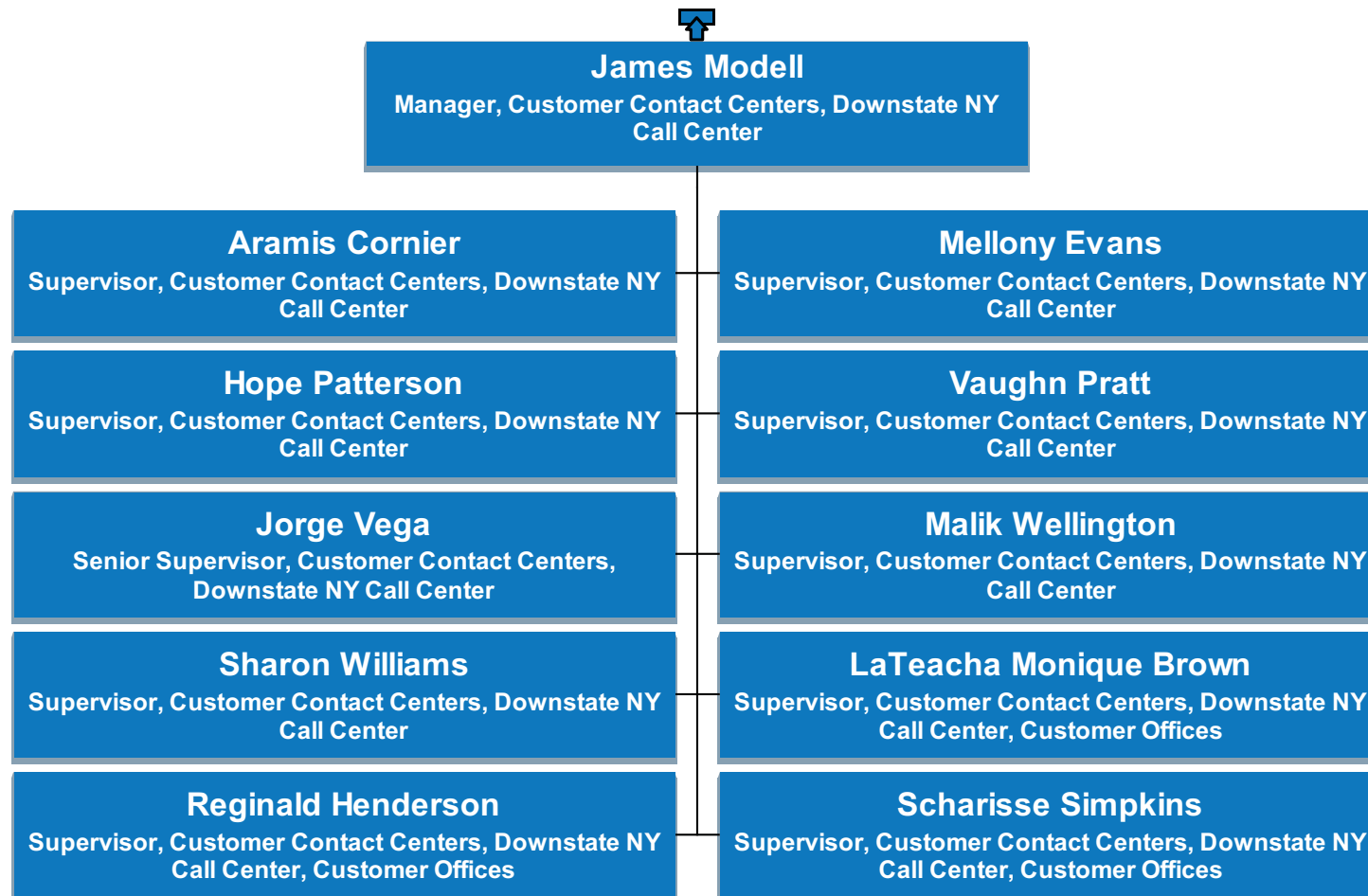
# US Shared Services



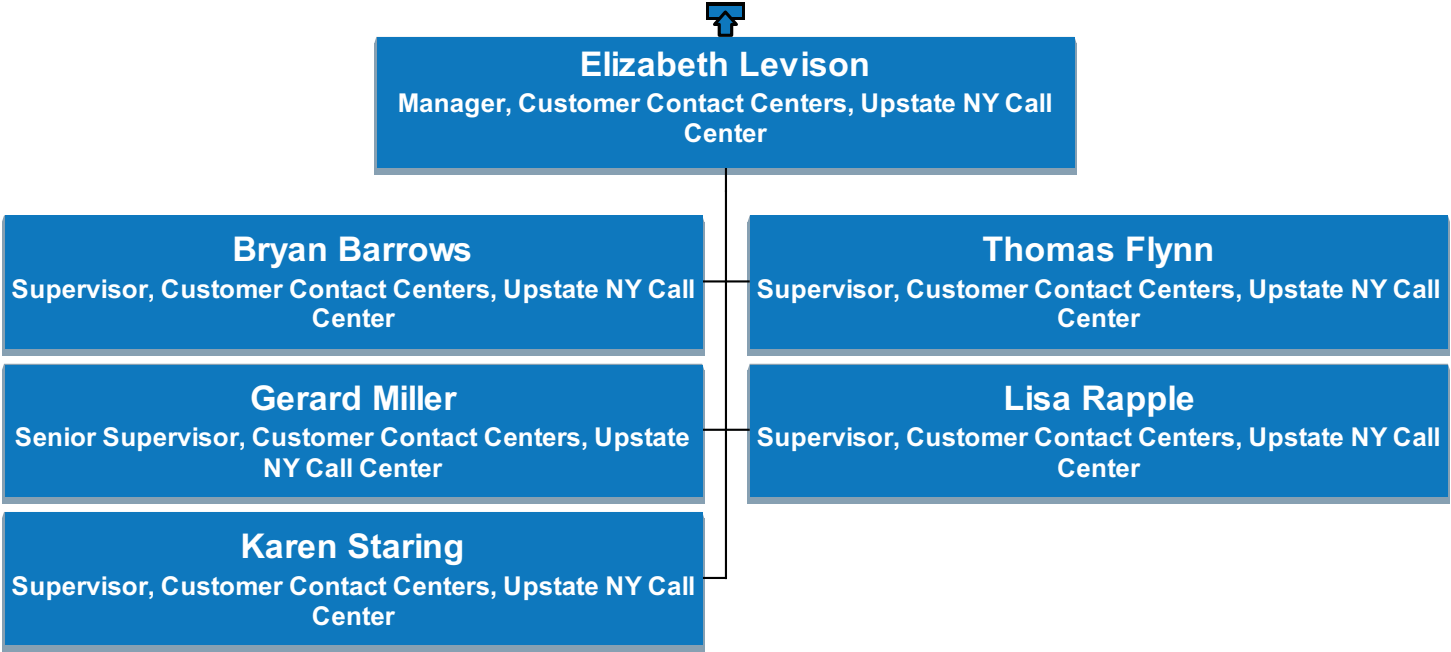
# US Shared Services



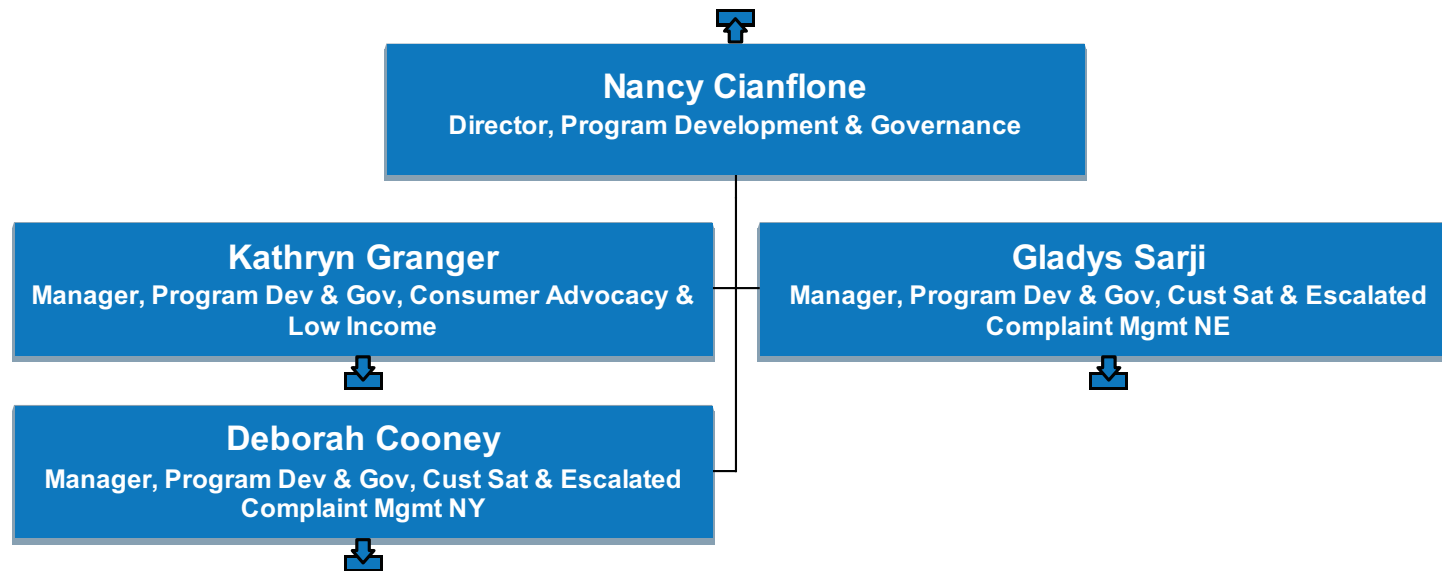
# US Shared Services



# US Shared Services



# US Shared Services

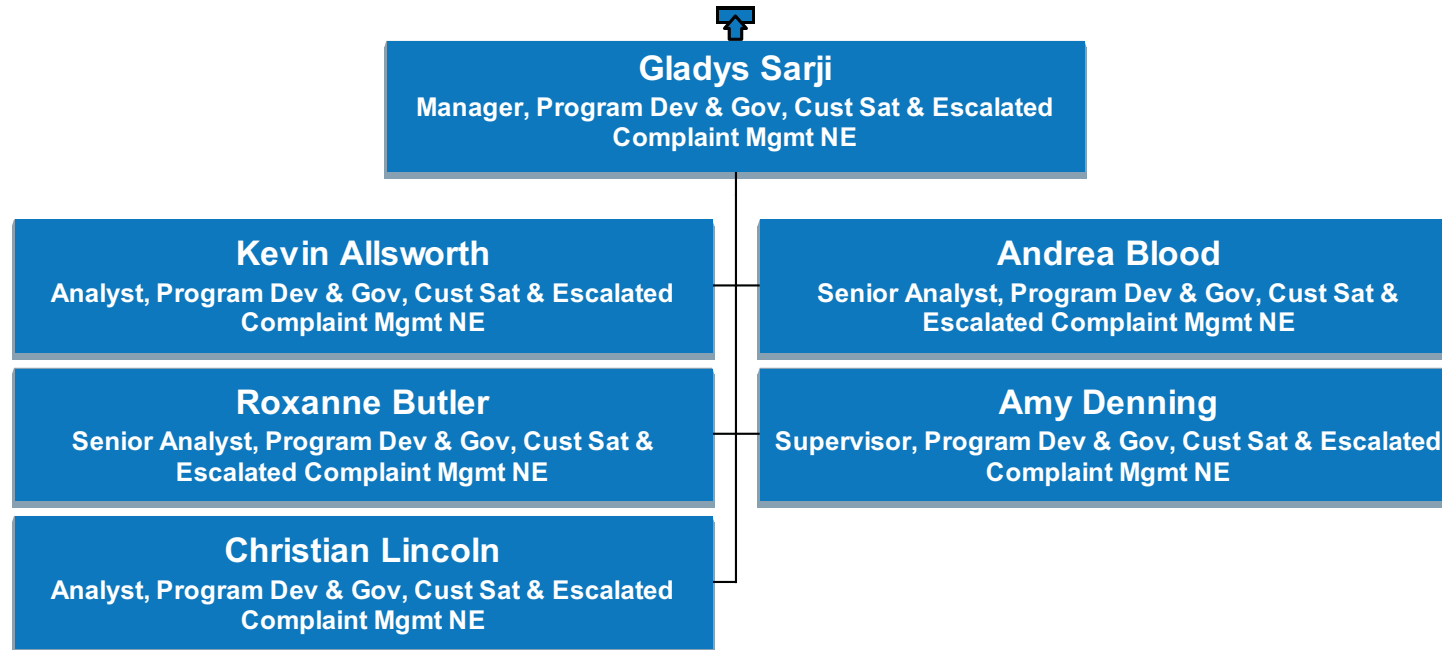




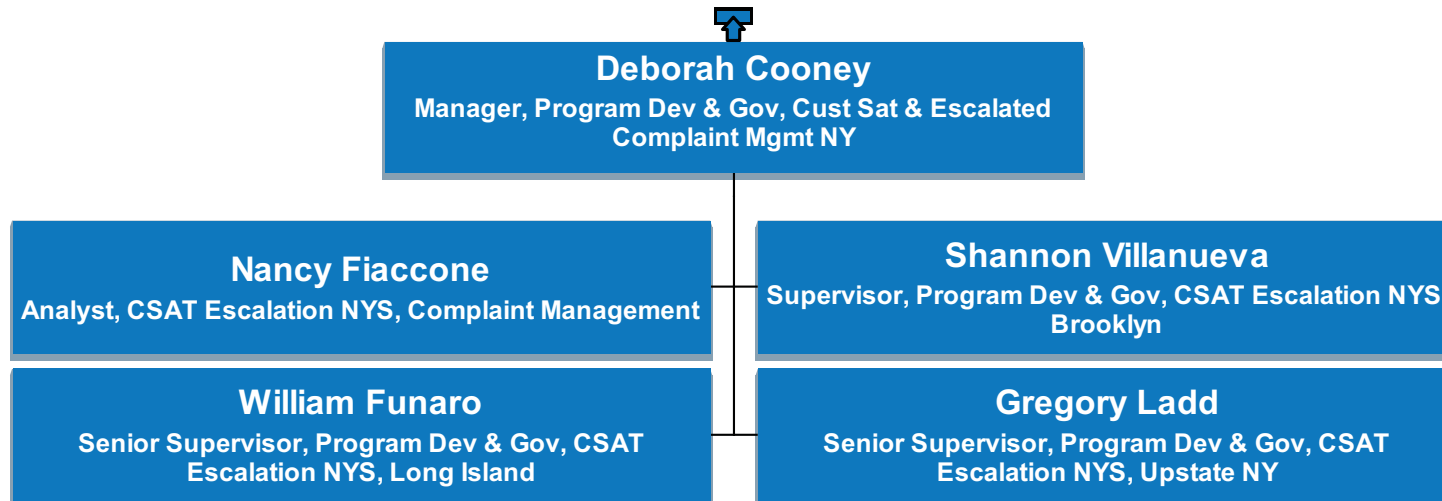
# US Shared Services



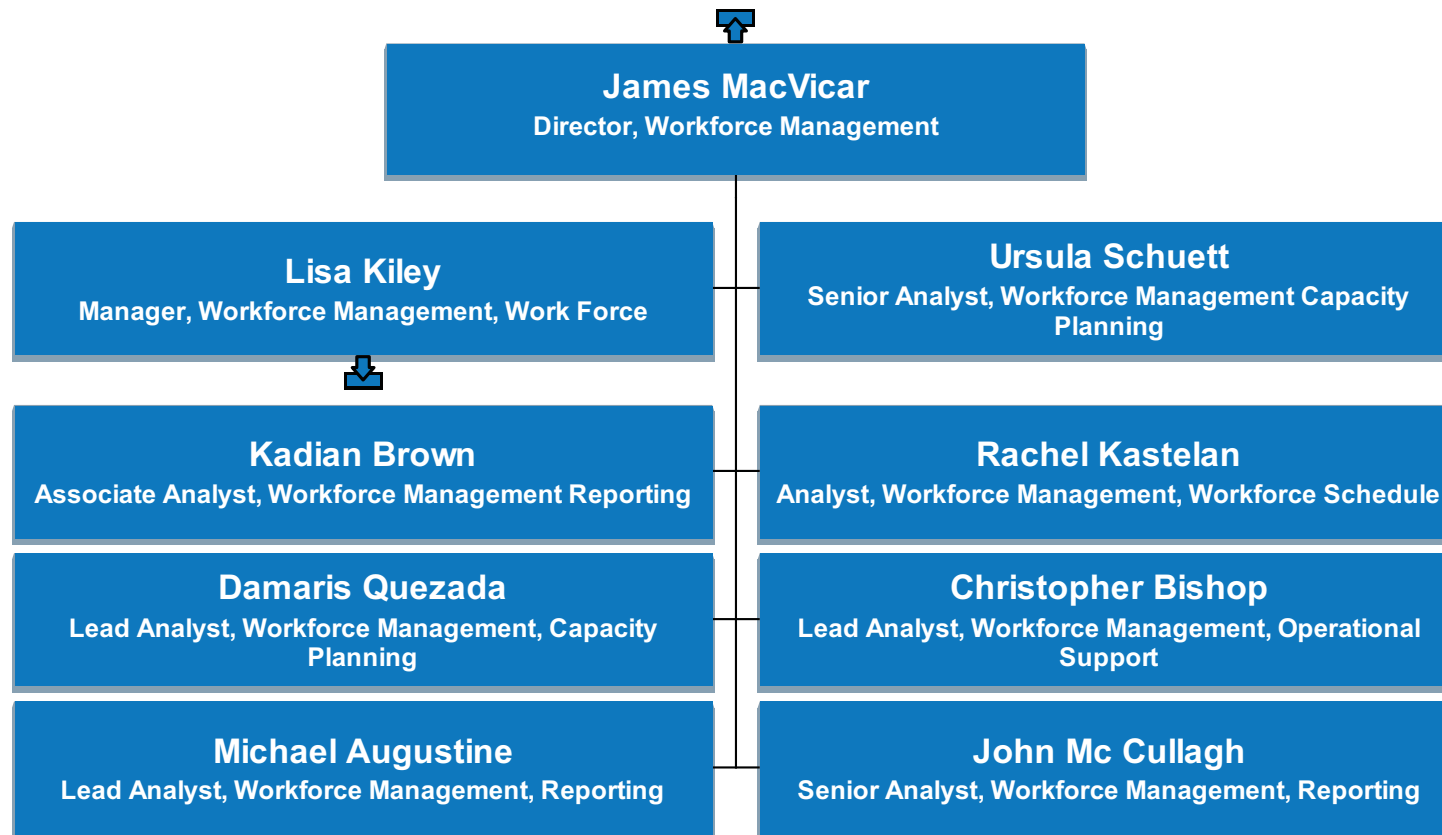
# US Shared Services



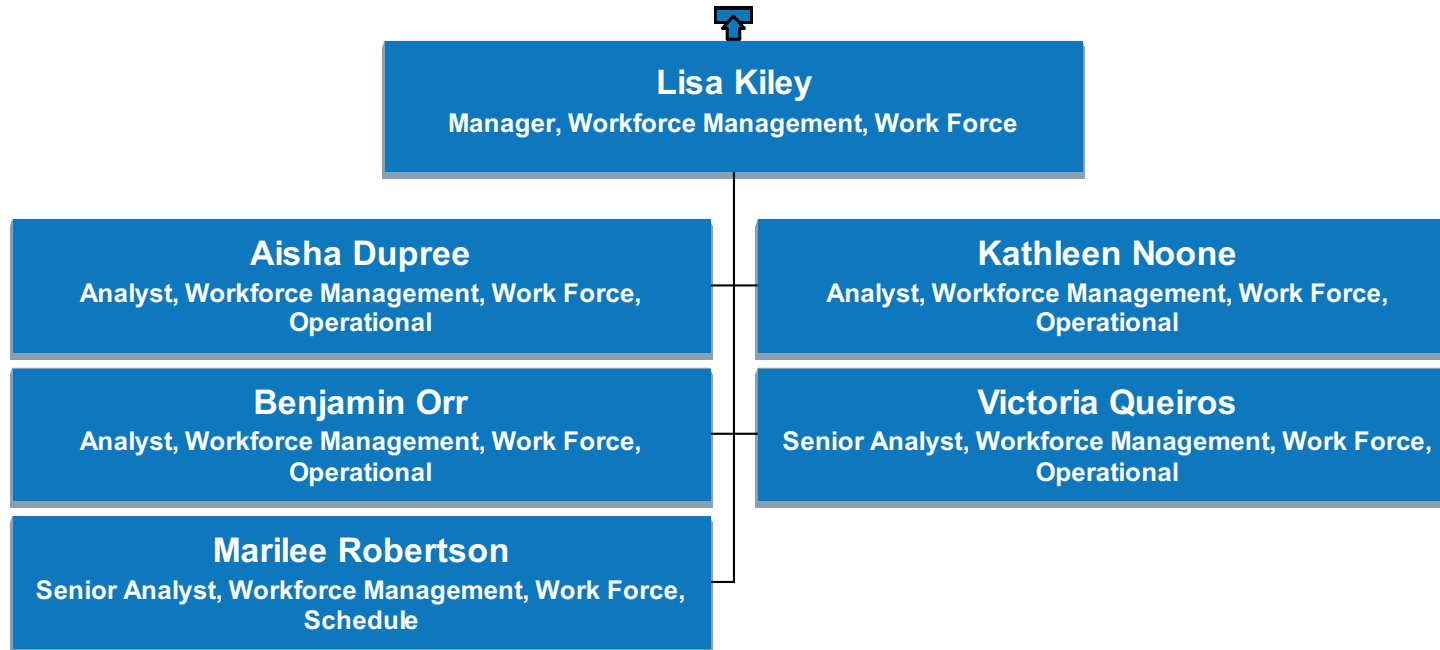
# US Shared Services



# US Shared Services



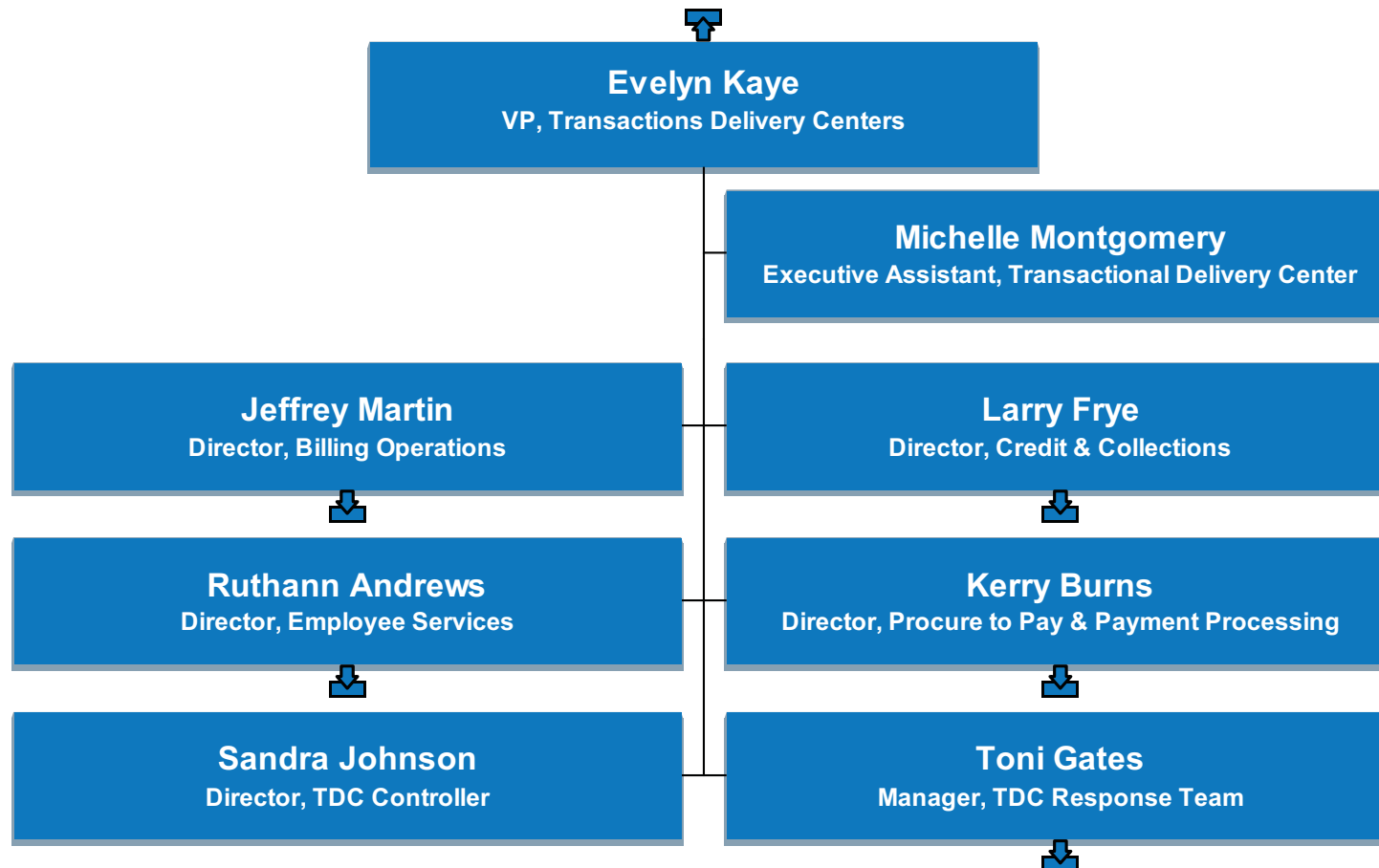
# US Shared Services



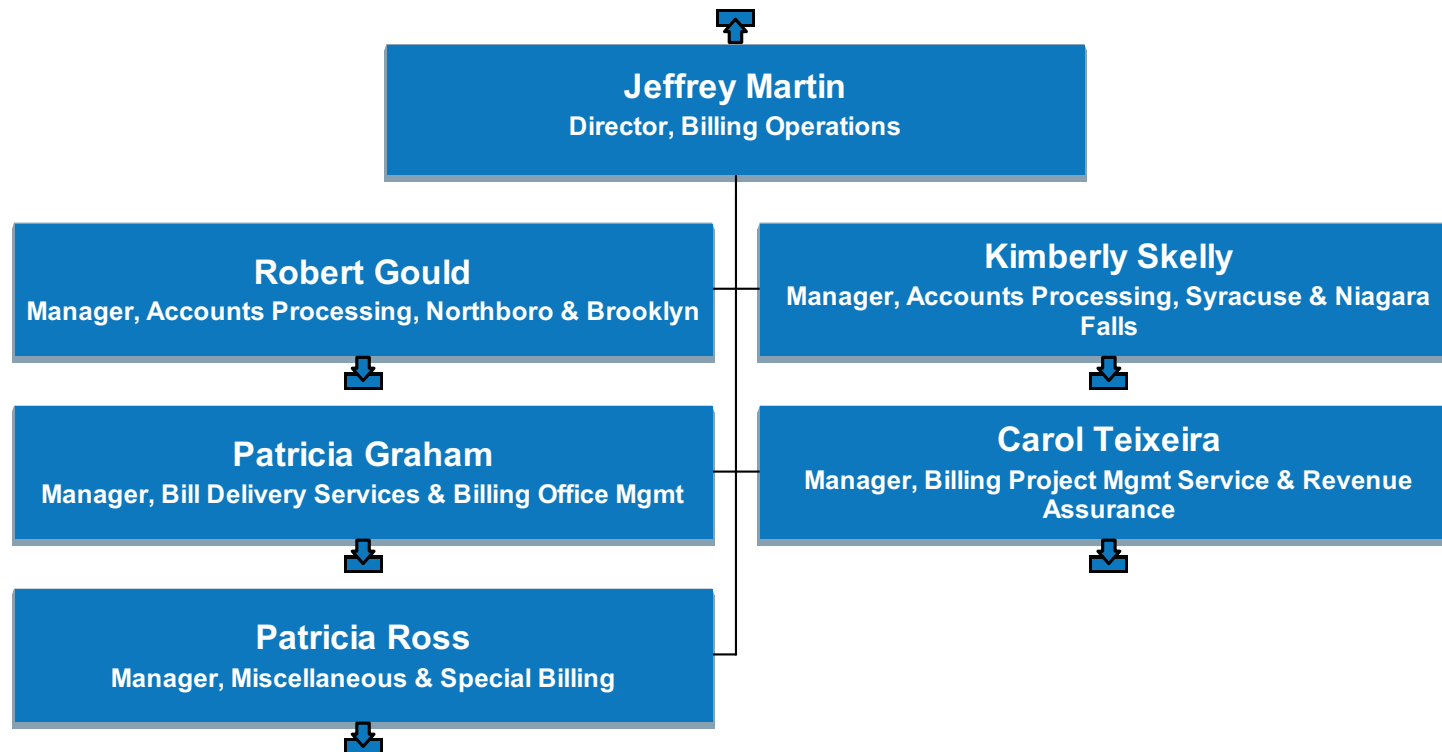
# US Shared Services



# US Shared Services

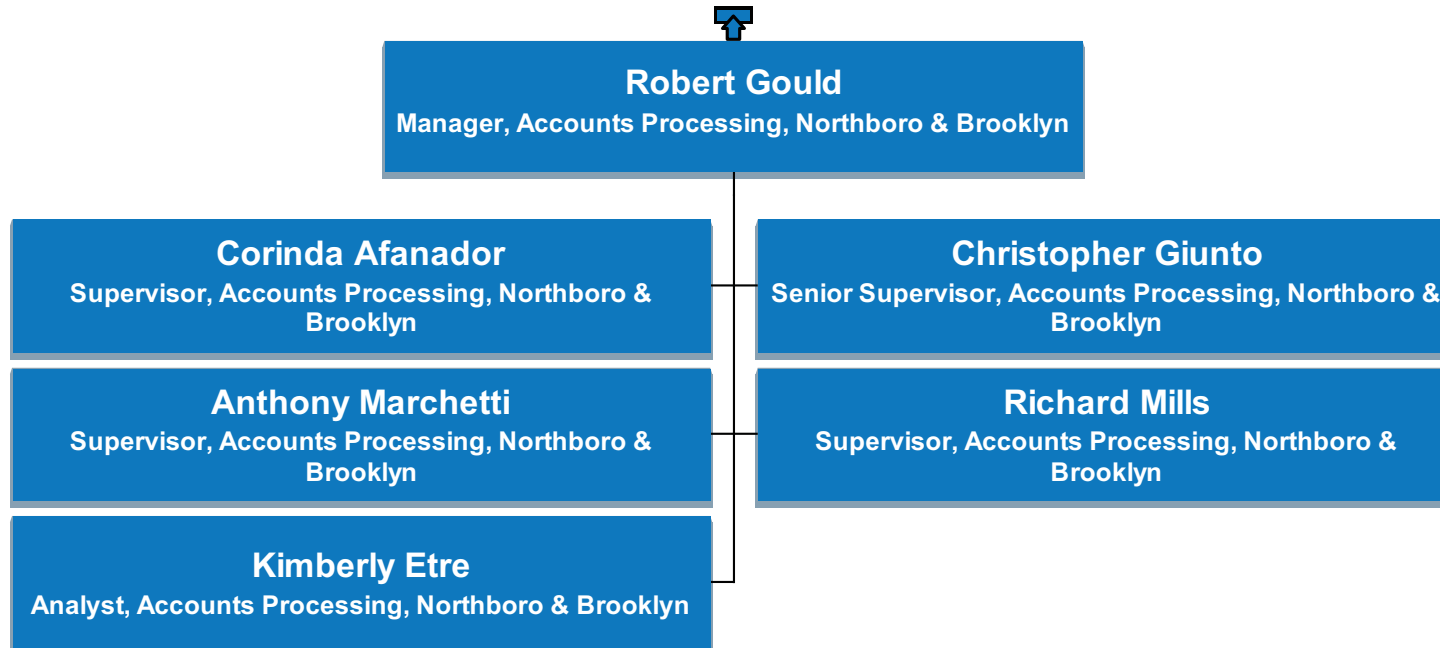


# US Shared Services

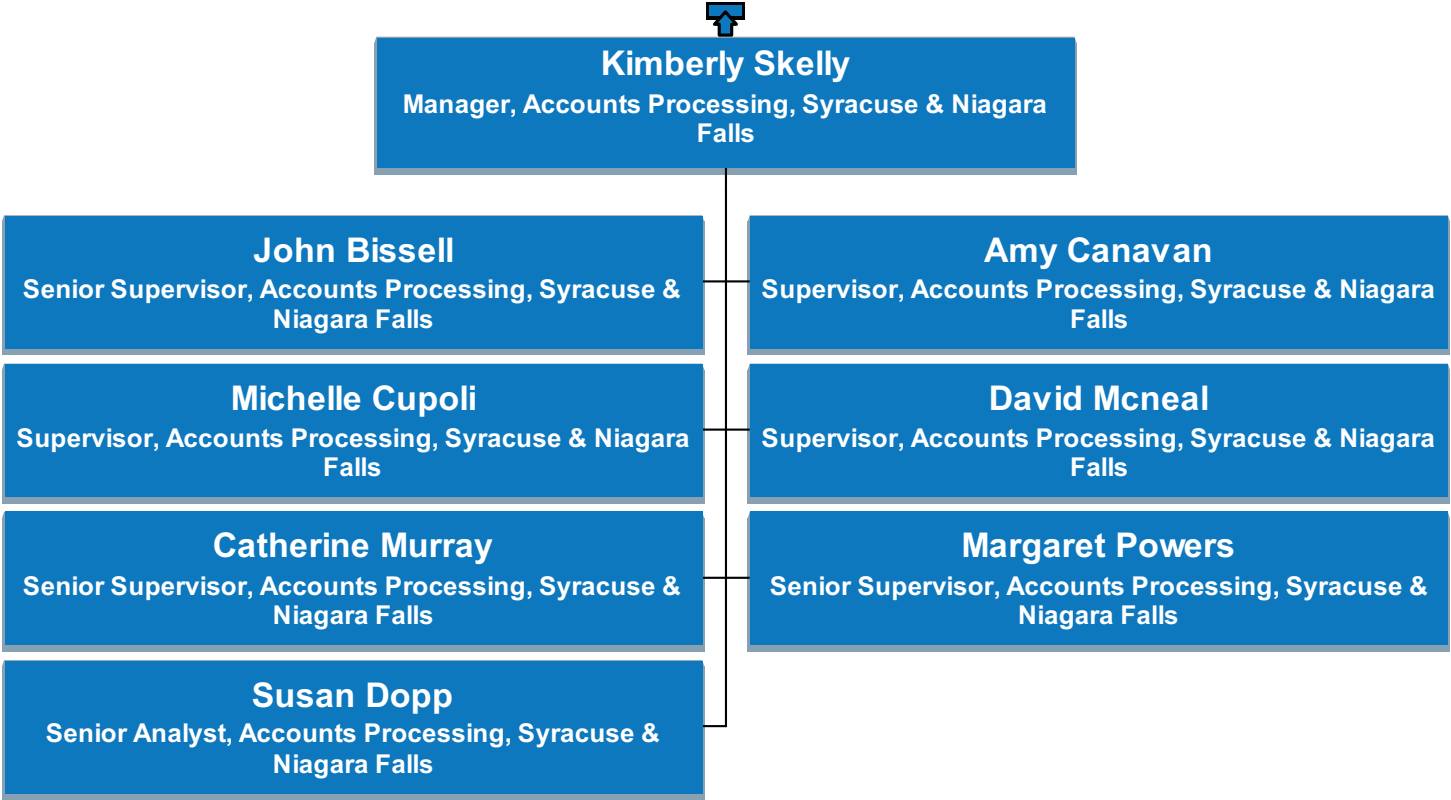




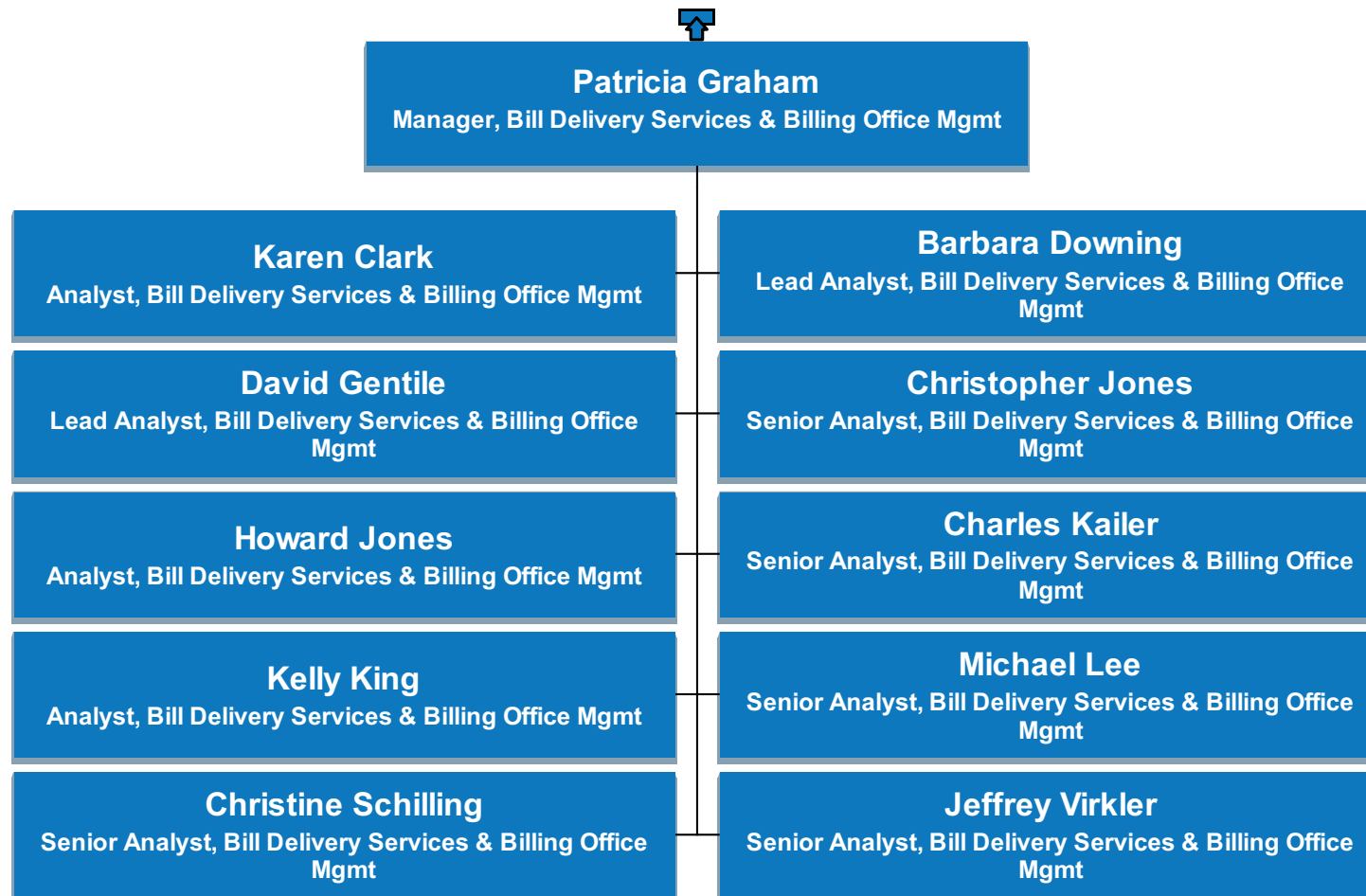
# US Shared Services



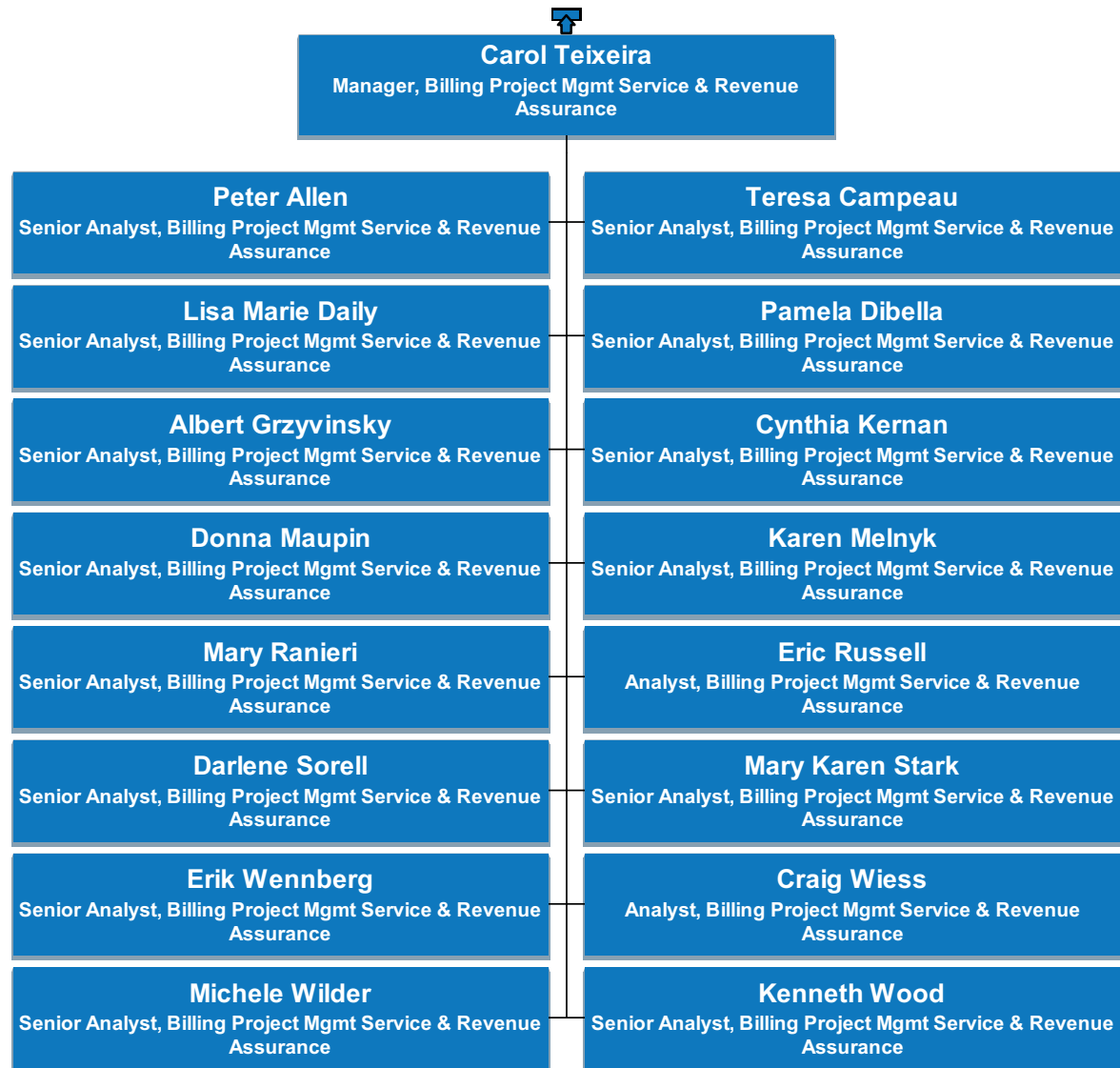
# US Shared Services



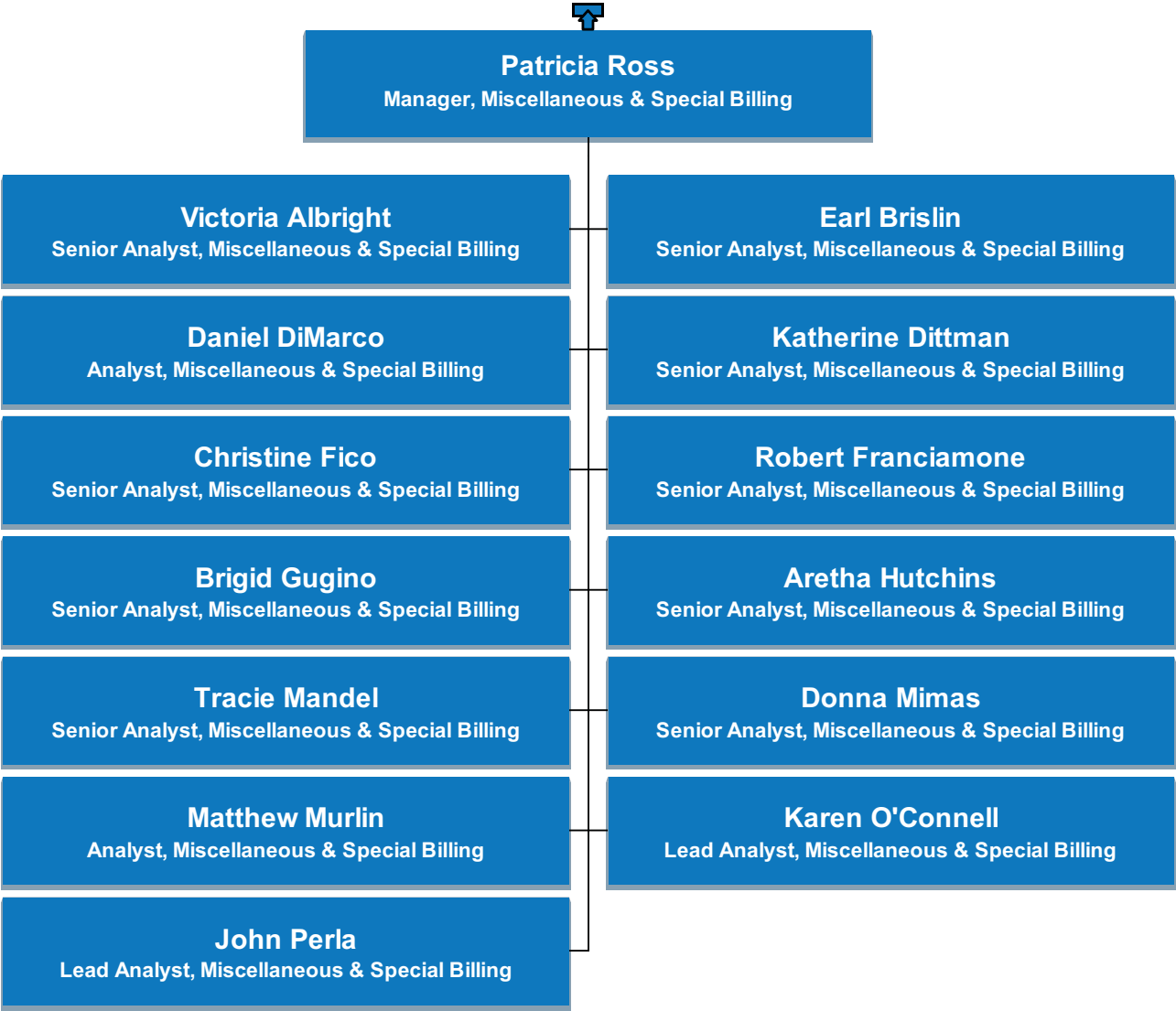
# US Shared Services



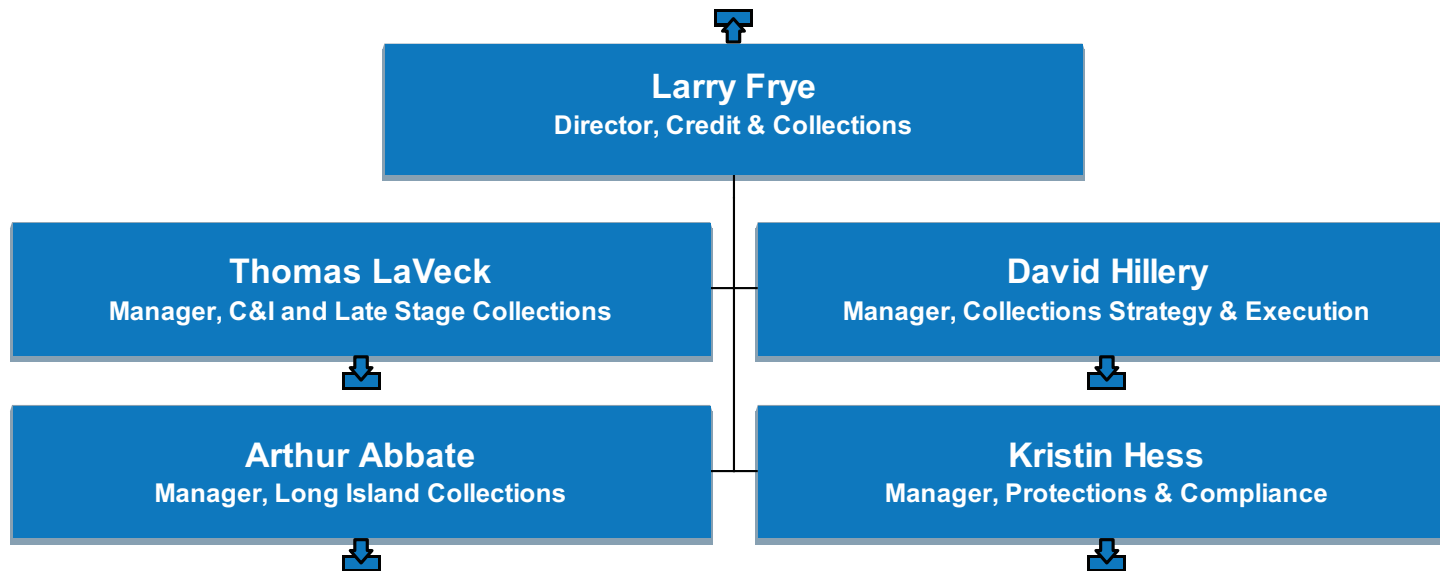
# US Shared Services



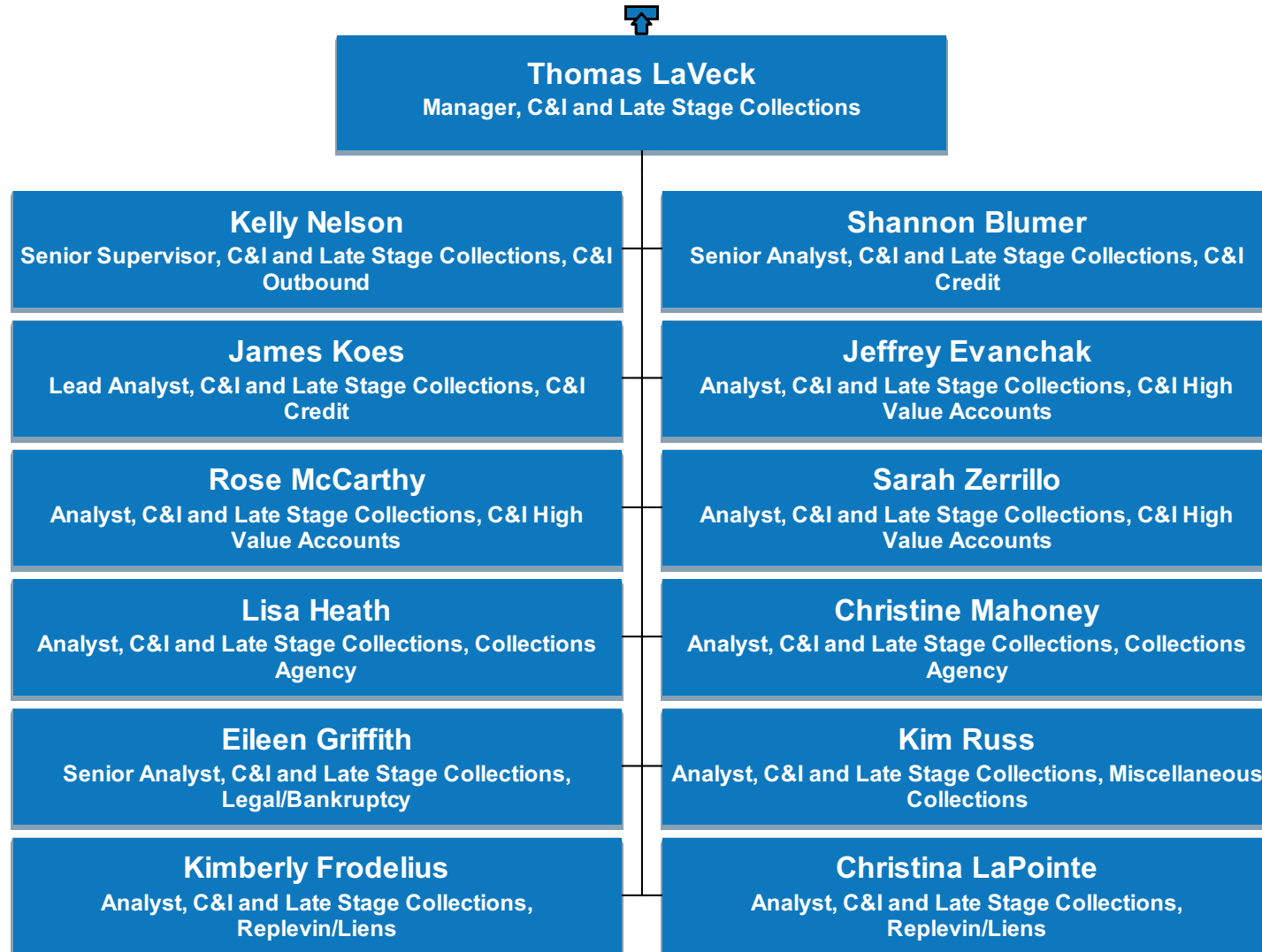
# US Shared Services



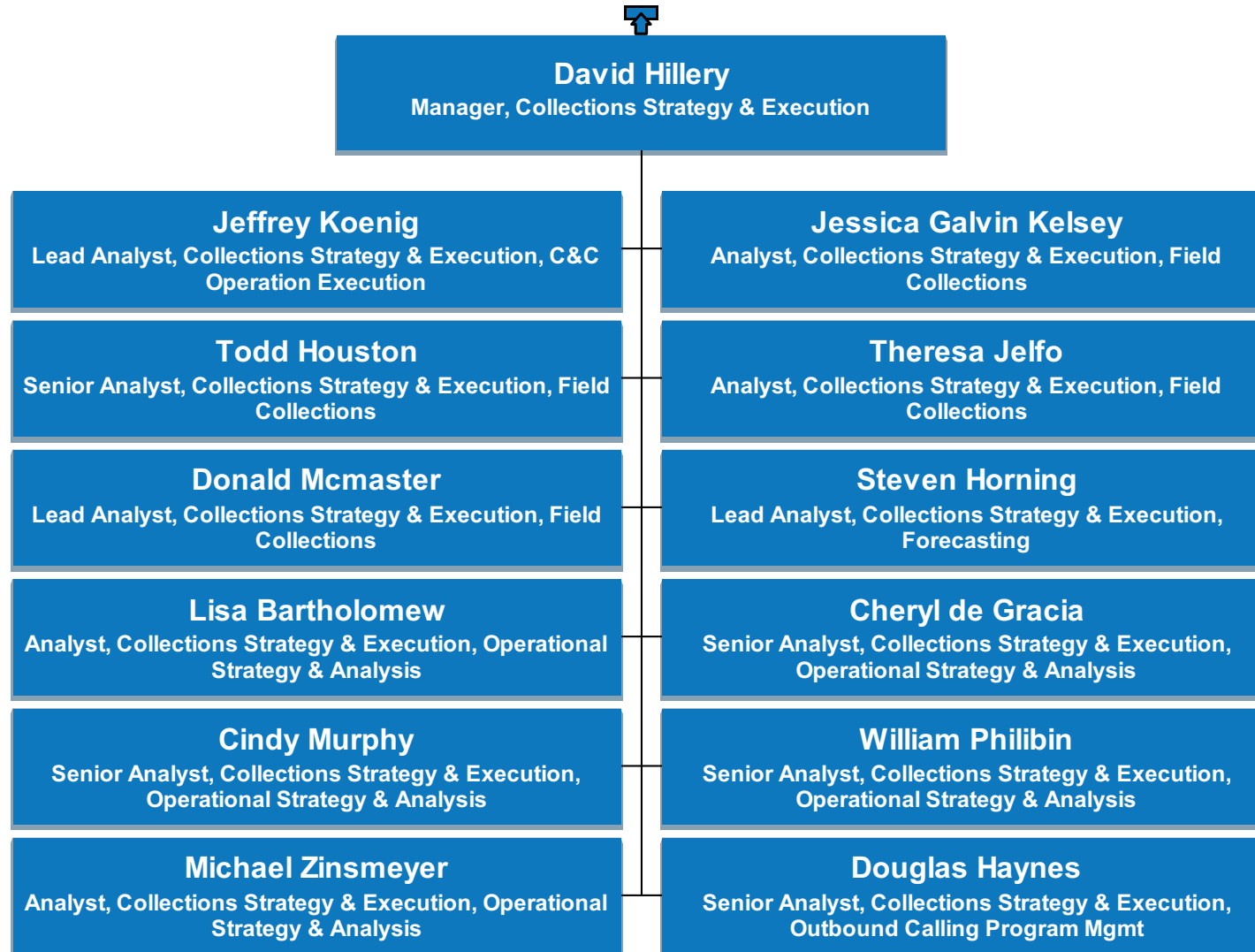
# US Shared Services



# US Shared Services

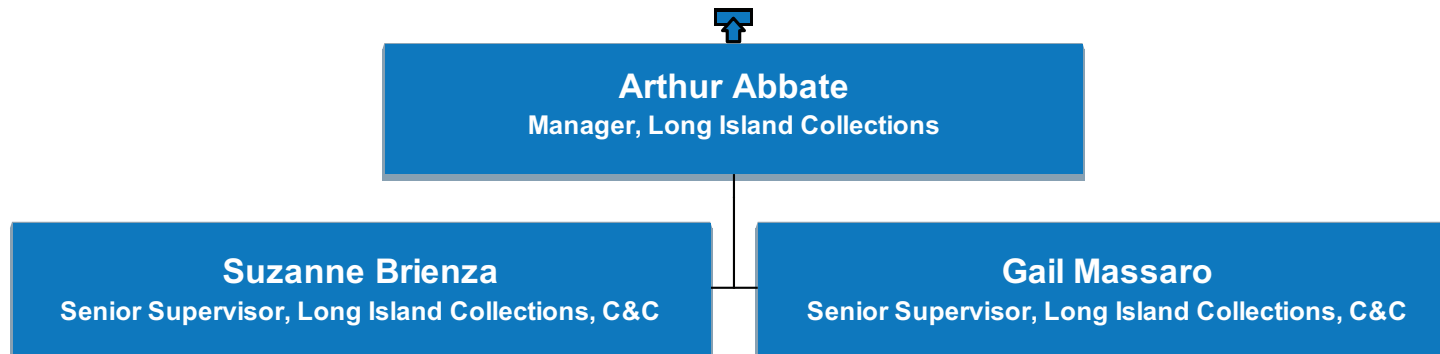


# US Shared Services

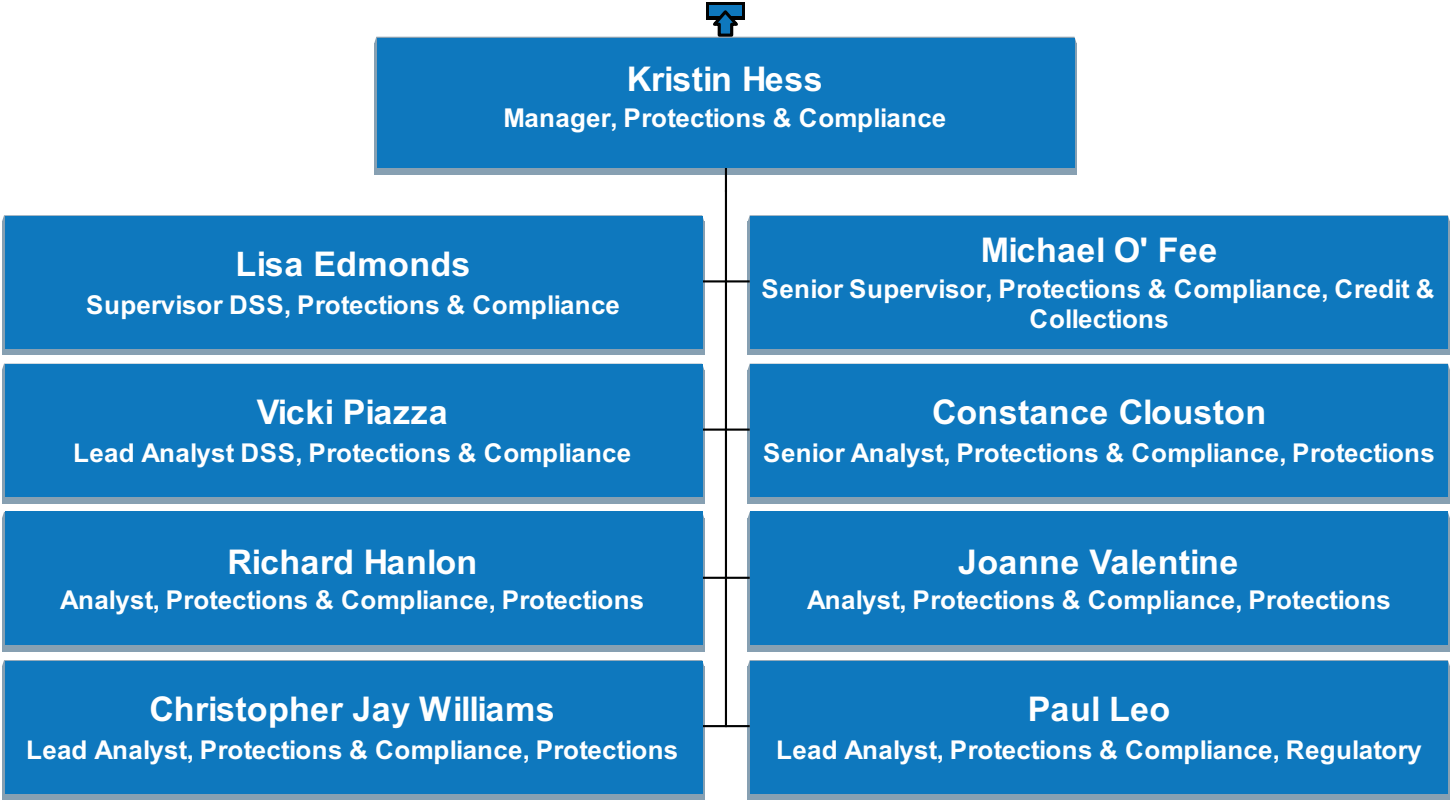




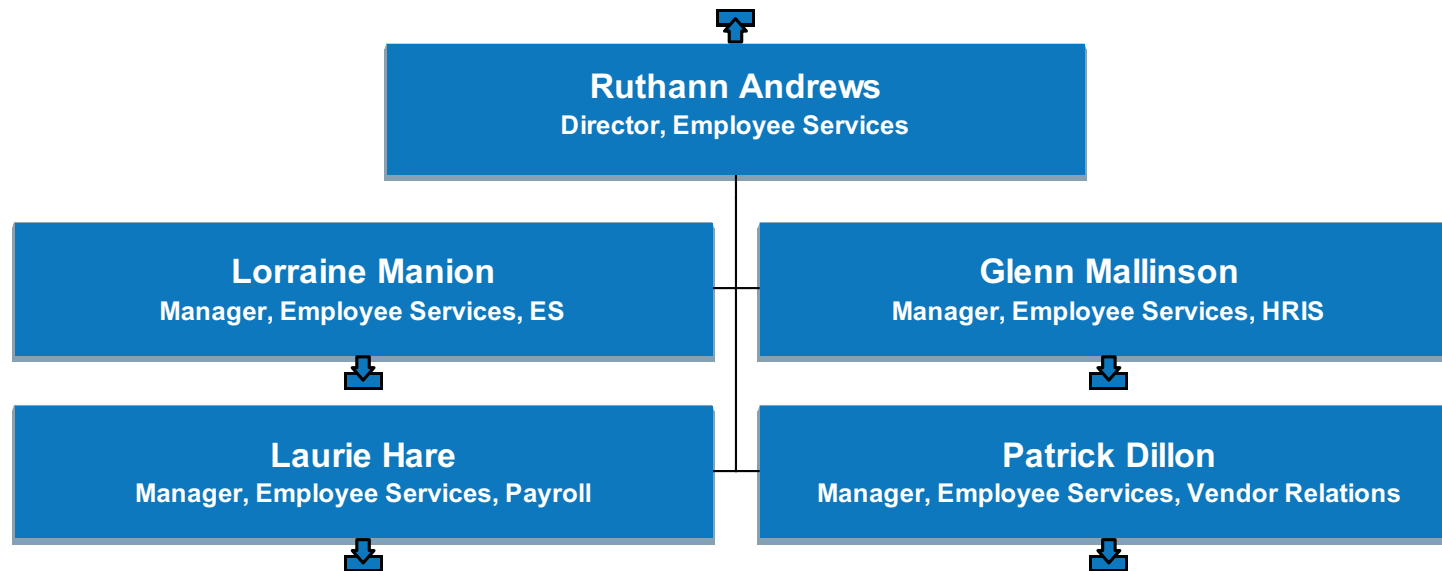
# US Shared Services



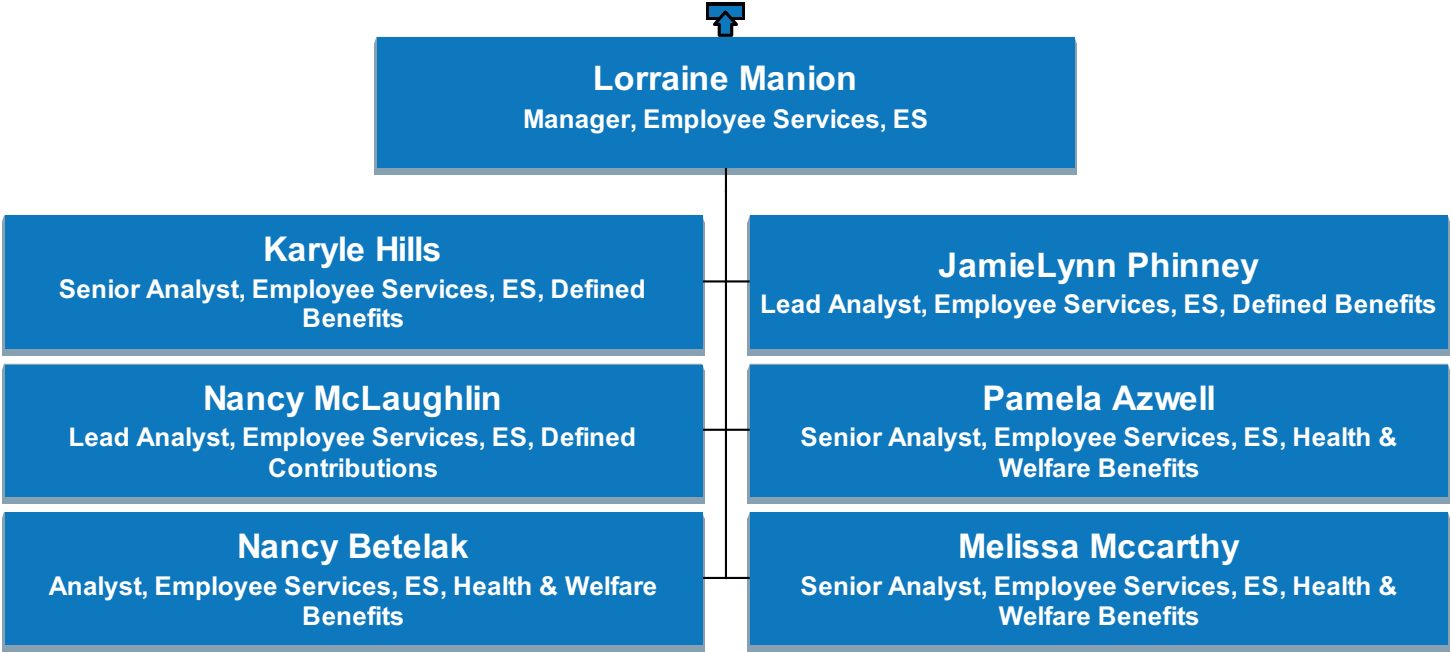
# US Shared Services



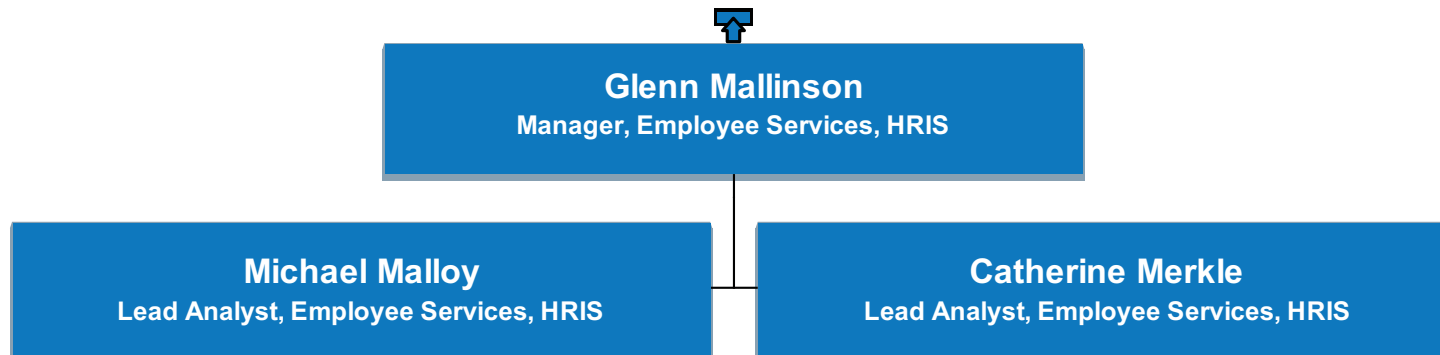
# US Shared Services



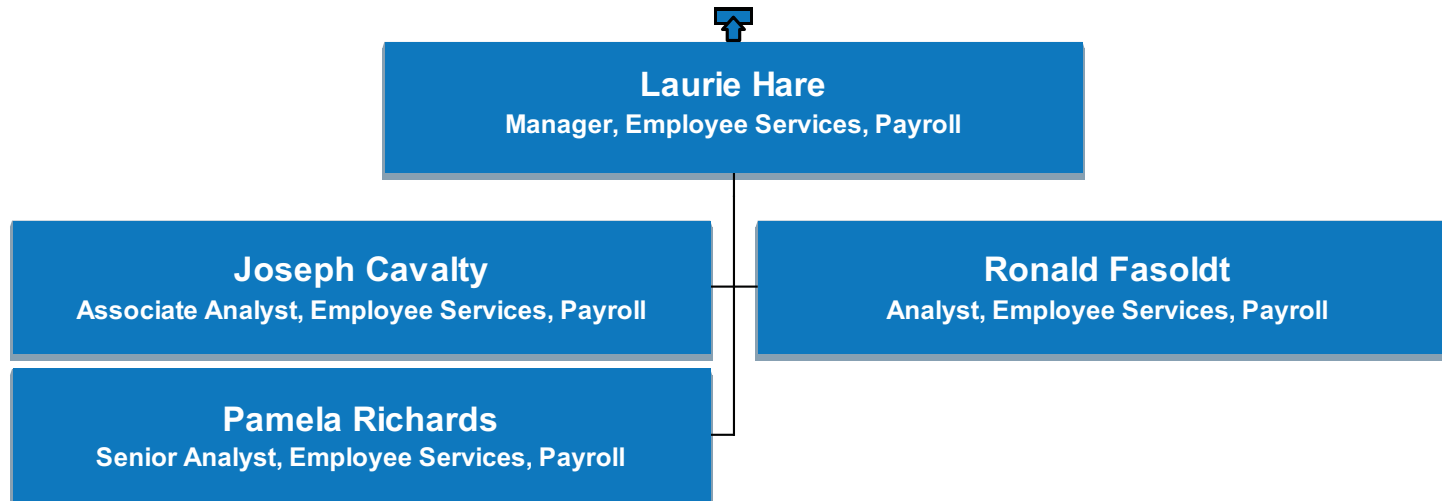
# US Shared Services



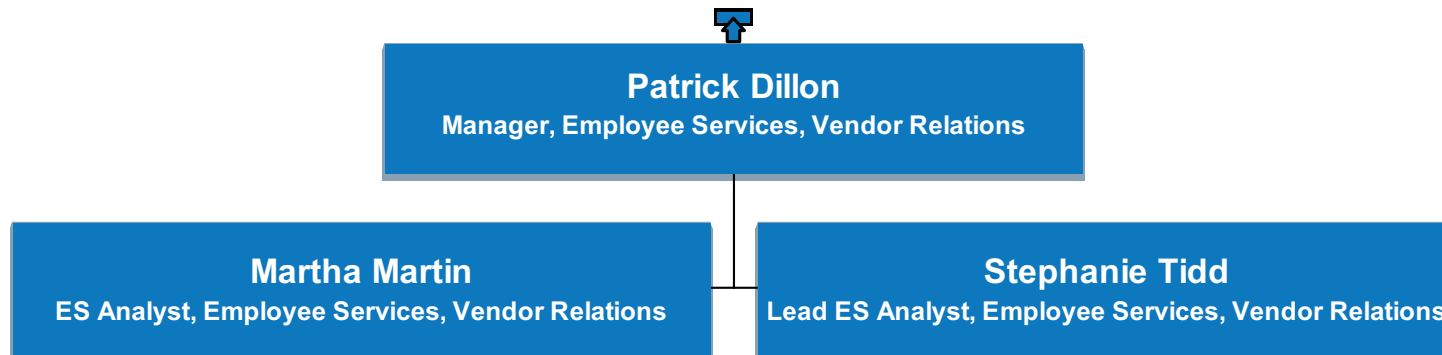
# US Shared Services



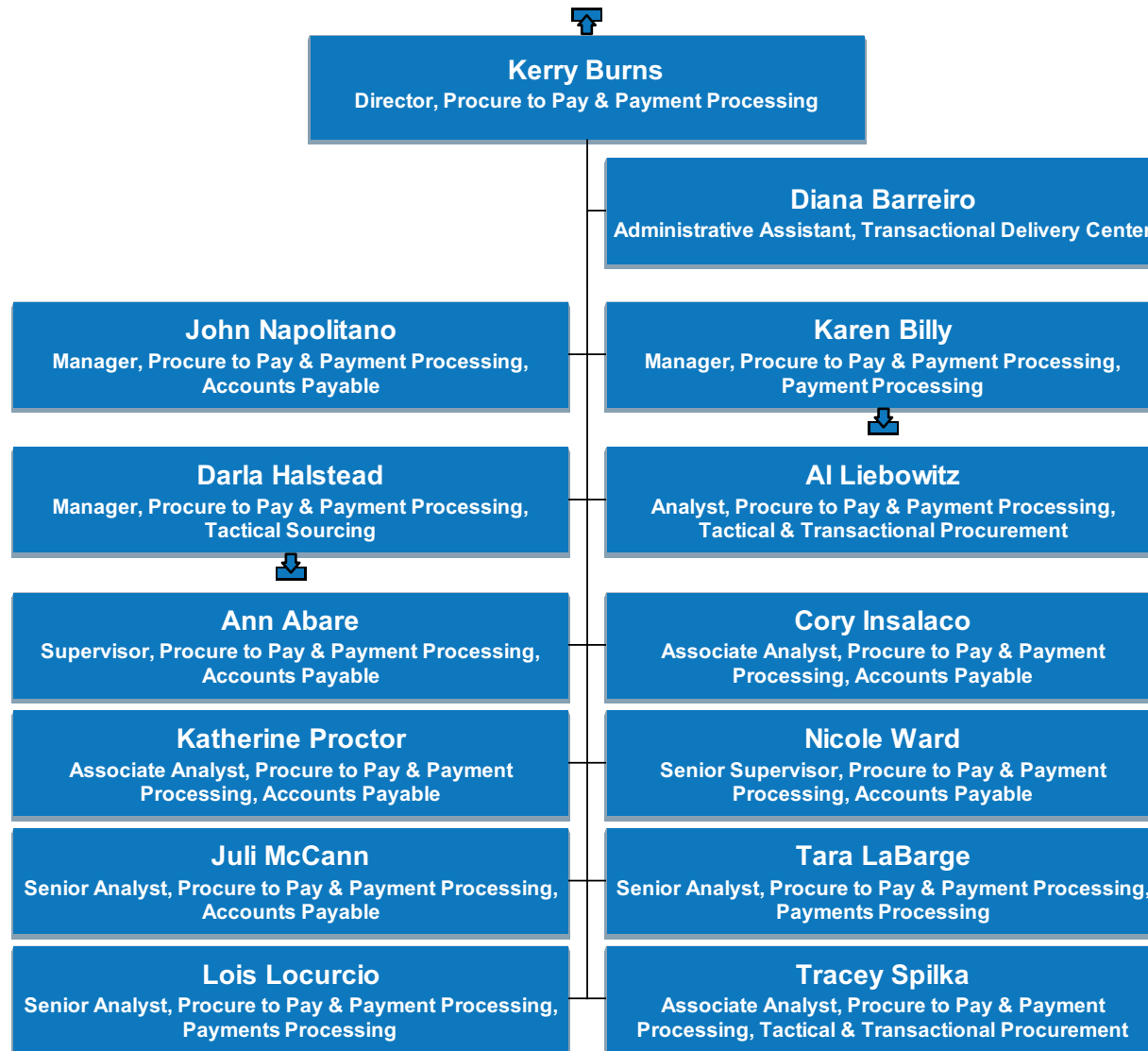
# US Shared Services



# US Shared Services

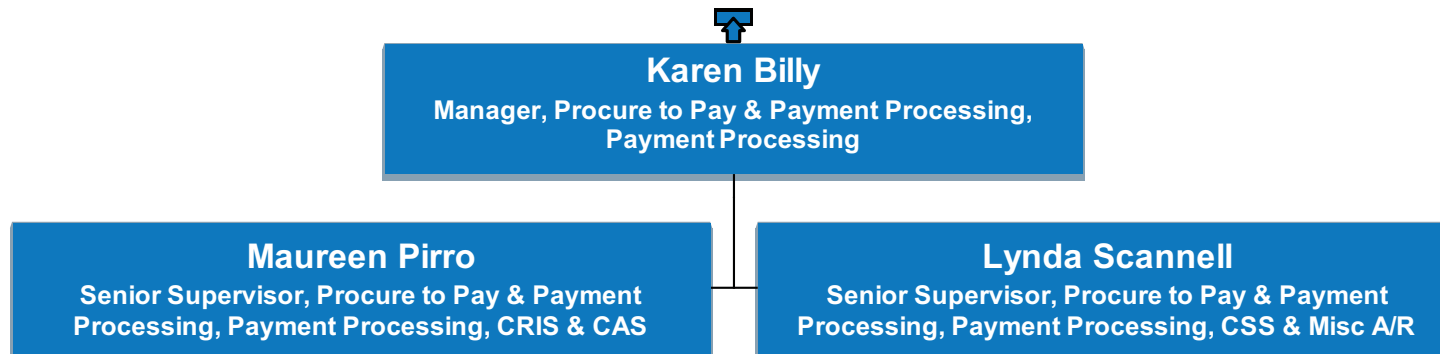


# US Shared Services

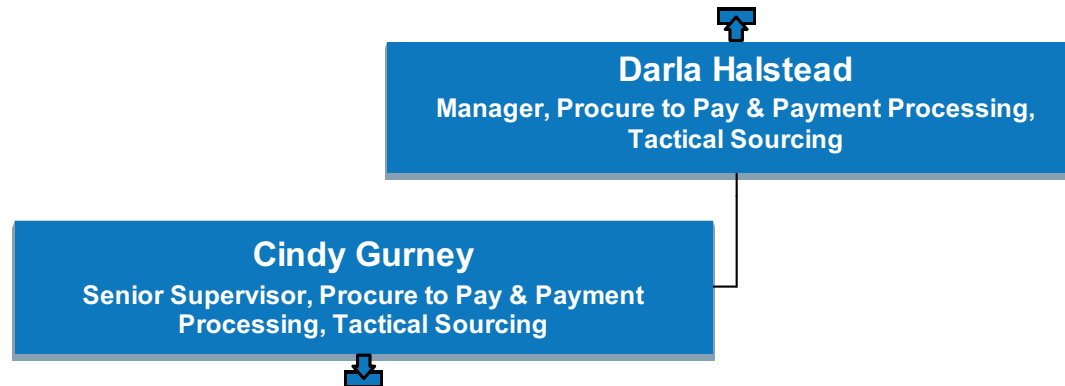




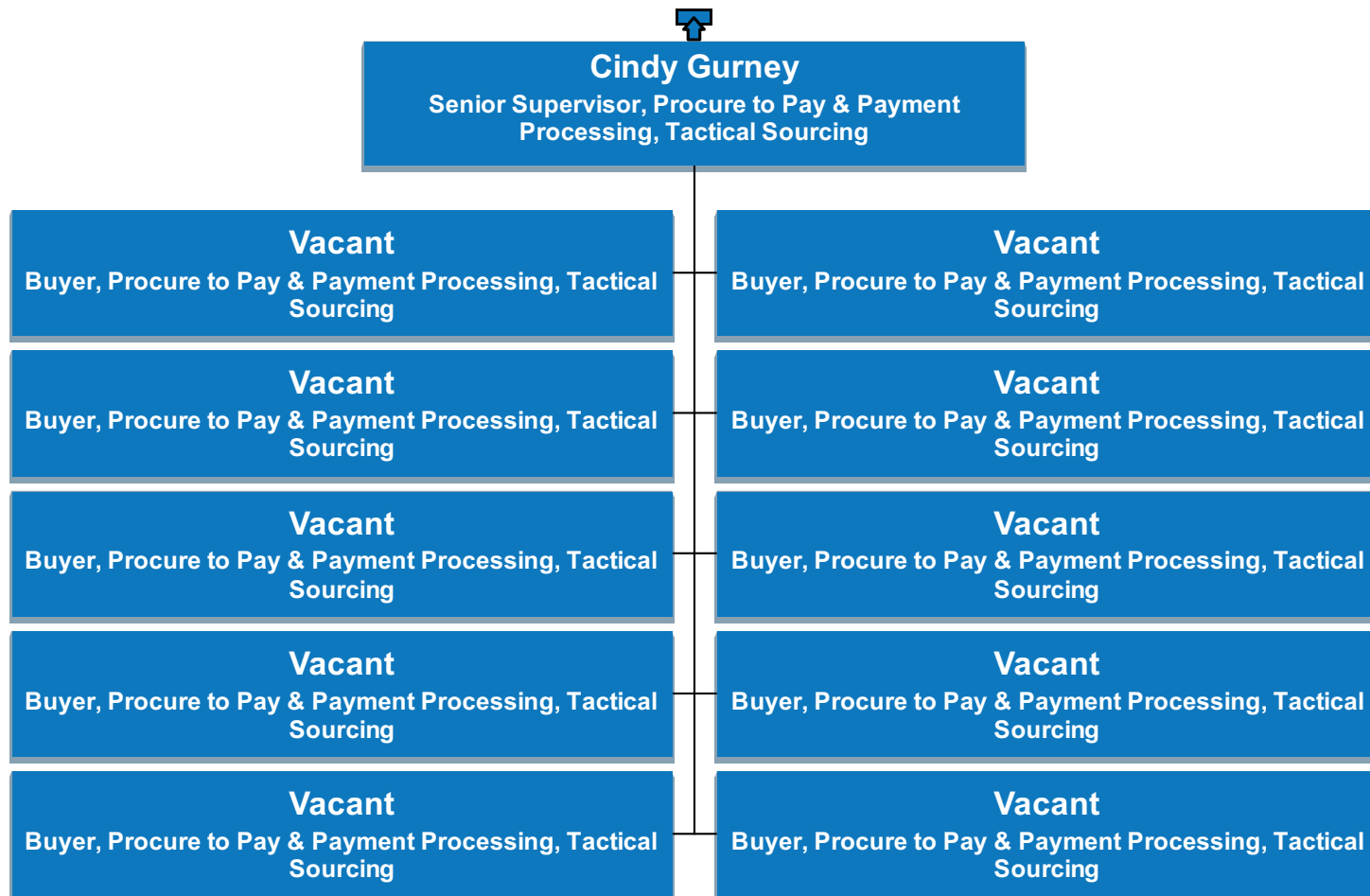
# US Shared Services



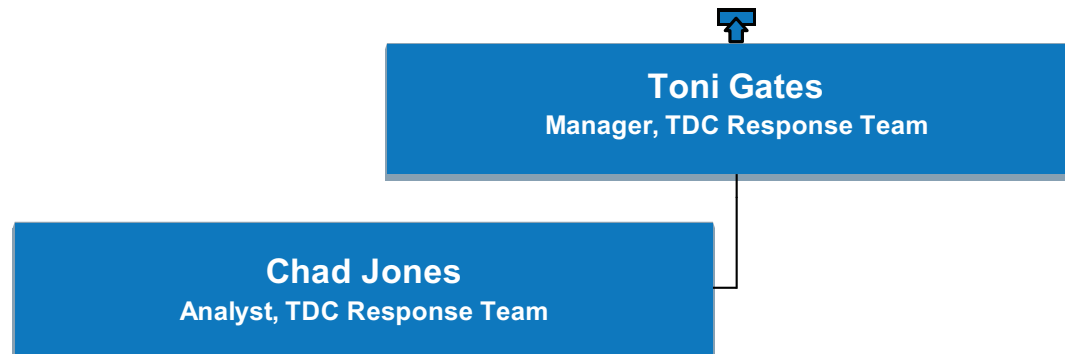
# US Shared Services



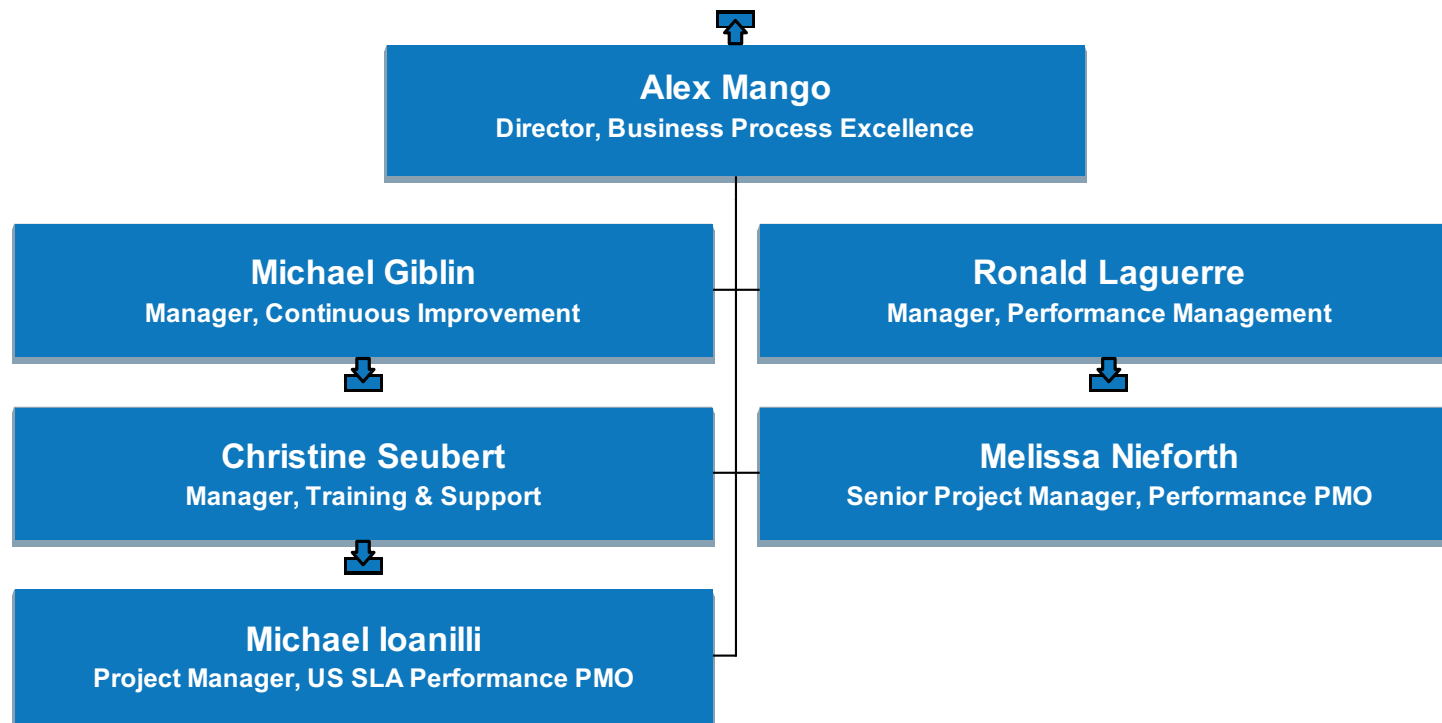
# US Shared Services



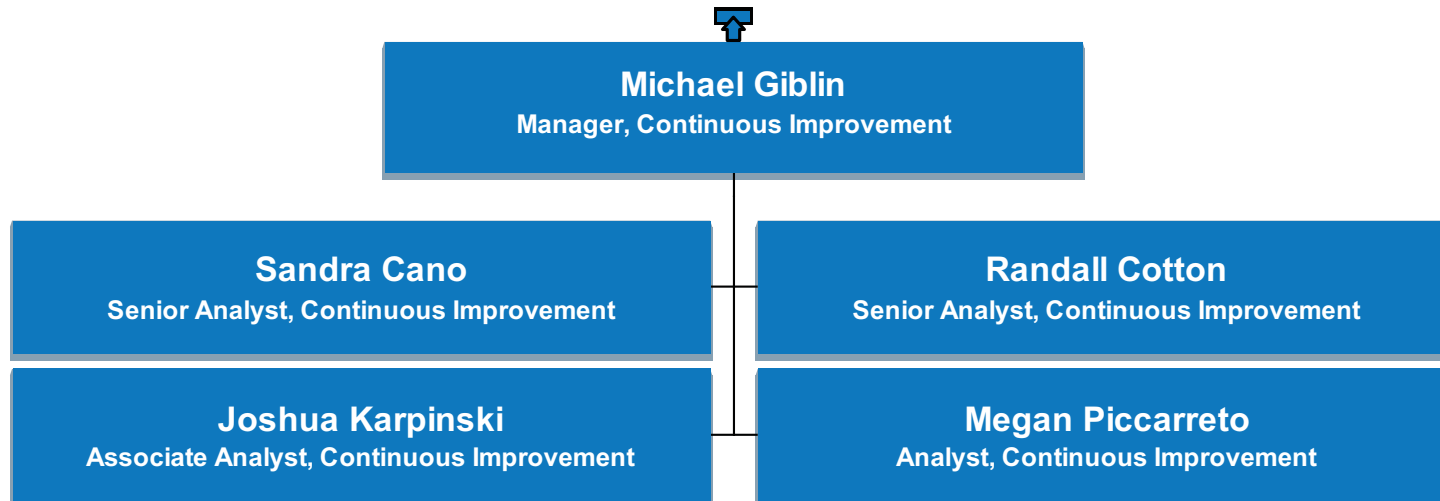
# US Shared Services



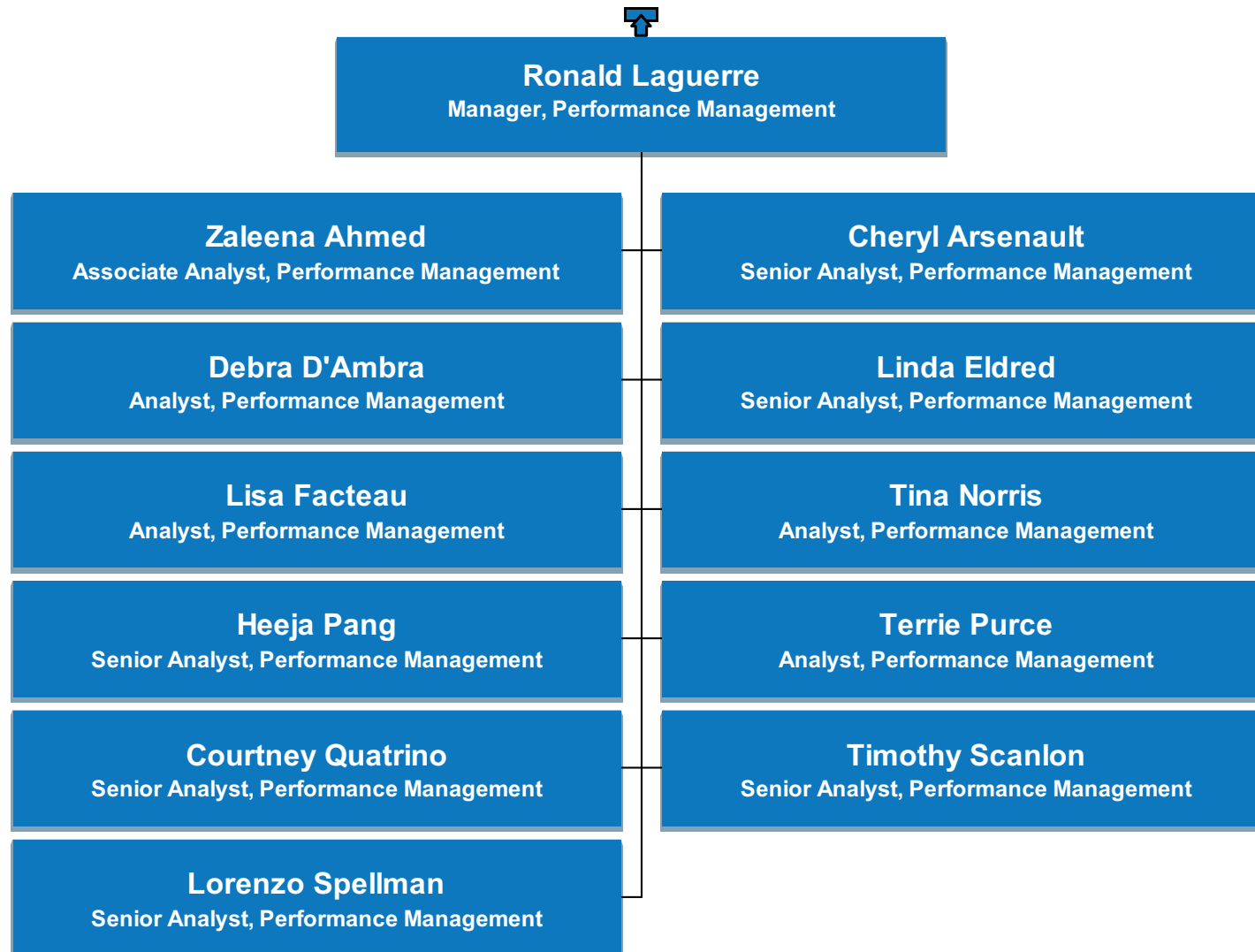
# US Shared Services



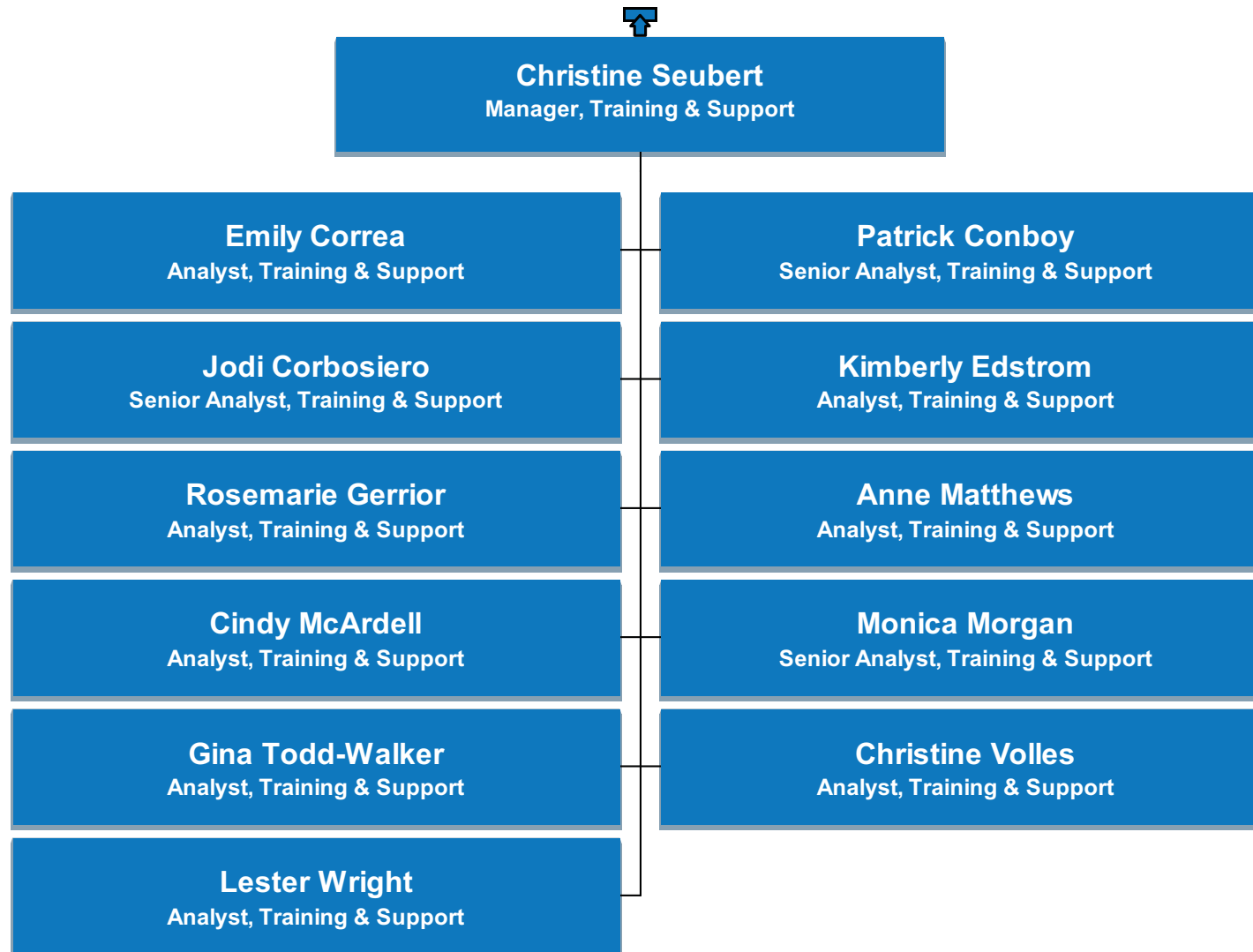
# US Shared Services



# US Shared Services

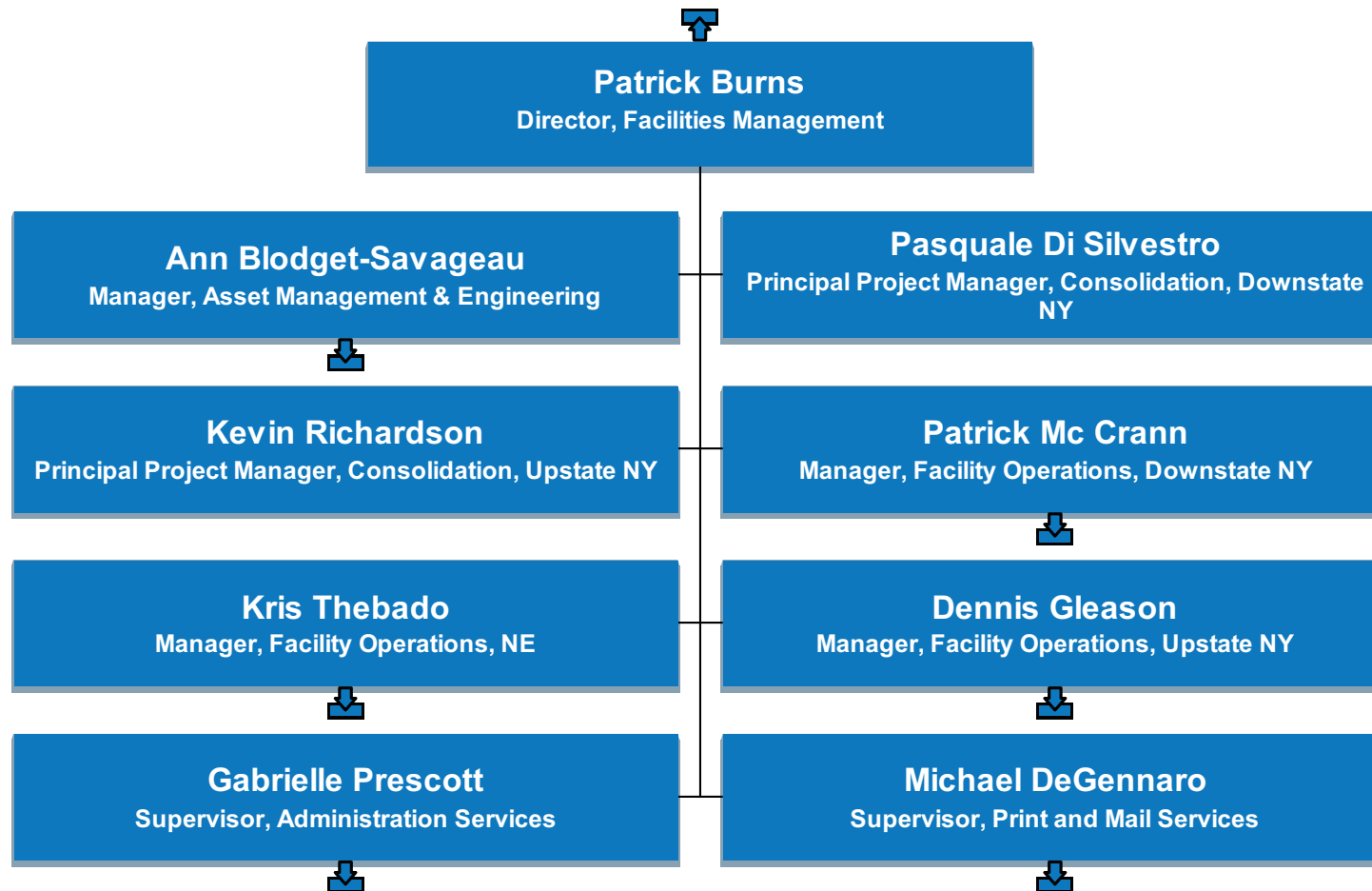


# US Shared Services

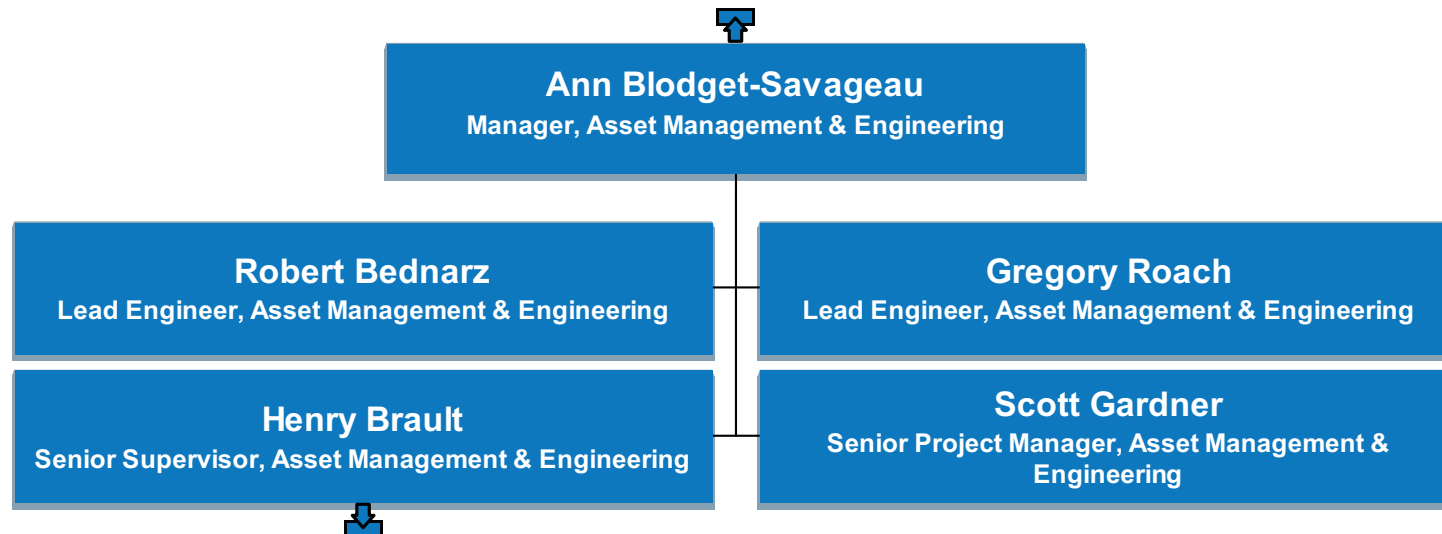




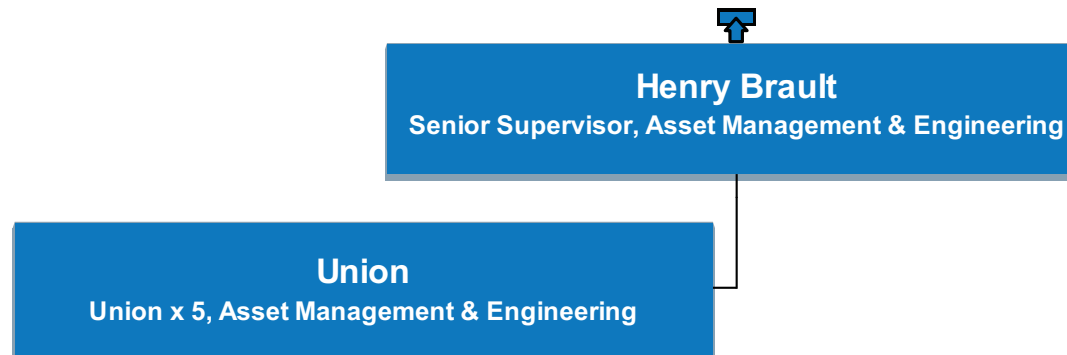
# US Shared Services



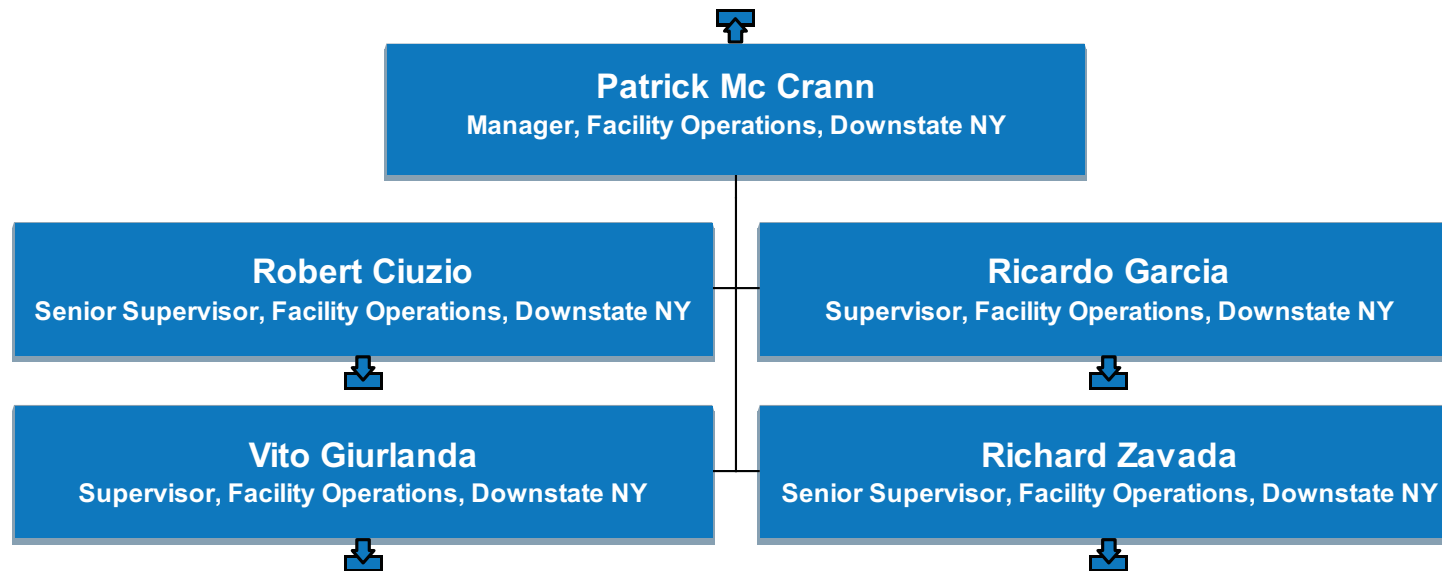
# US Shared Services



# US Shared Services



# US Shared Services



# US Shared Services



# US Shared Services



# US Shared Services

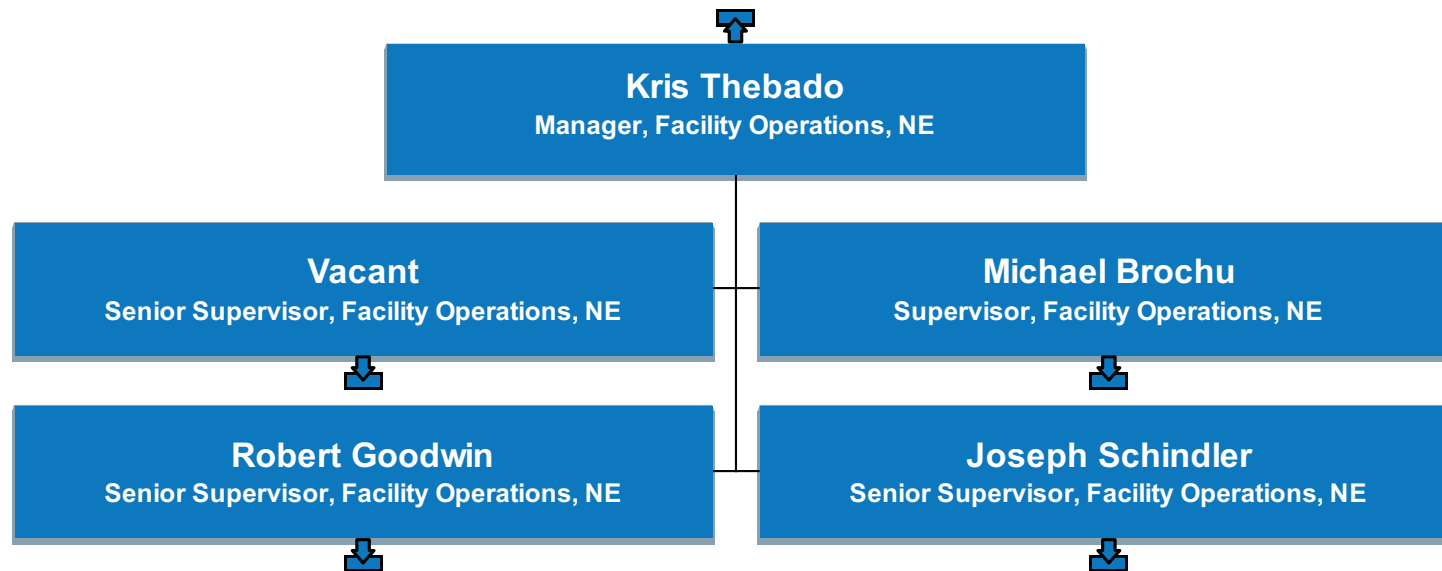


# US Shared Services





# US Shared Services



# US Shared Services



# US Shared Services



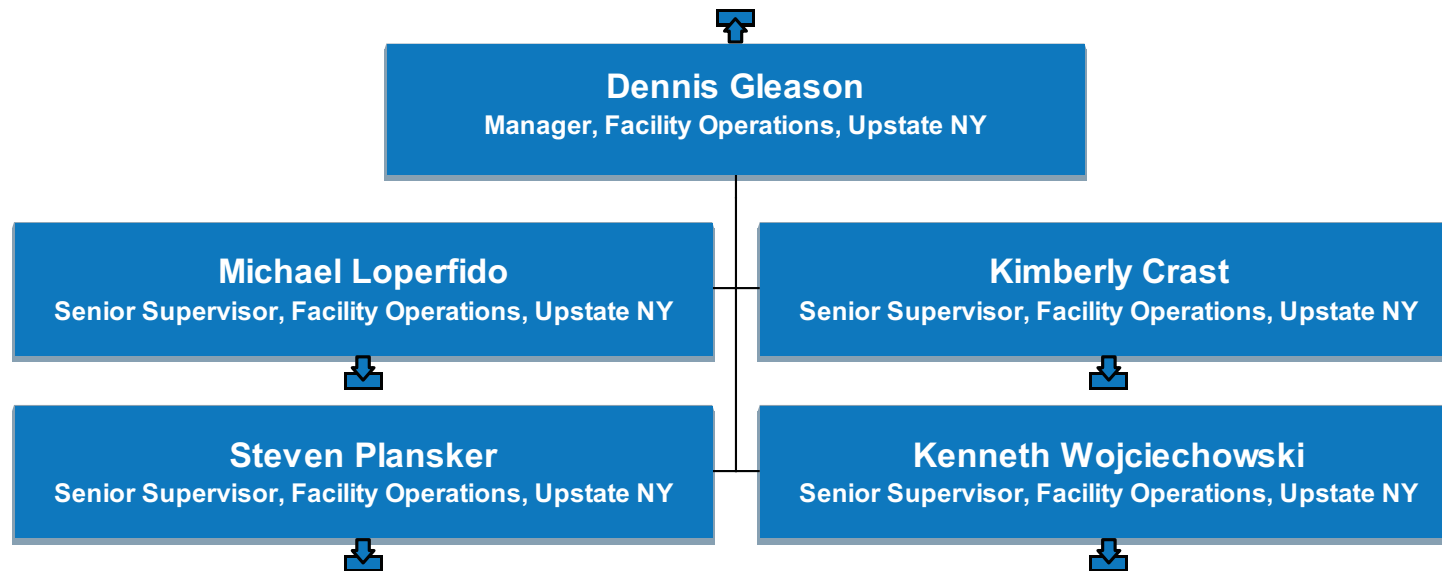
# US Shared Services



# US Shared Services



# US Shared Services



# US Shared Services



# US Shared Services





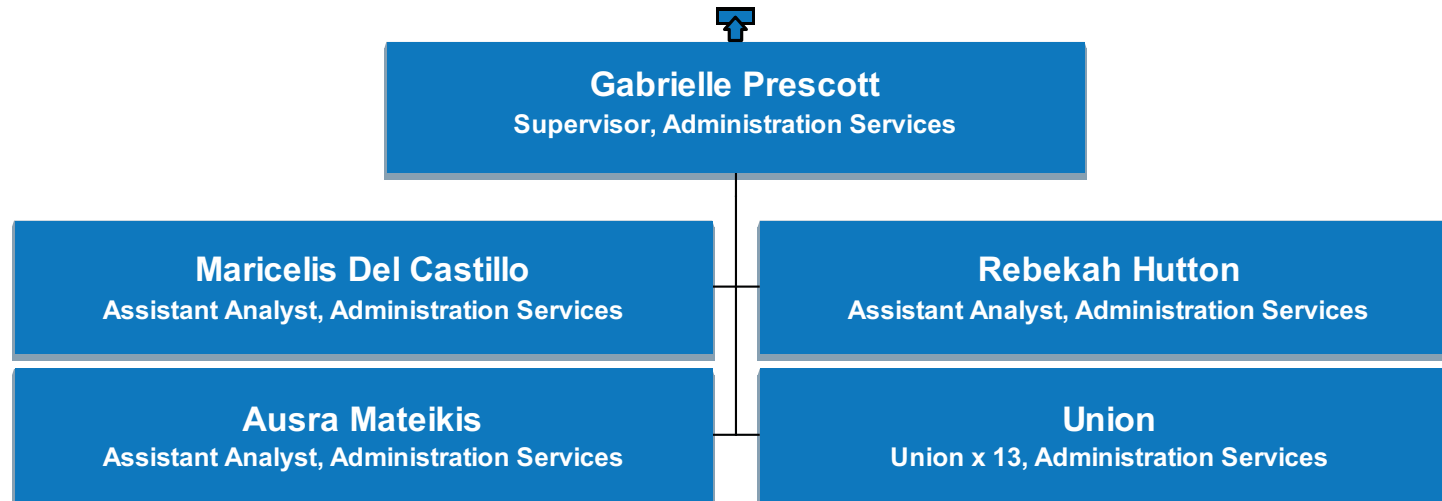
# US Shared Services



# US Shared Services



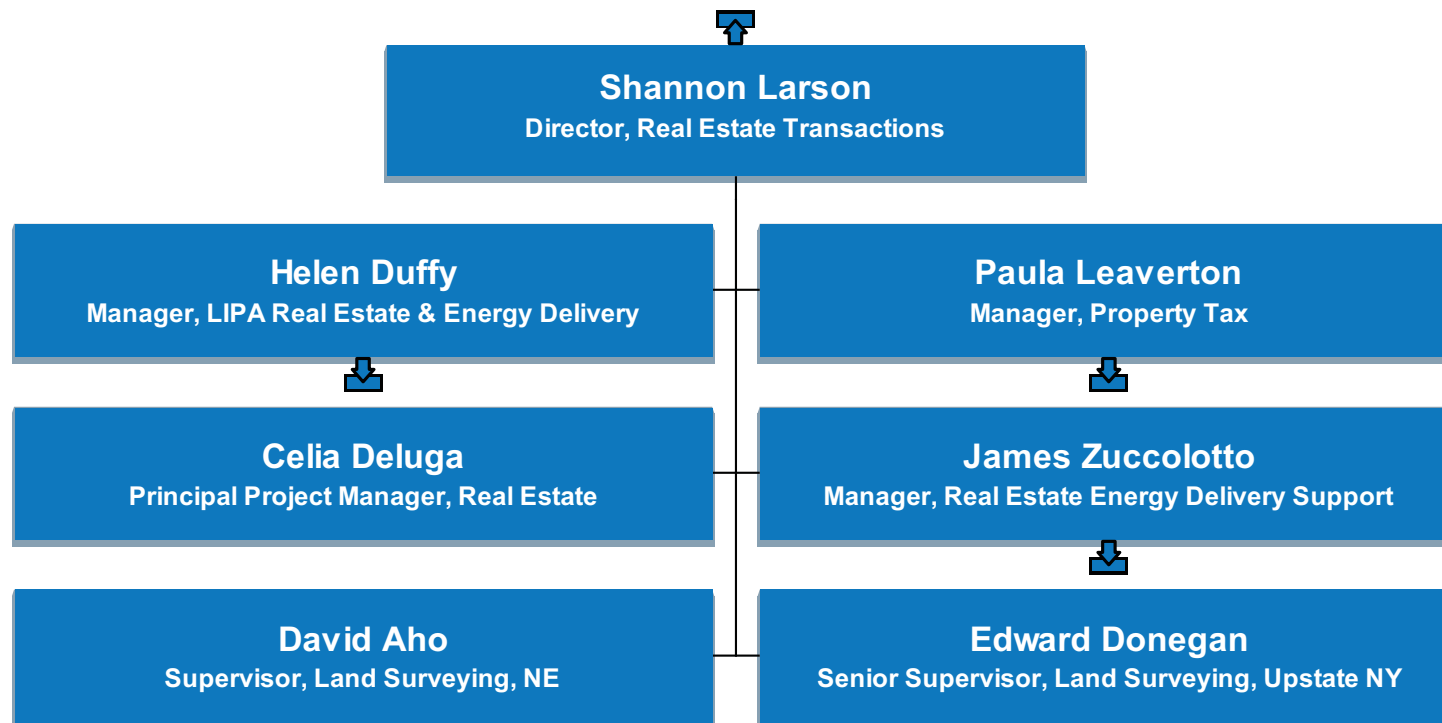
# US Shared Services



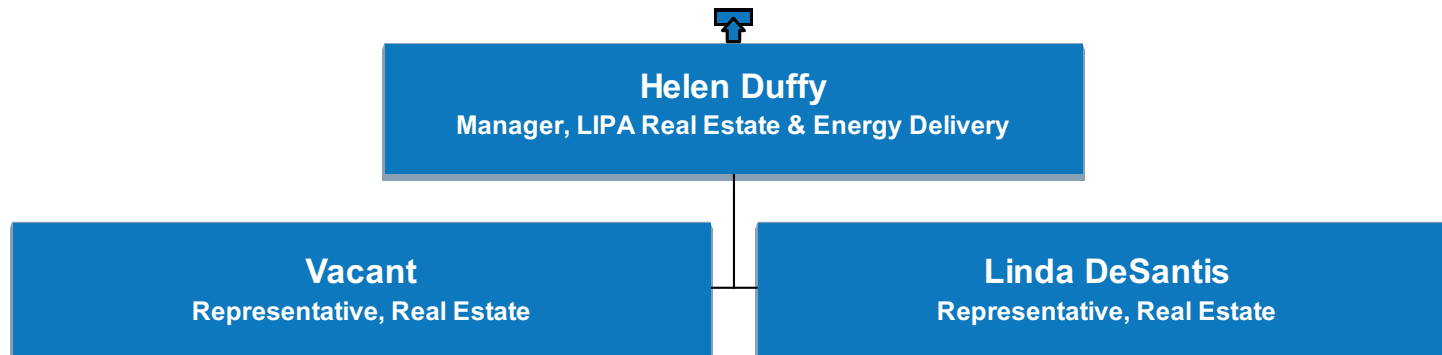
# US Shared Services



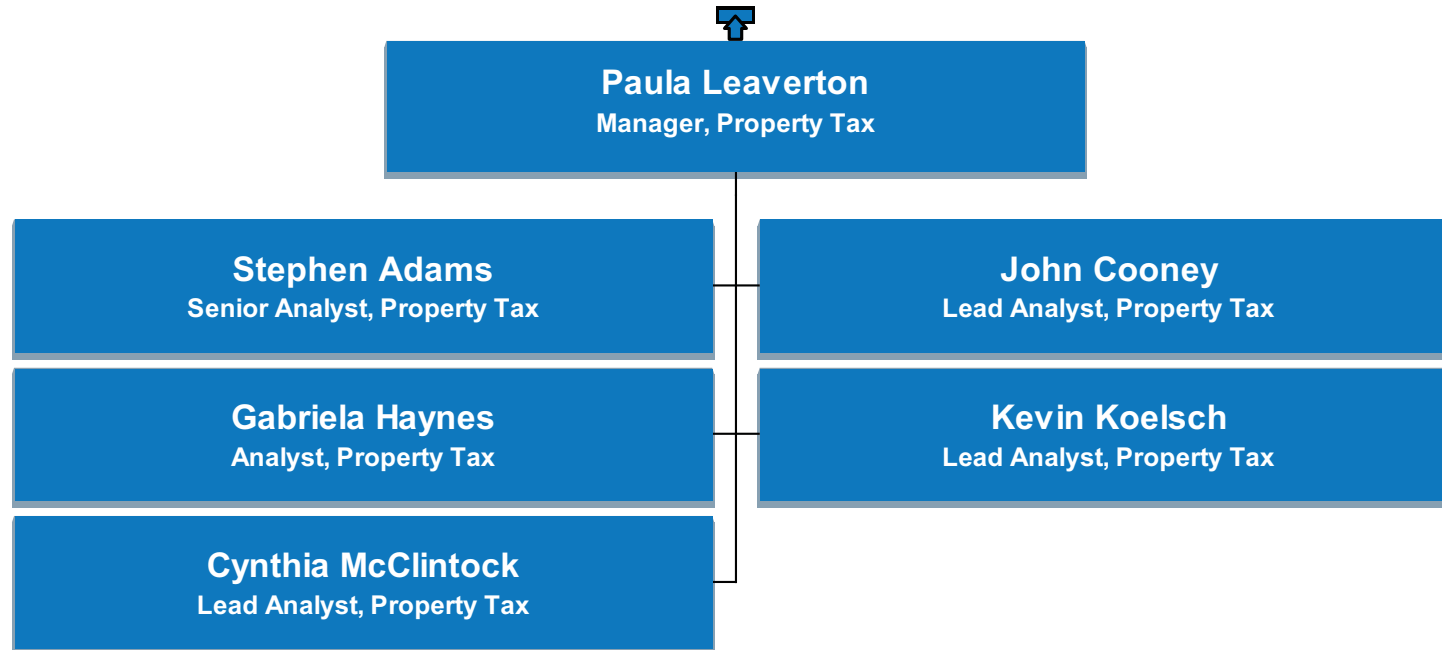
# US Shared Services



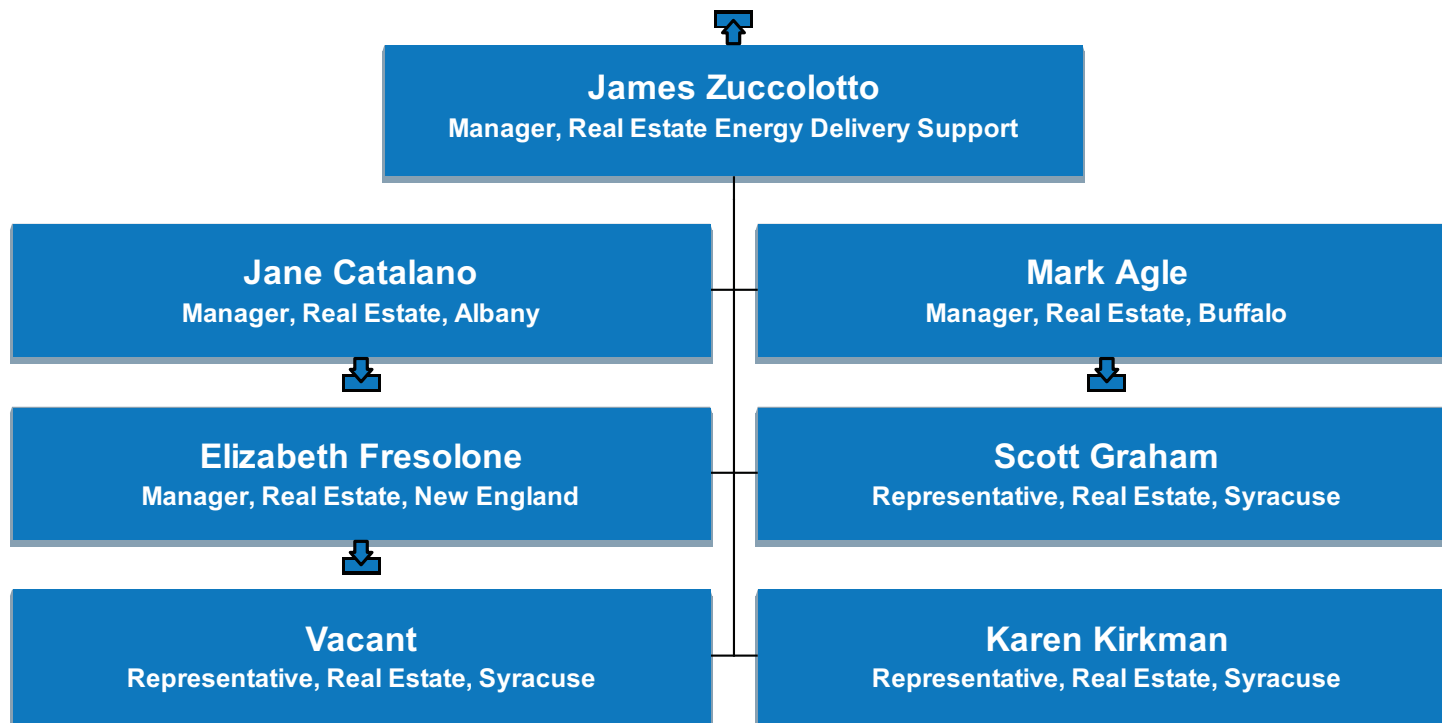
# US Shared Services



# US Shared Services



# US Shared Services





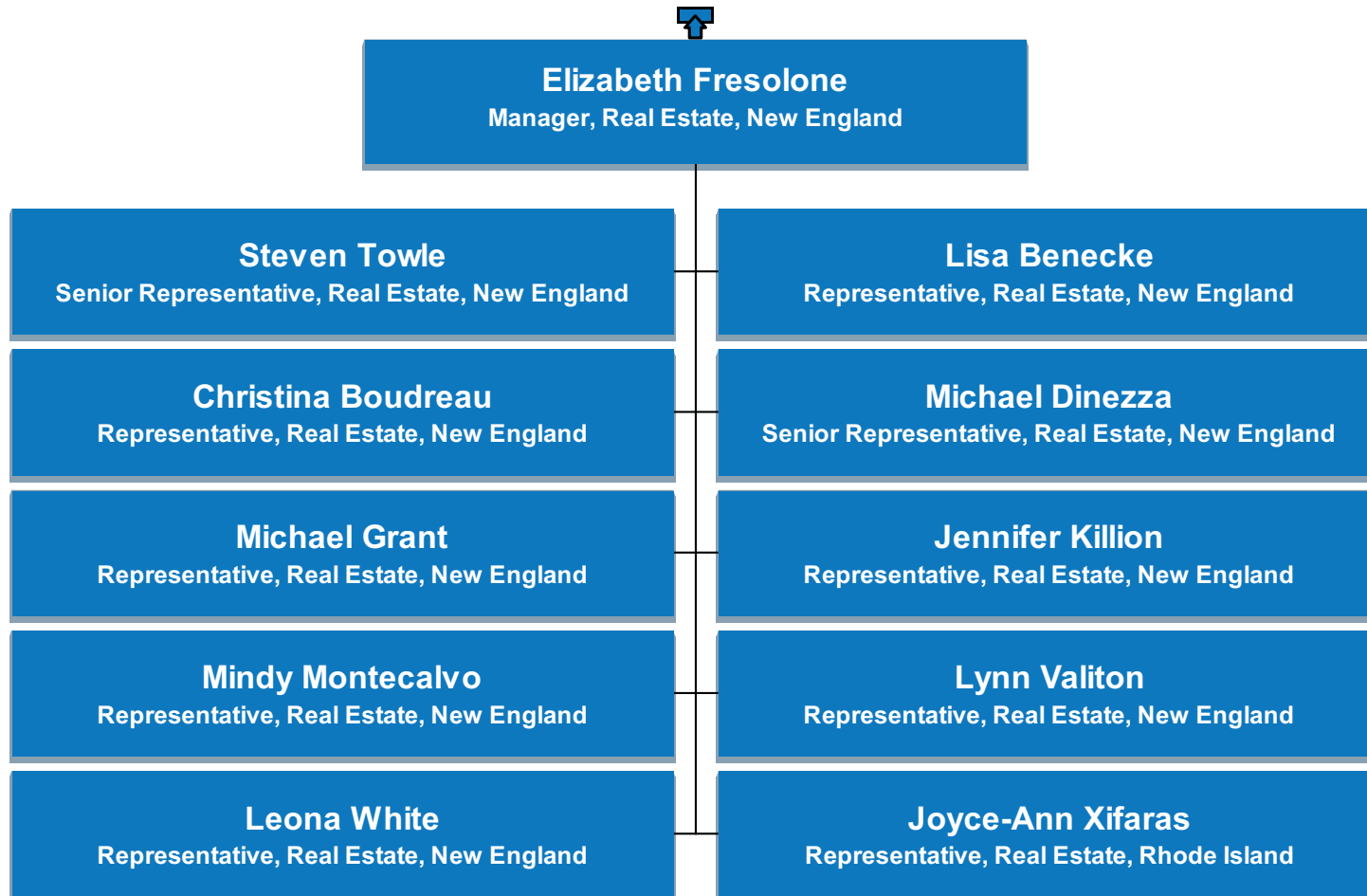
# US Shared Services



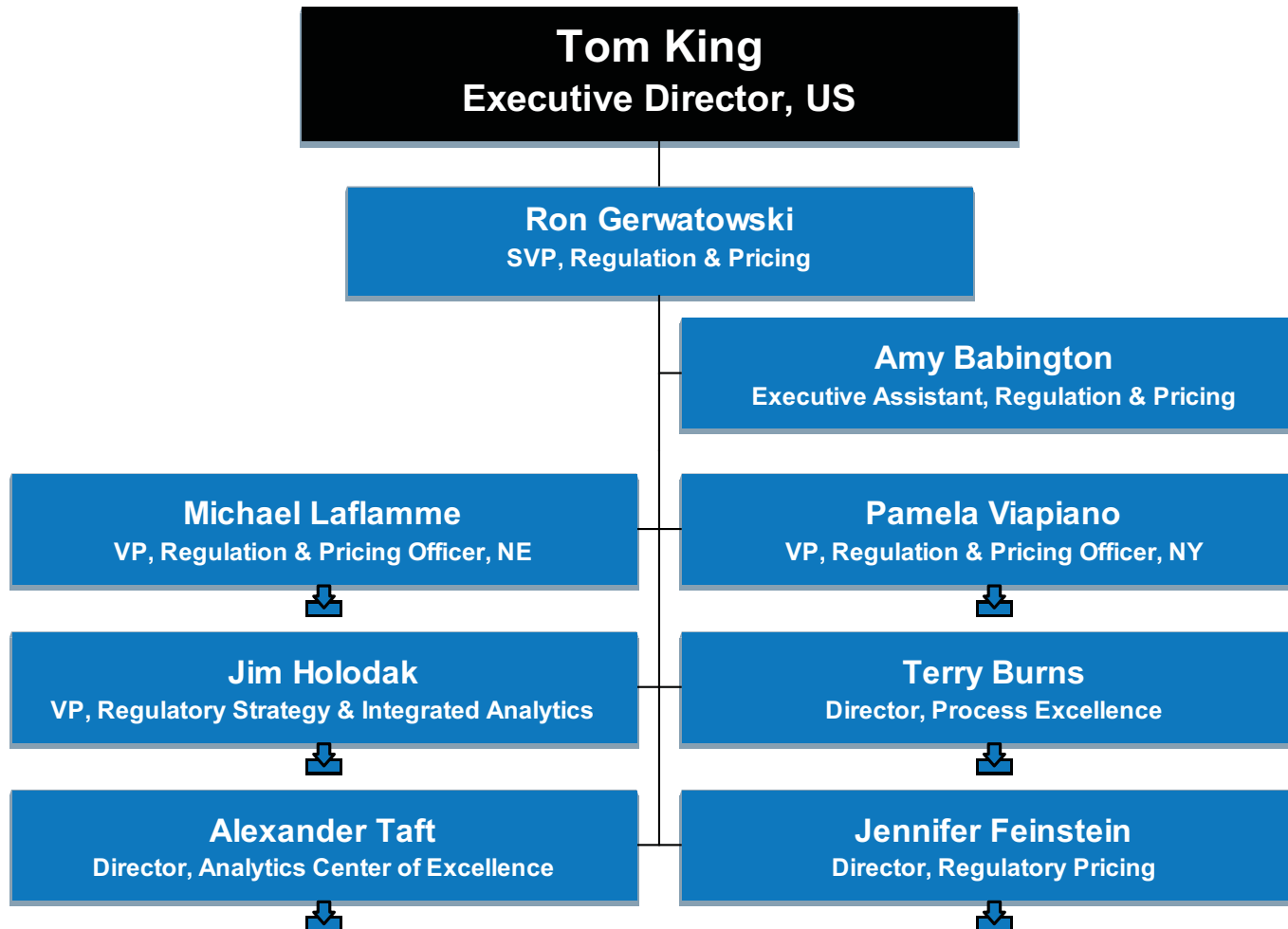
# US Shared Services



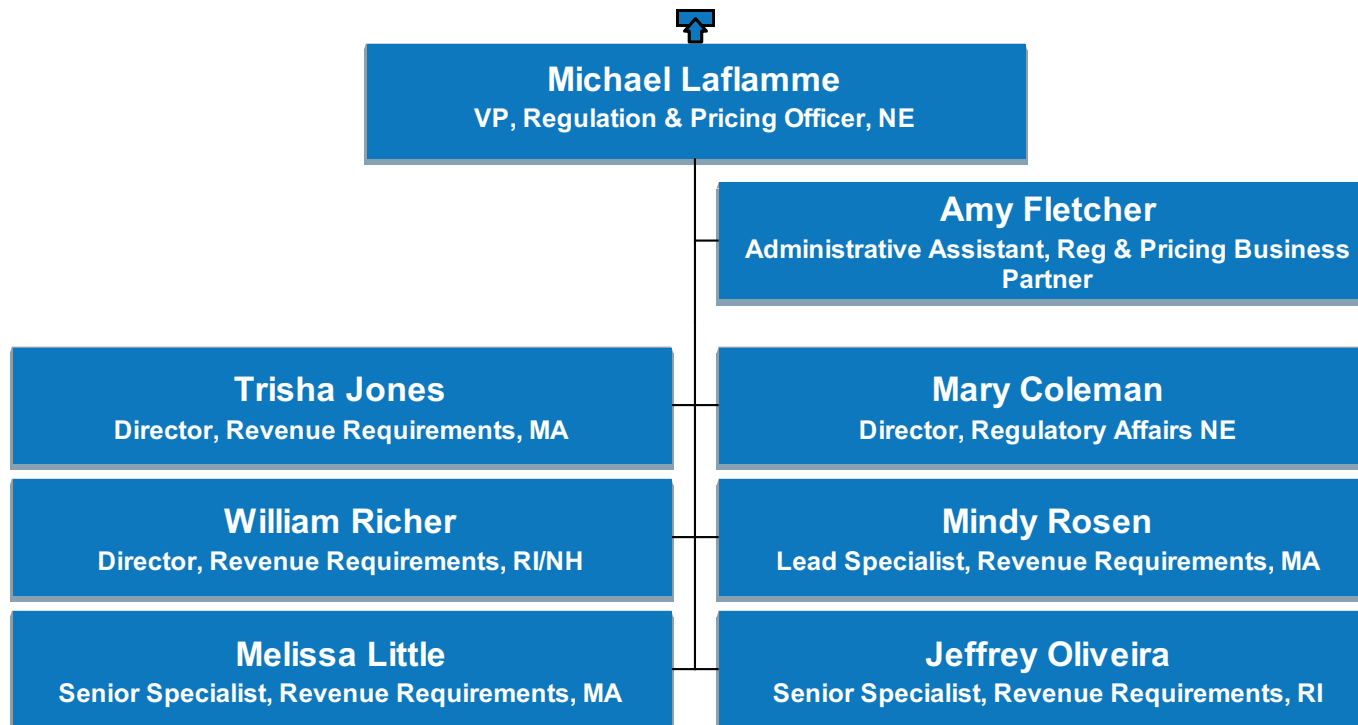
# US Shared Services



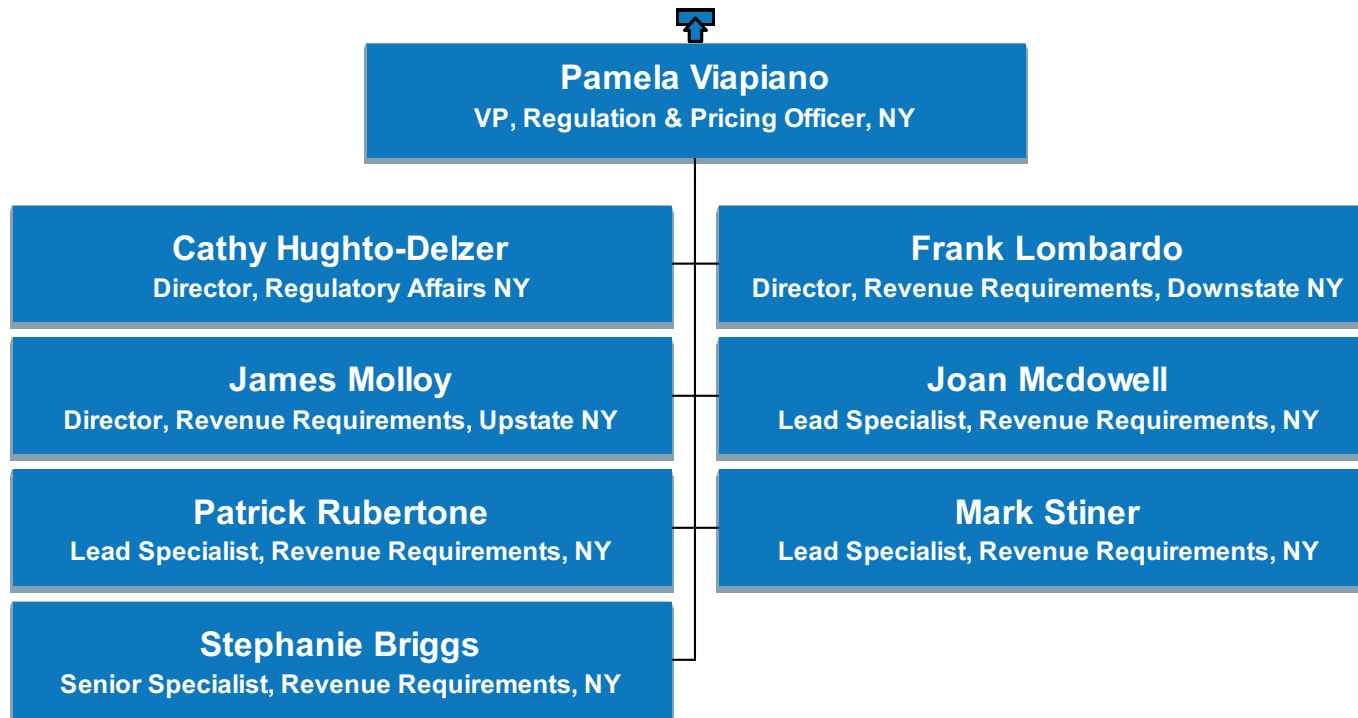
# US Regulation & Pricing



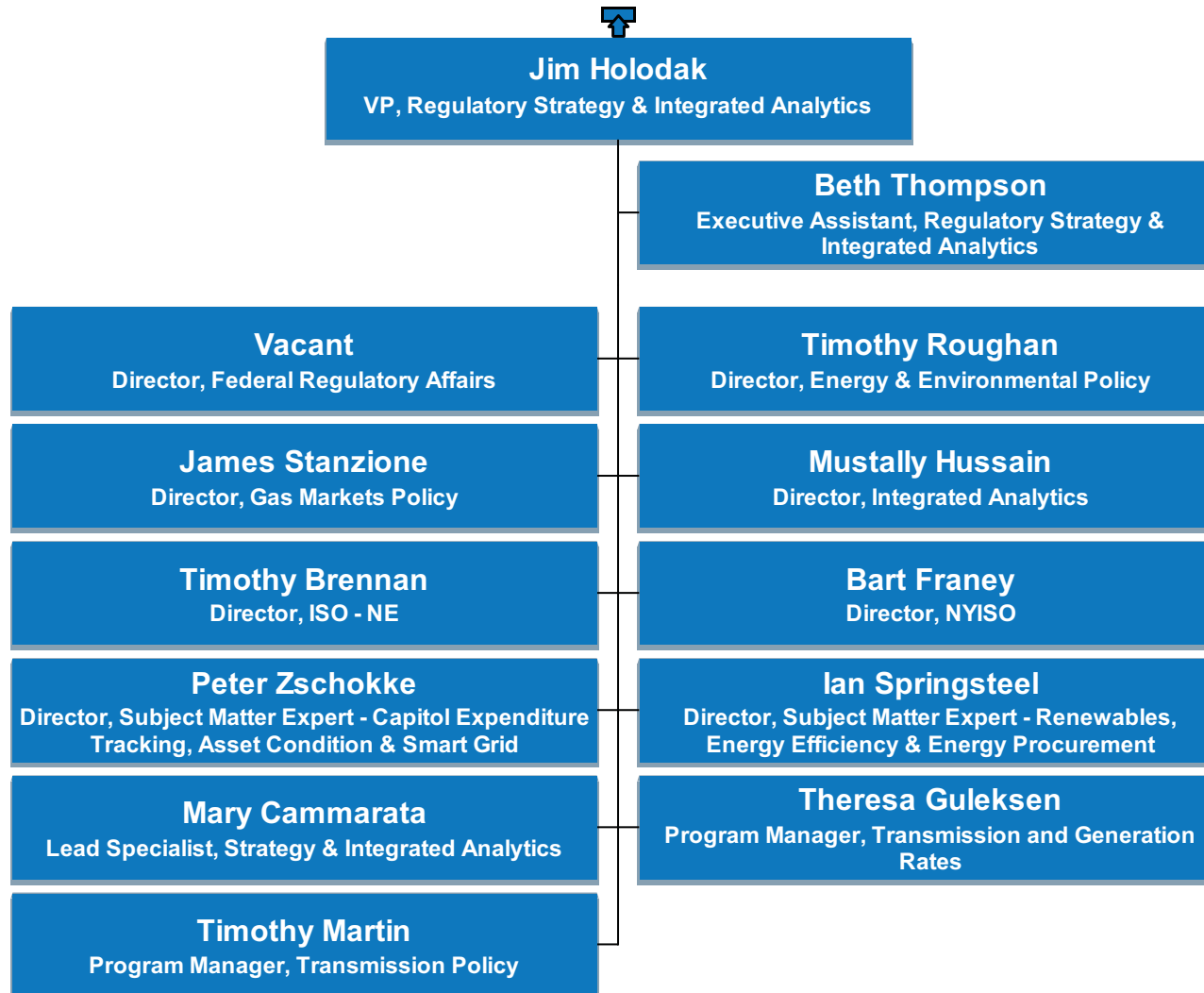
# US Regulation & Pricing



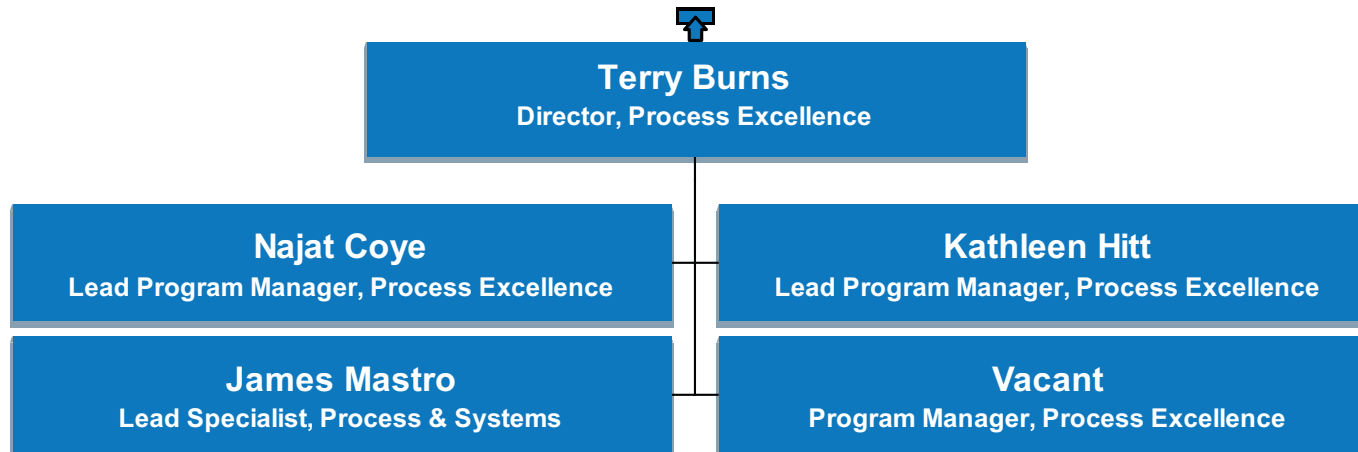
# US Regulation & Pricing



# US Regulation & Pricing

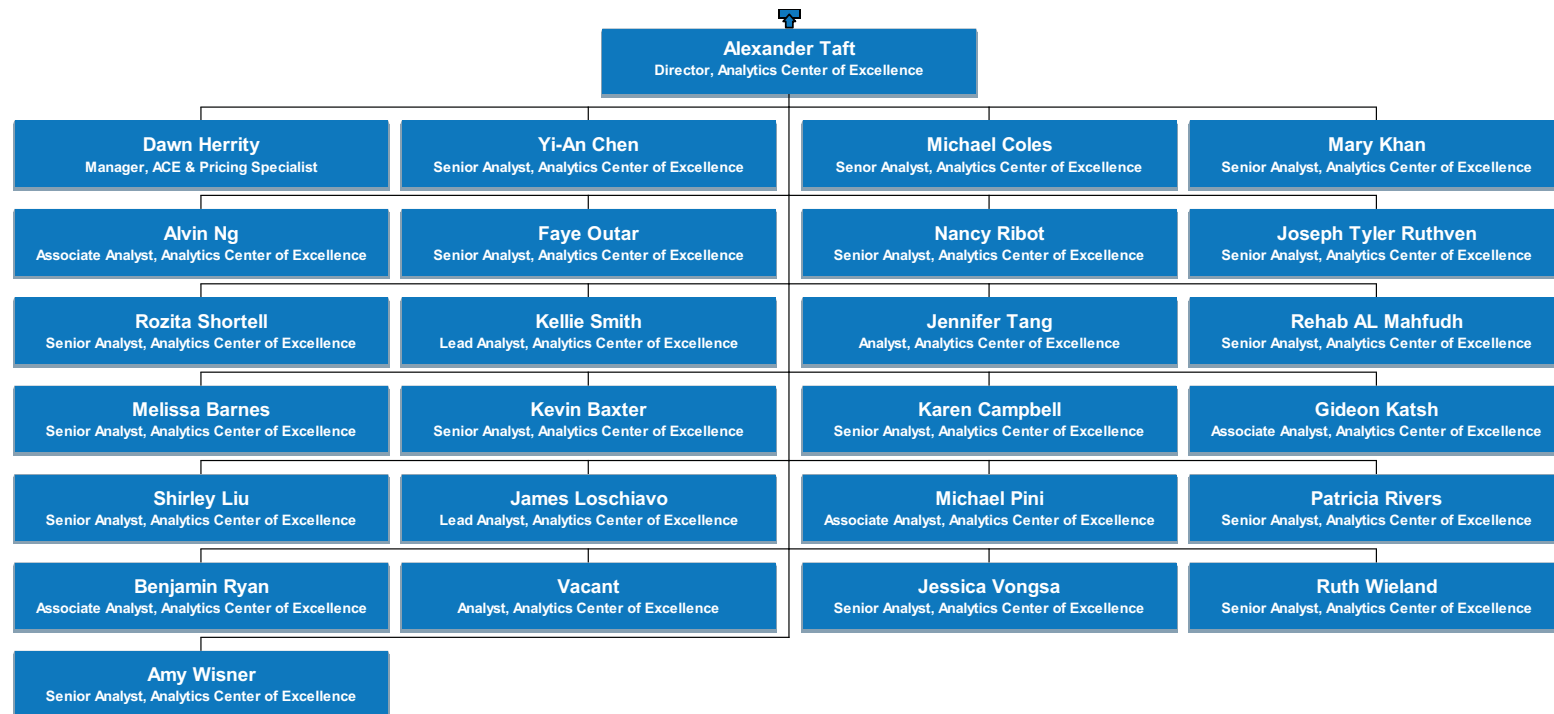


# US Regulation & Pricing

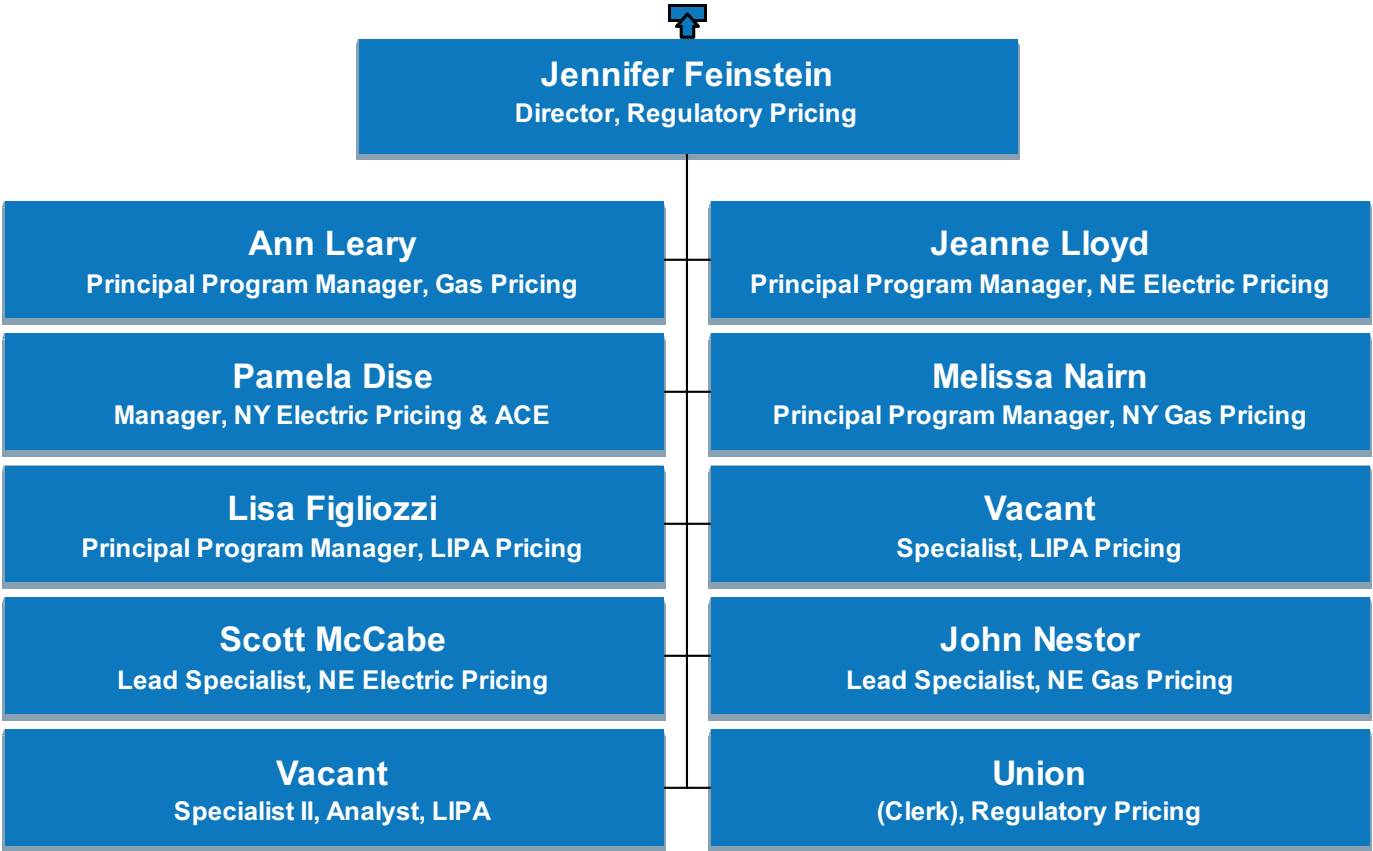




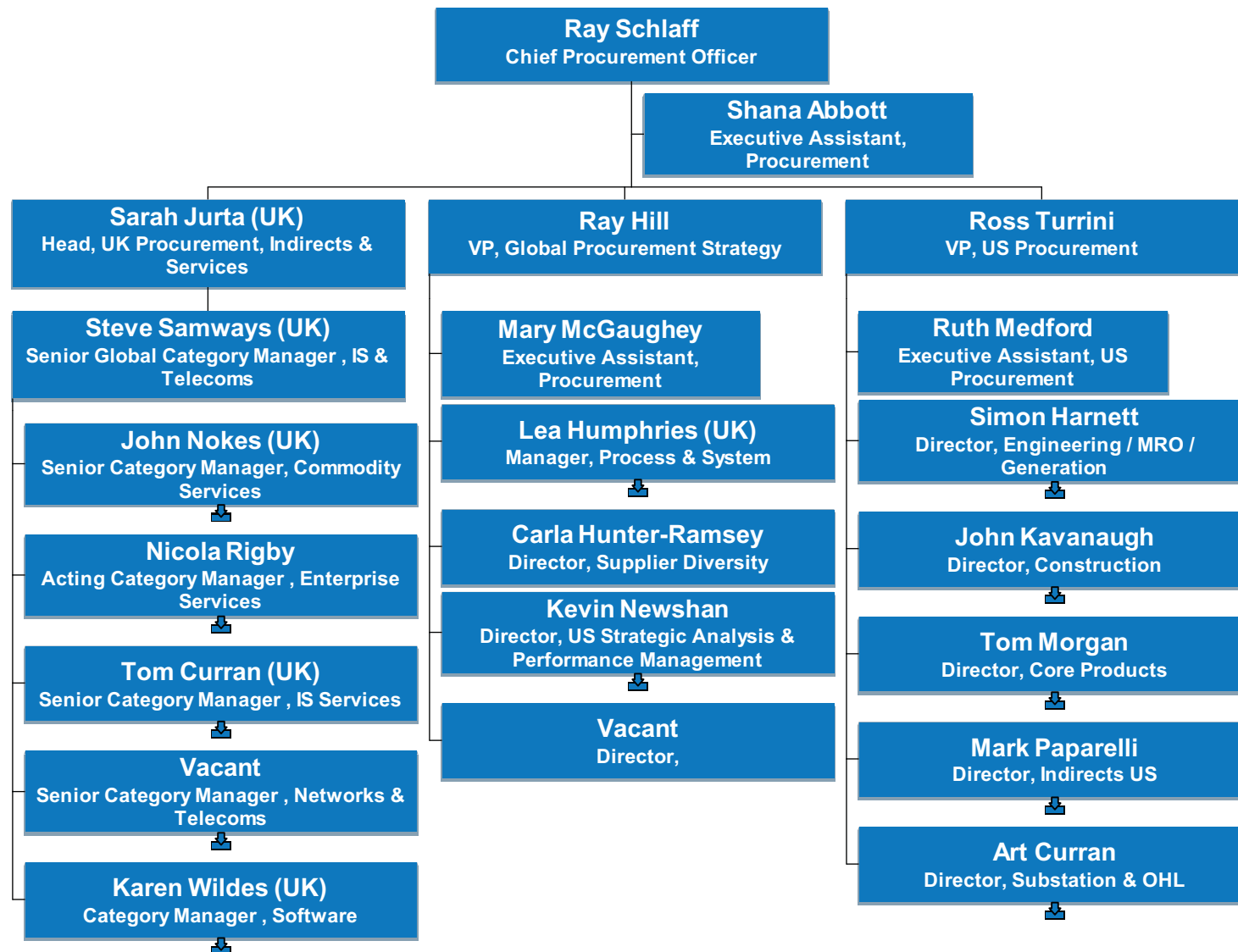
# US Regulation & Pricing



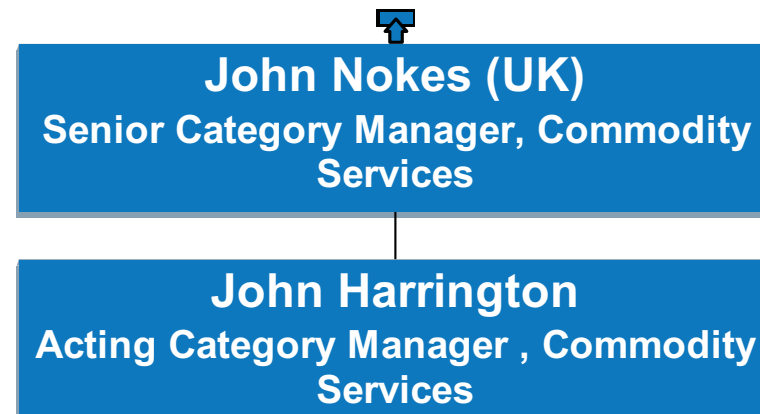
# US Regulation & Pricing



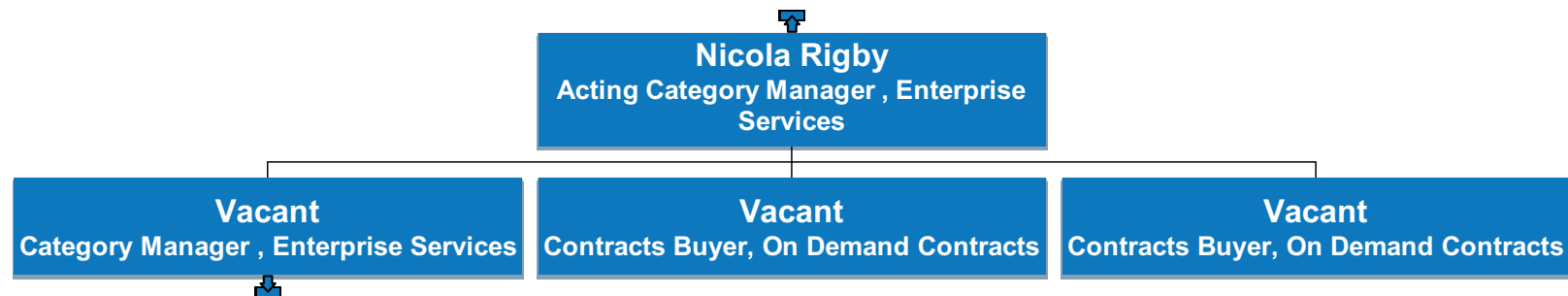
# US Procurement



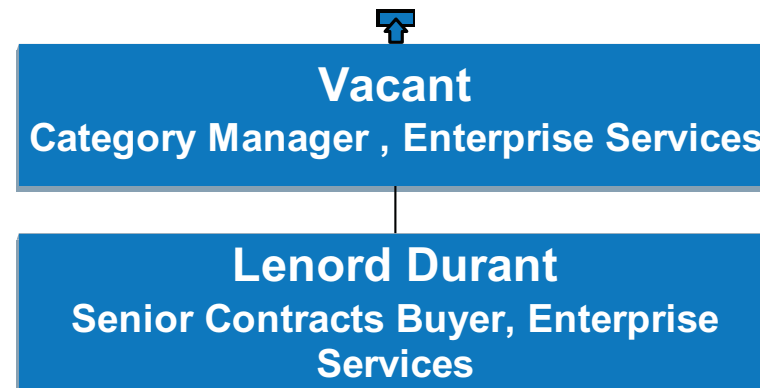
# US Procurement



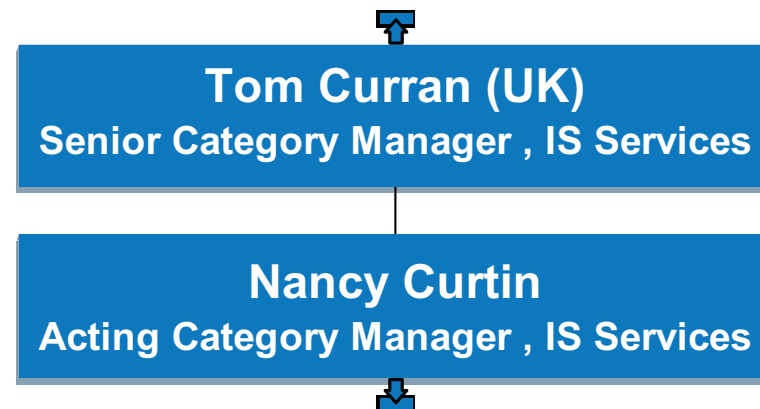
# US Procurement



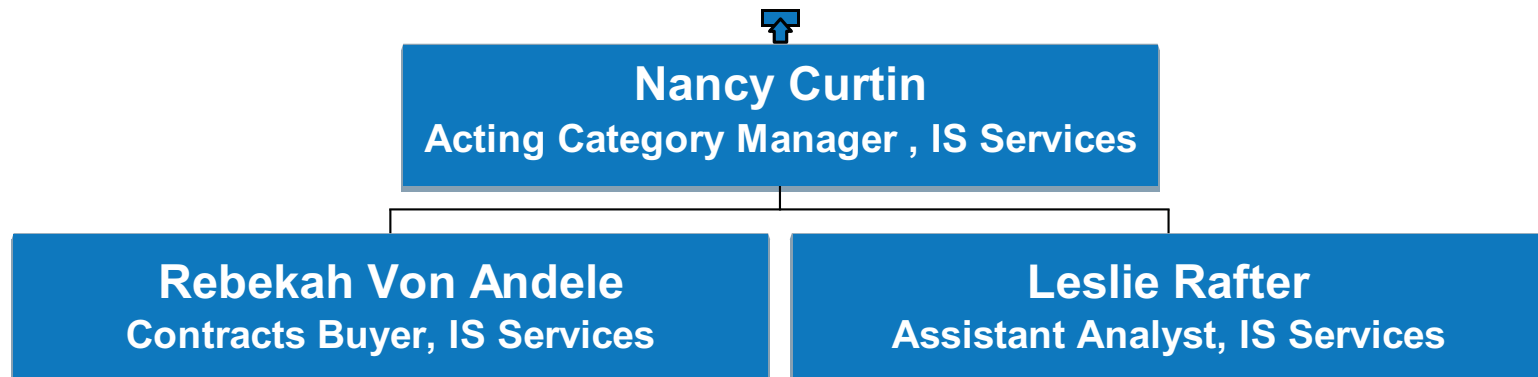
## US Procurement



## US Procurement

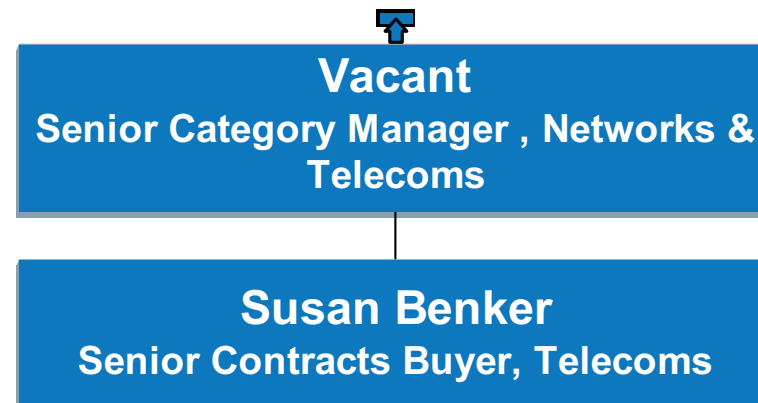


# US Procurement

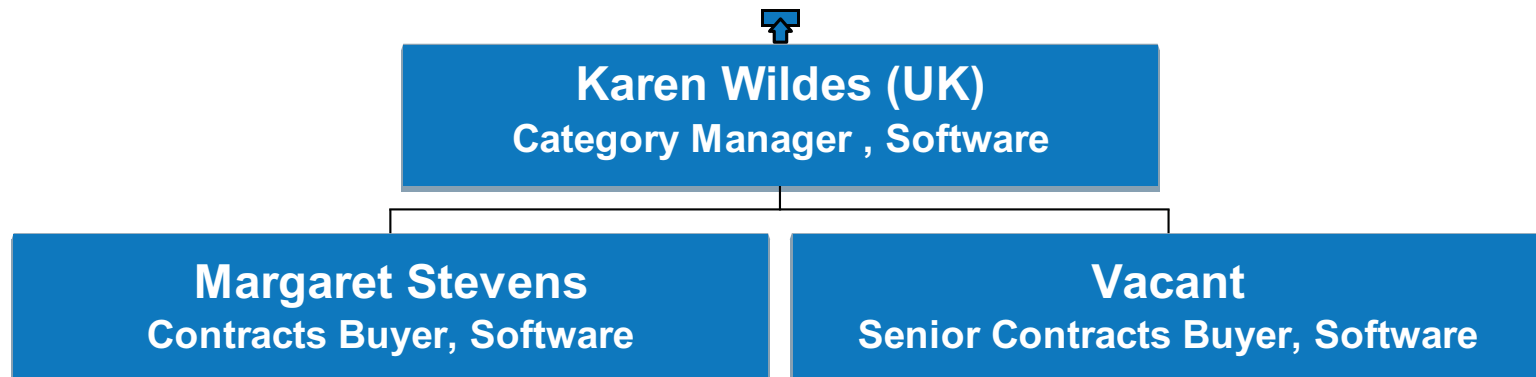




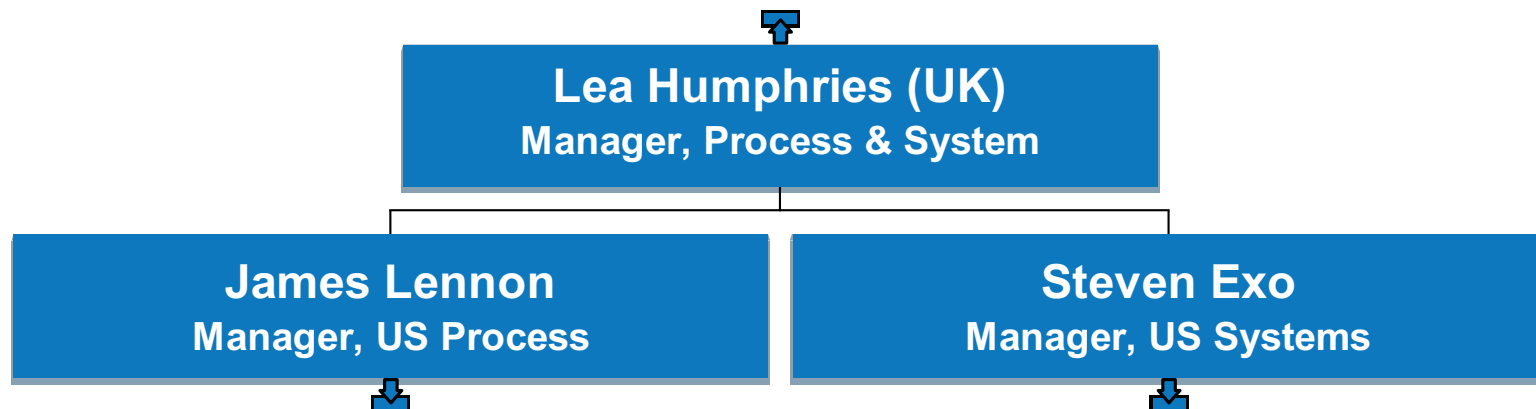
## US Procurement



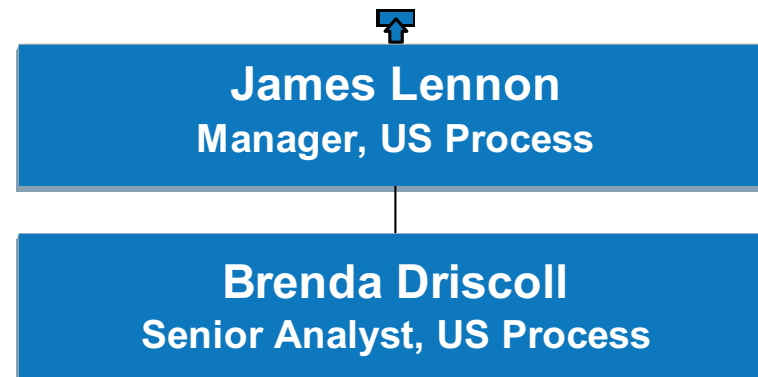
## US Procurement



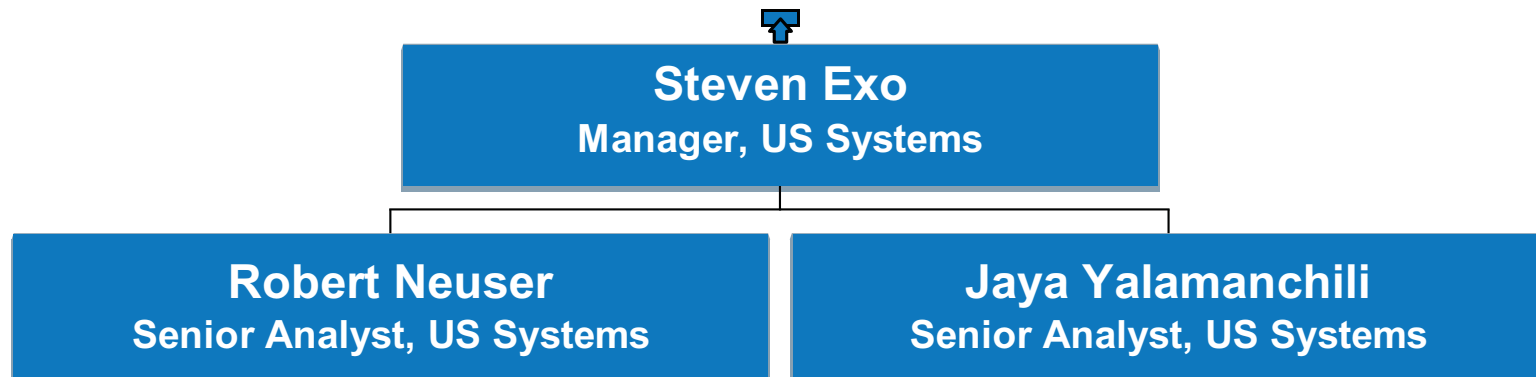
## US Procurement



# US Procurement



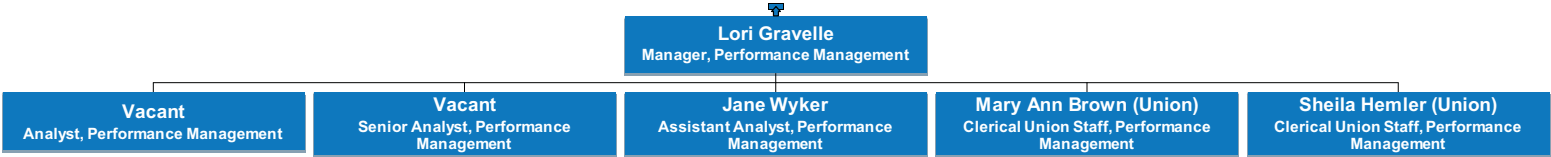
## US Procurement



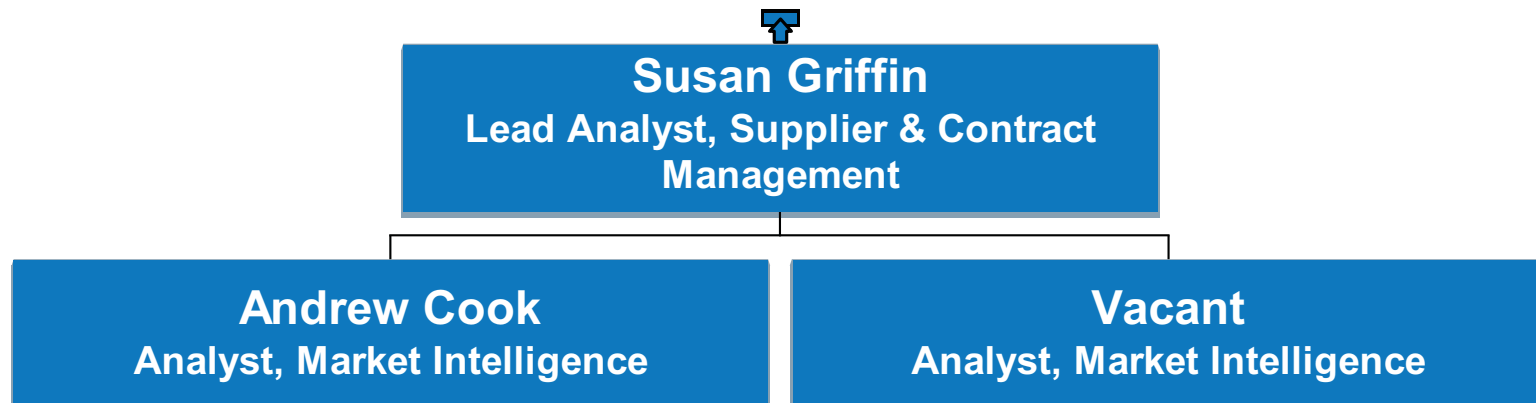
# US Procurement



# US Procurement



## US Procurement





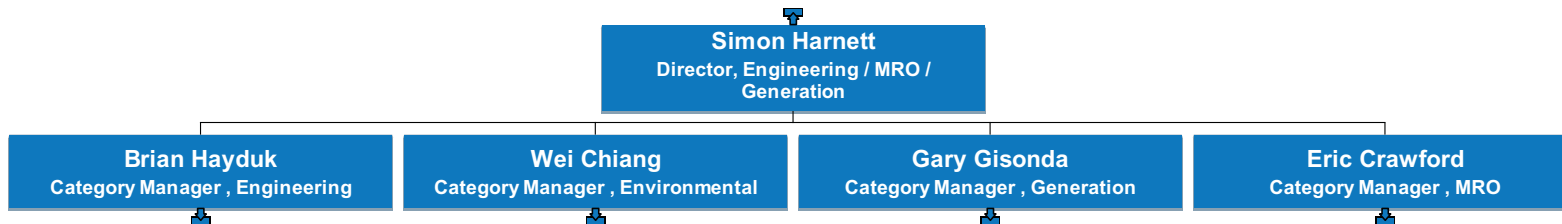
## US Procurement



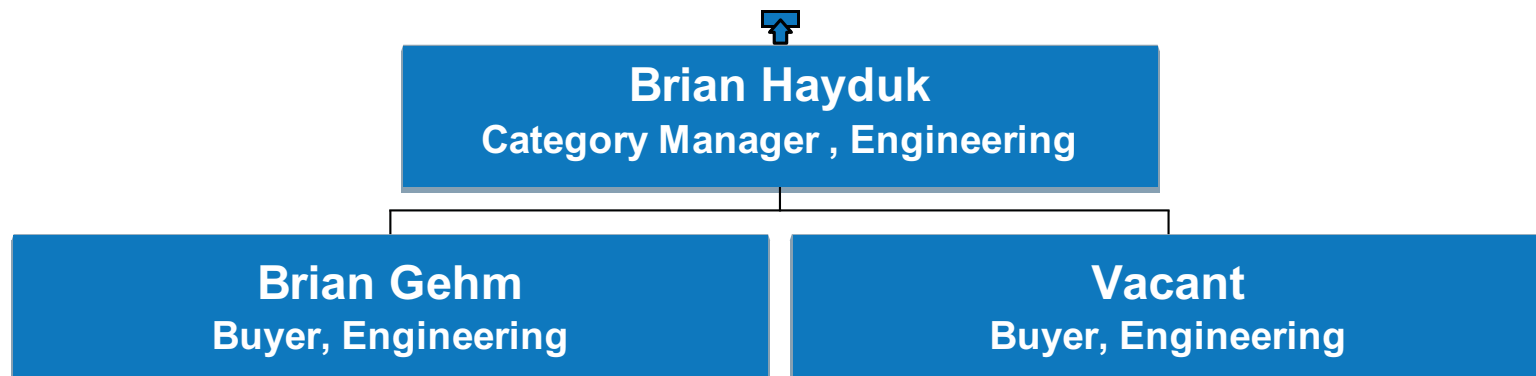
**Carol Castanza**  
Senior Analyst, Supplier Diversity

**Peggy Casoria (Union)**  
Clerical Union Staff, Supplier Diversity

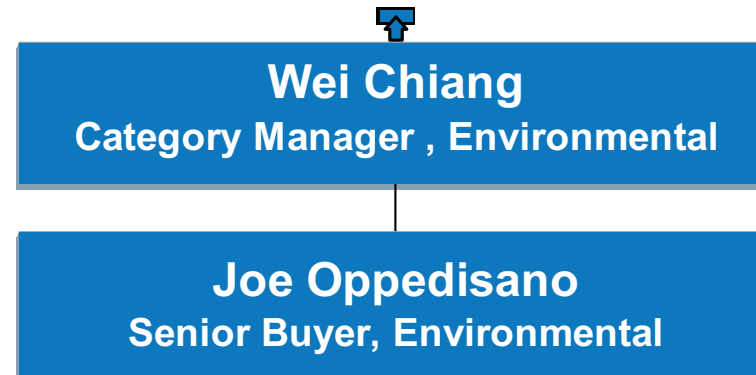
# US Procurement



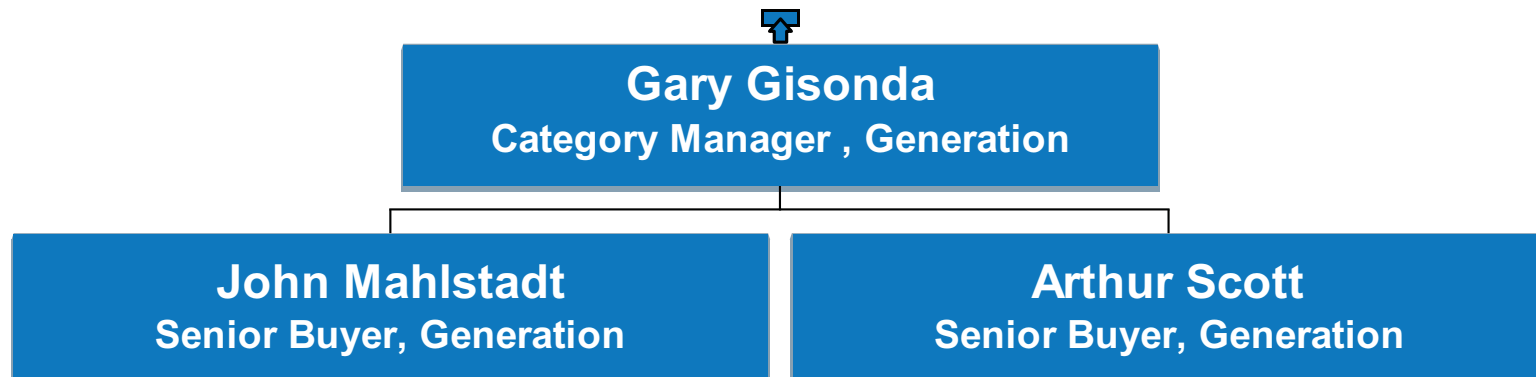
## US Procurement



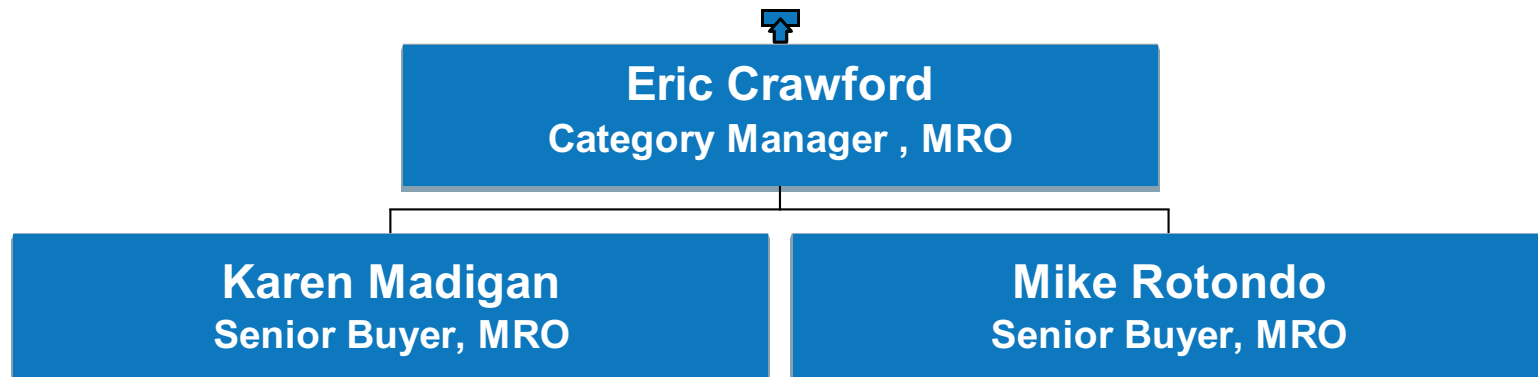
## US Procurement



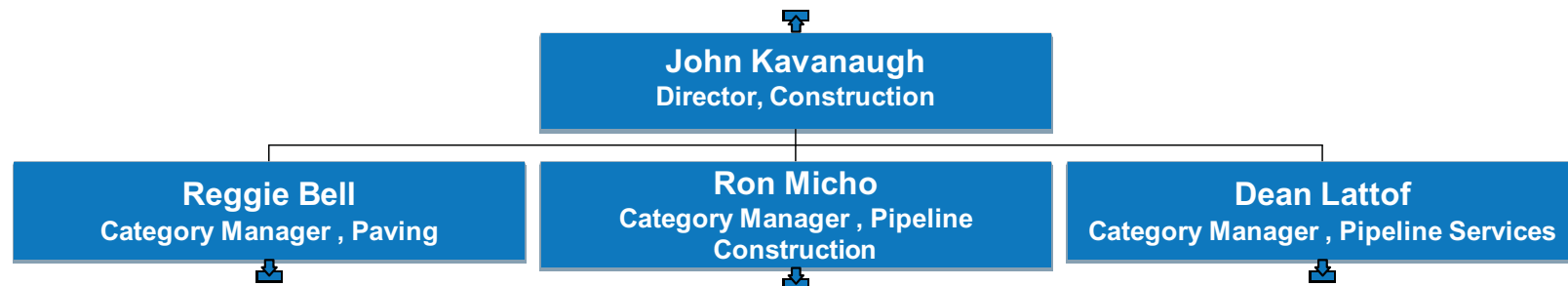
## US Procurement



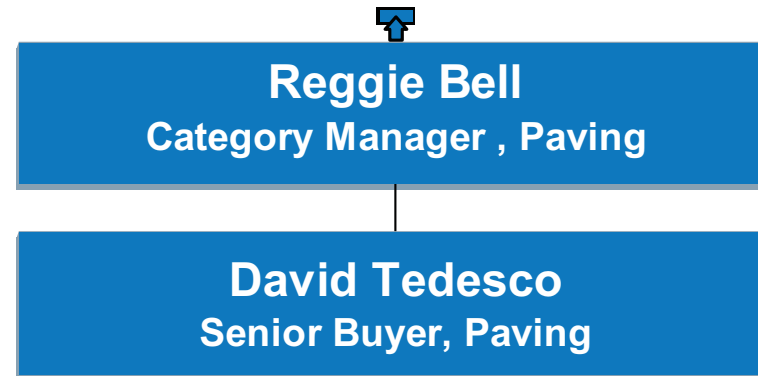
## US Procurement



# US Procurement

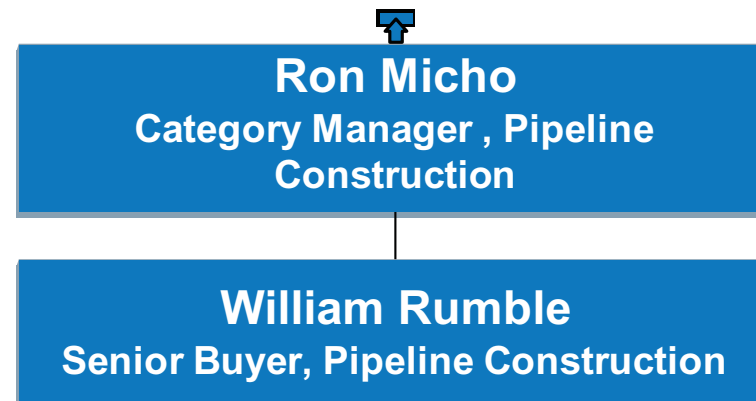


## US Procurement

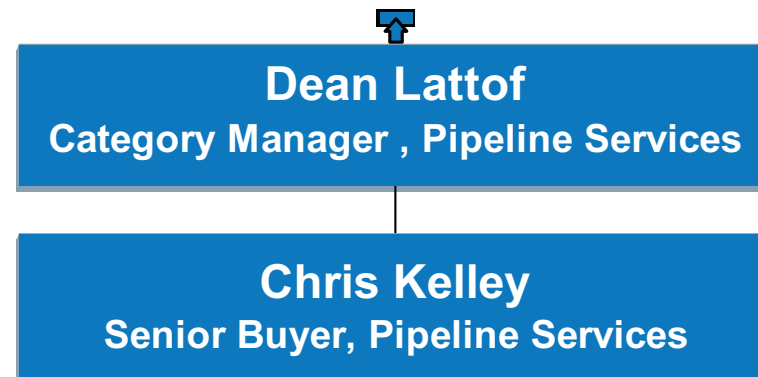




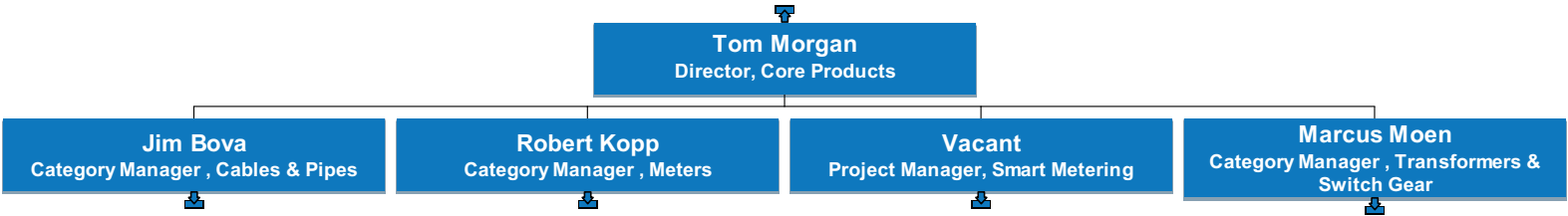
## US Procurement



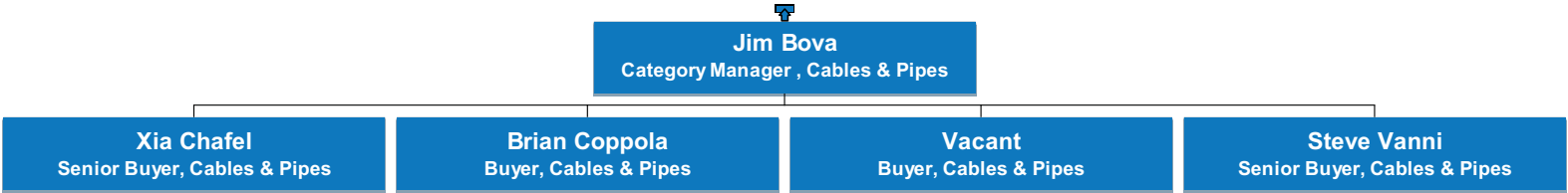
## US Procurement



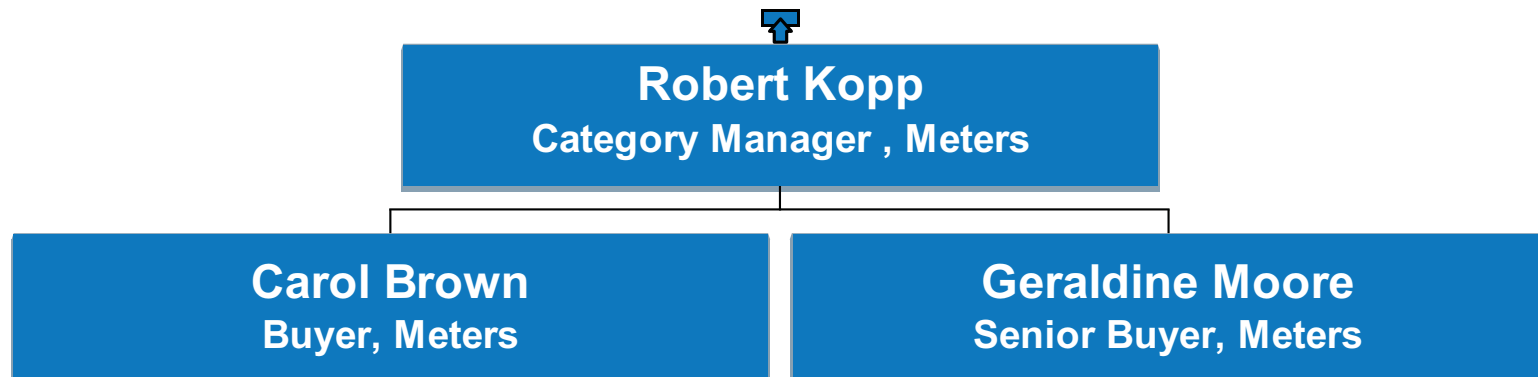
# US Procurement



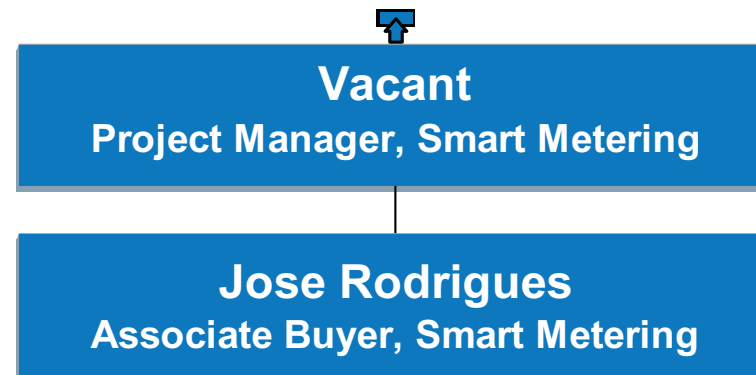
# US Procurement



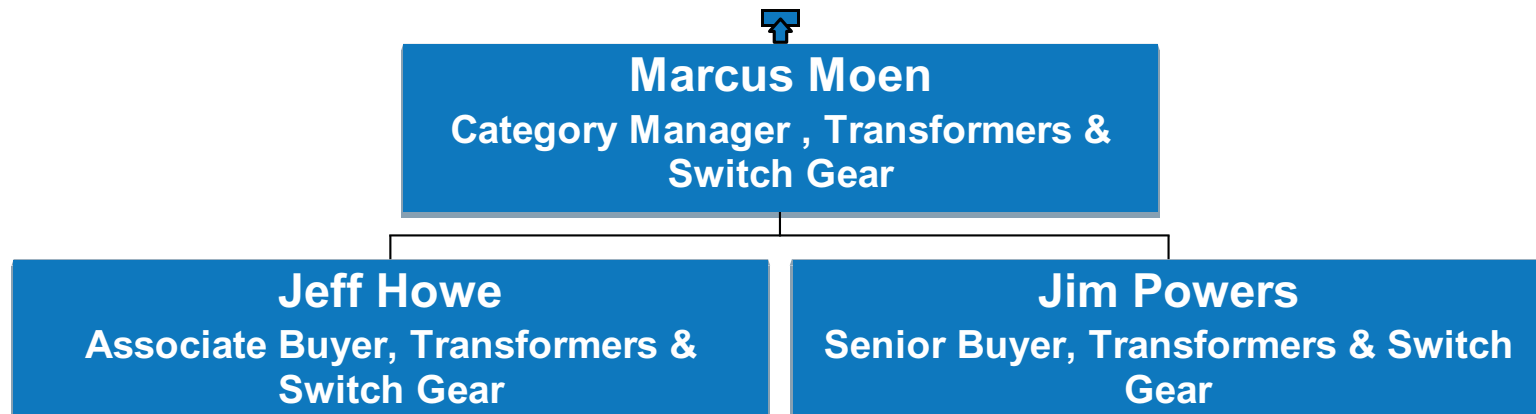
## US Procurement



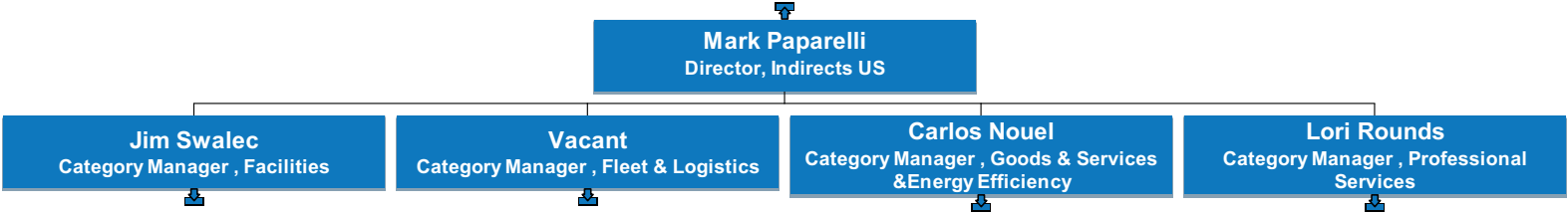
## US Procurement



# US Procurement

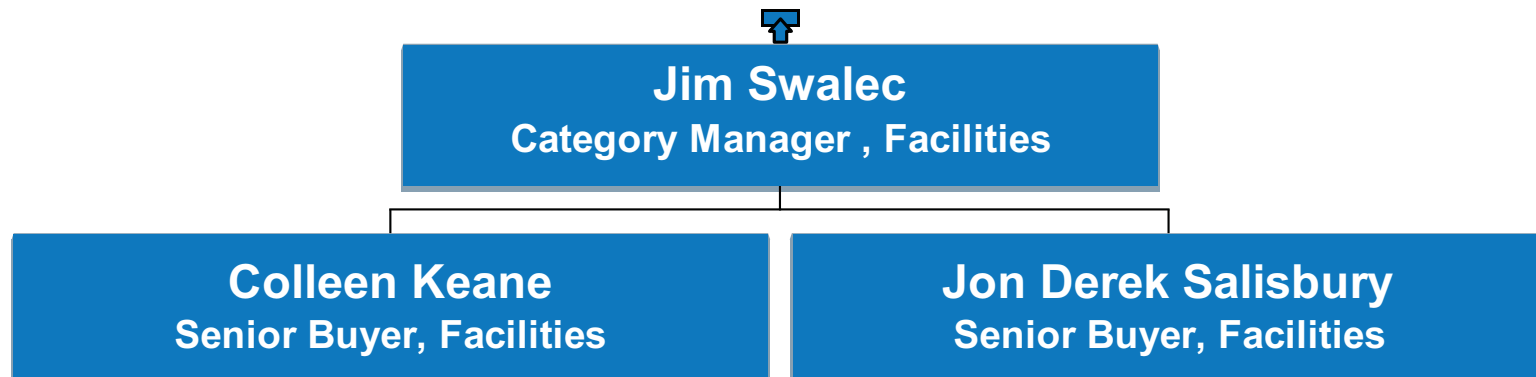


# US Procurement

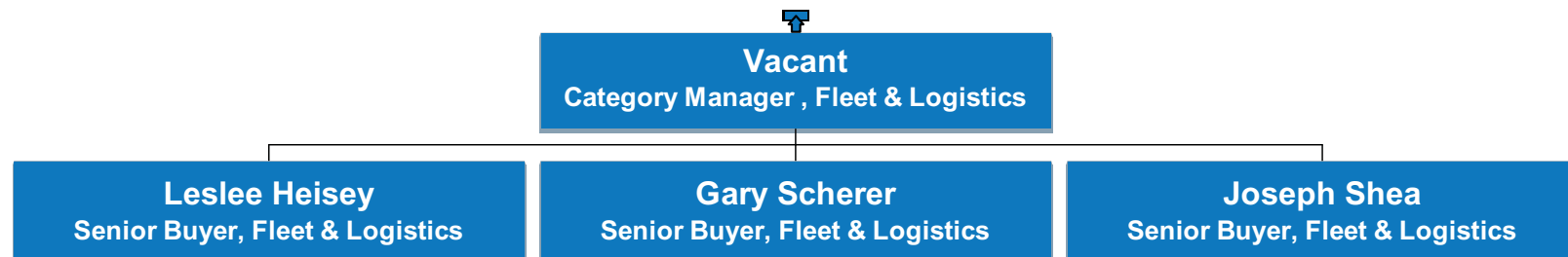




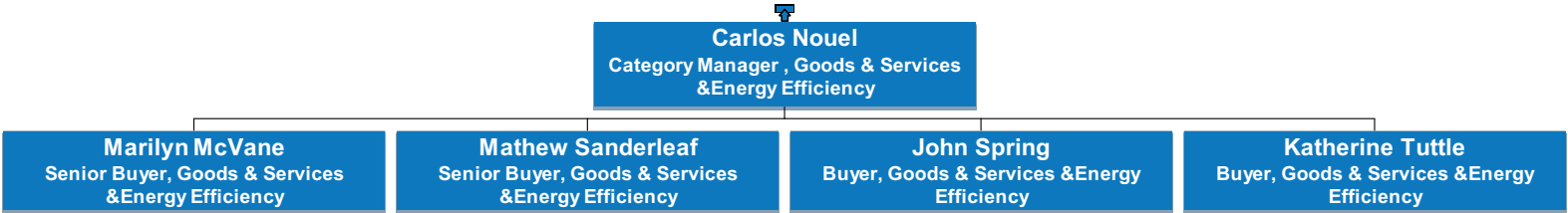
## US Procurement



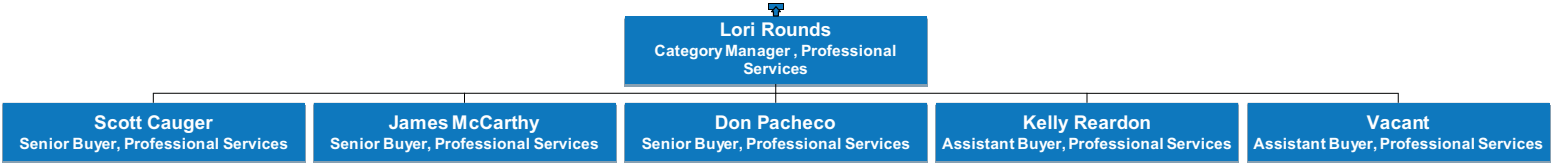
# US Procurement



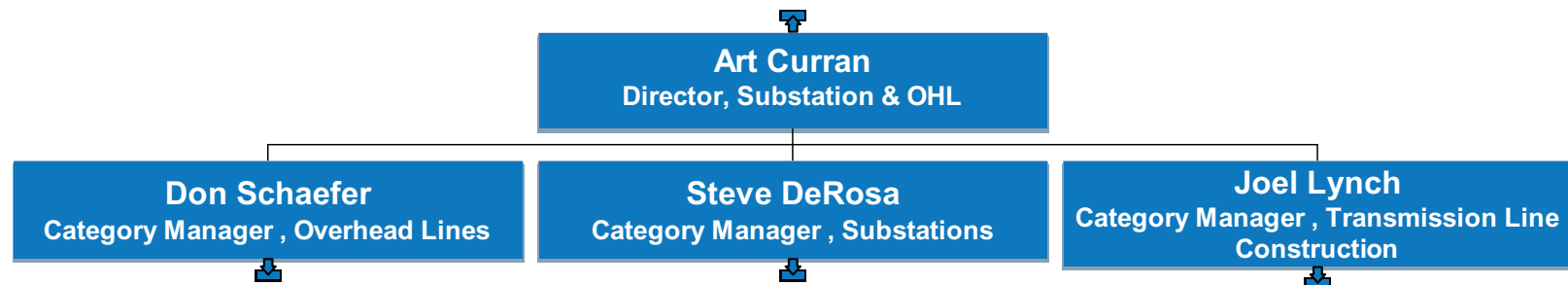
# US Procurement



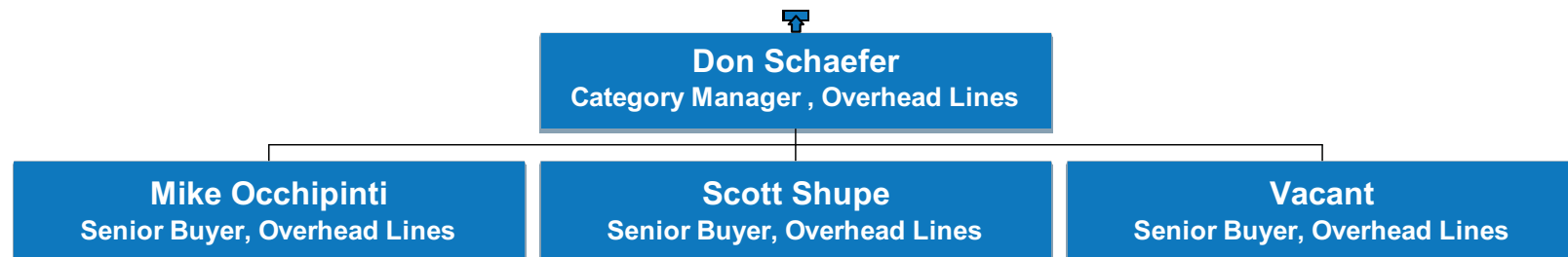
# US Procurement



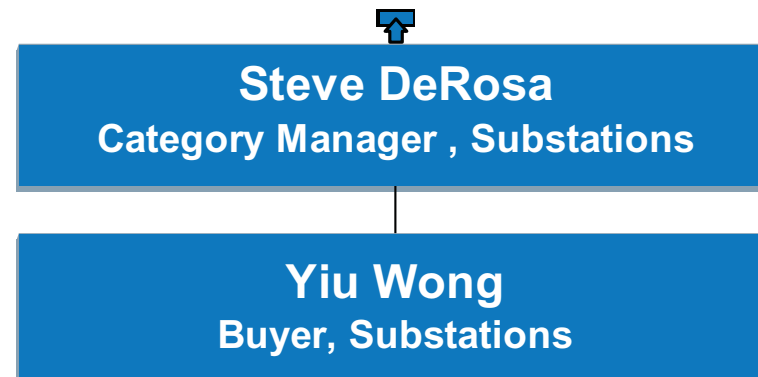
# US Procurement



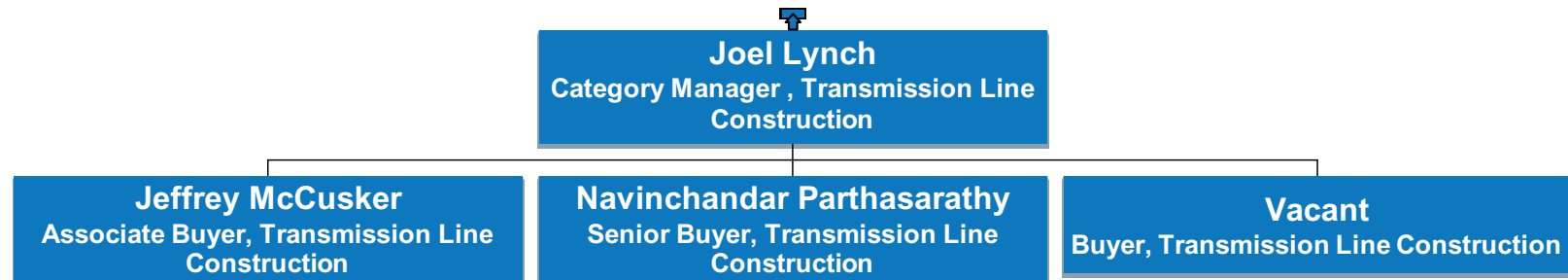
# US Procurement



## US Procurement

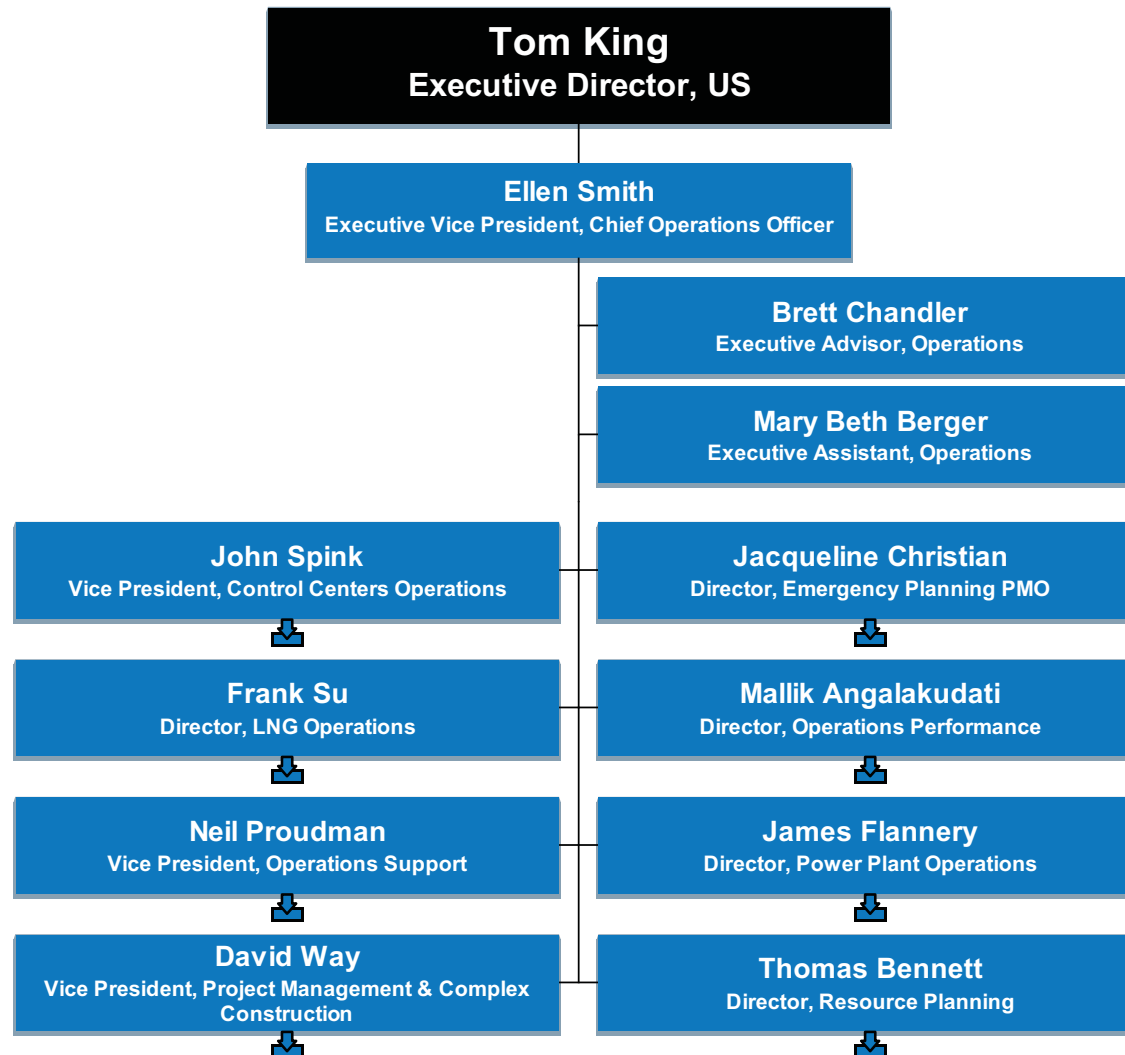


# US Procurement

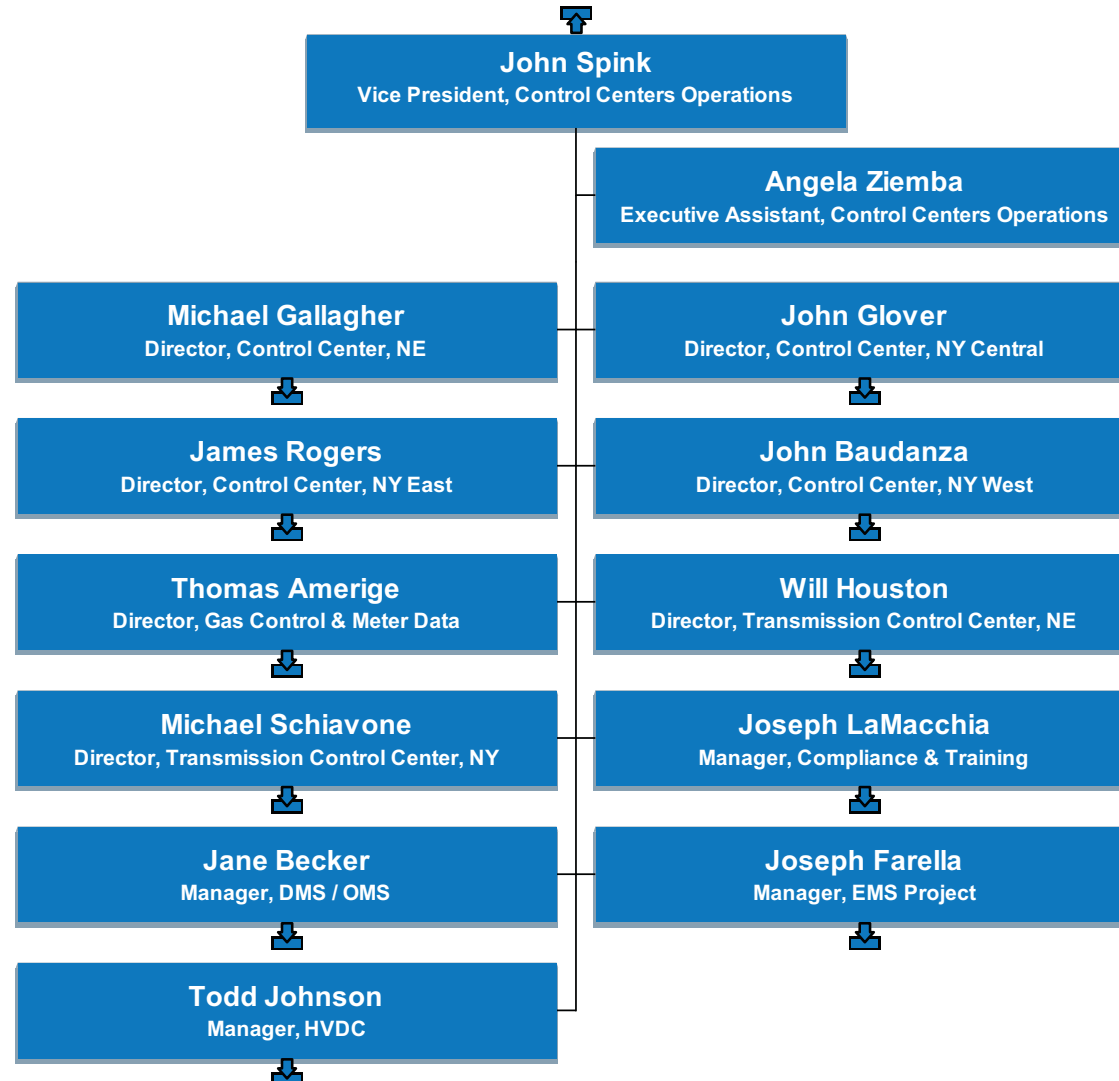




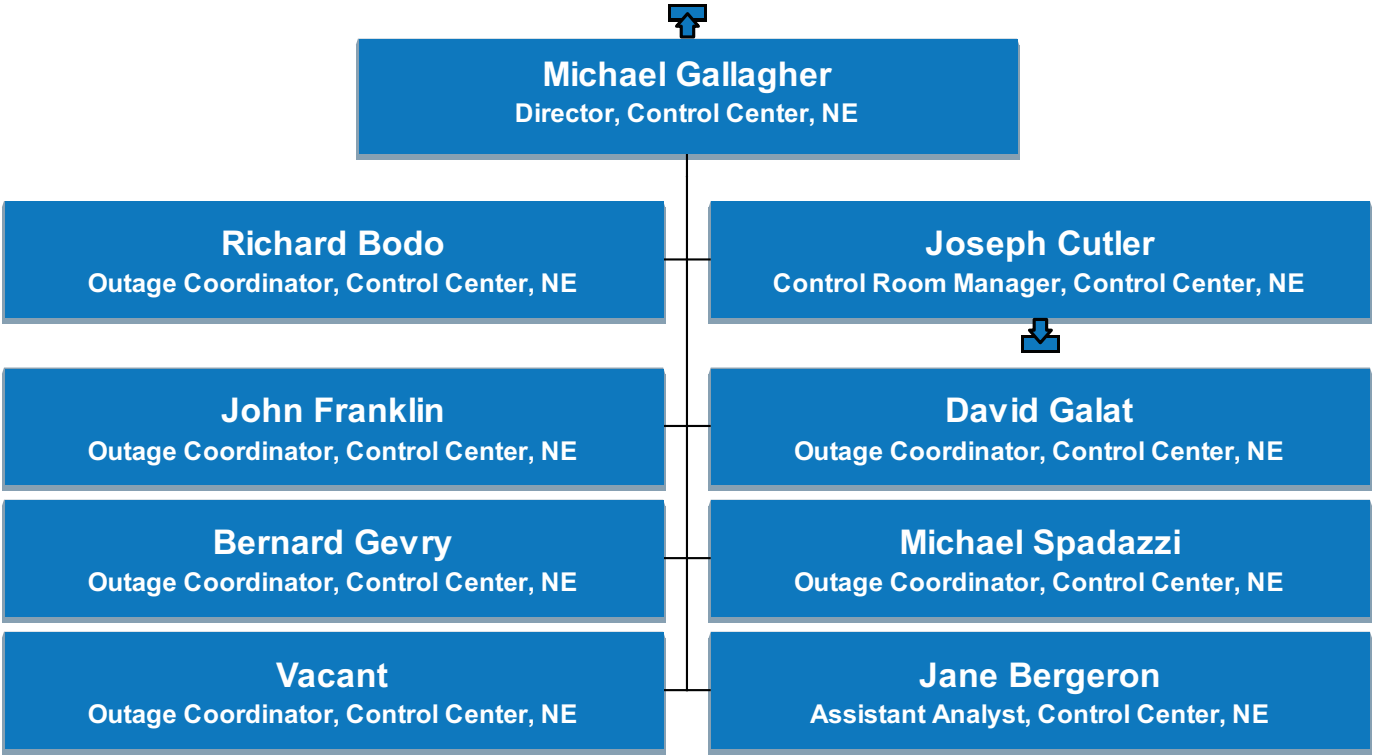
# US Operations



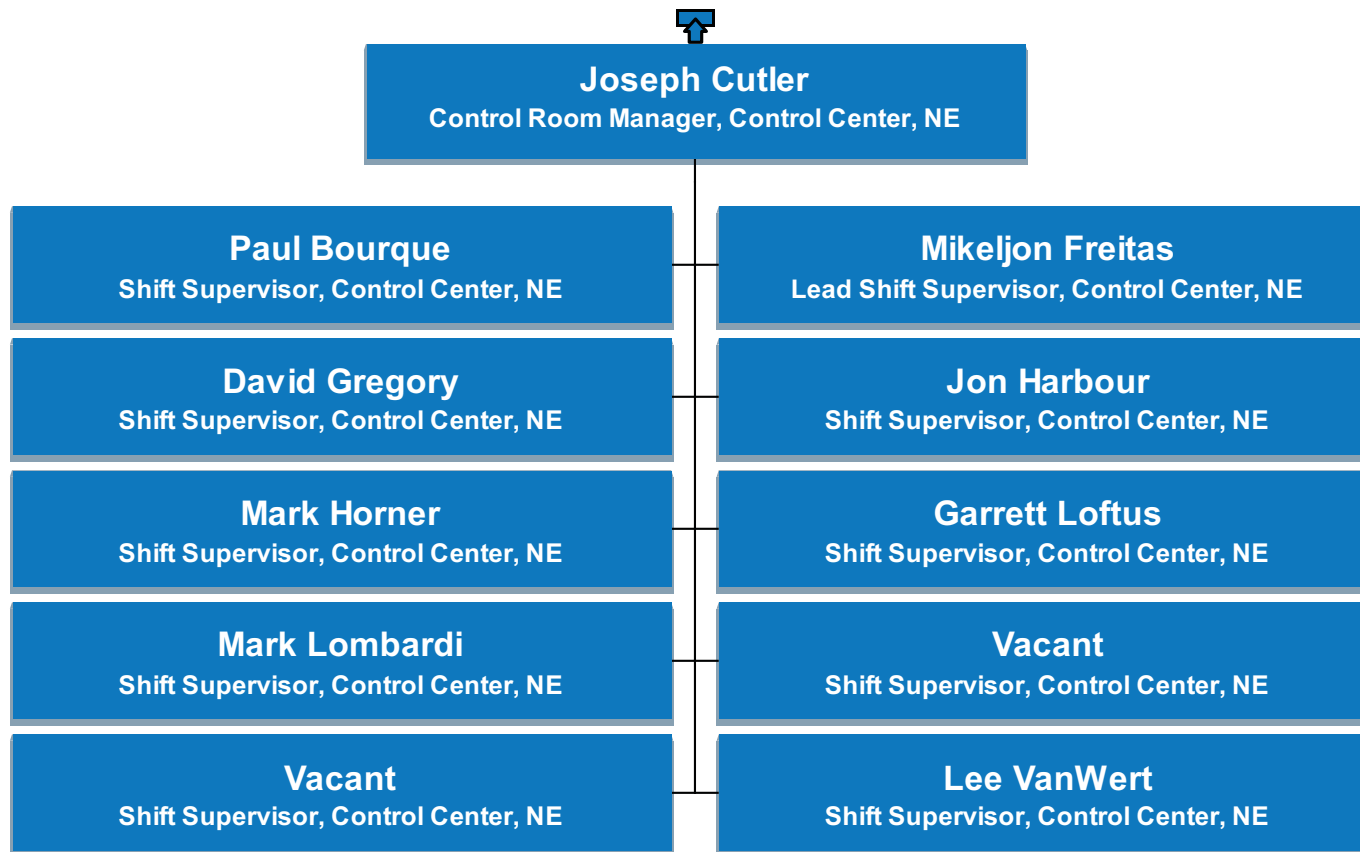
# US Operations



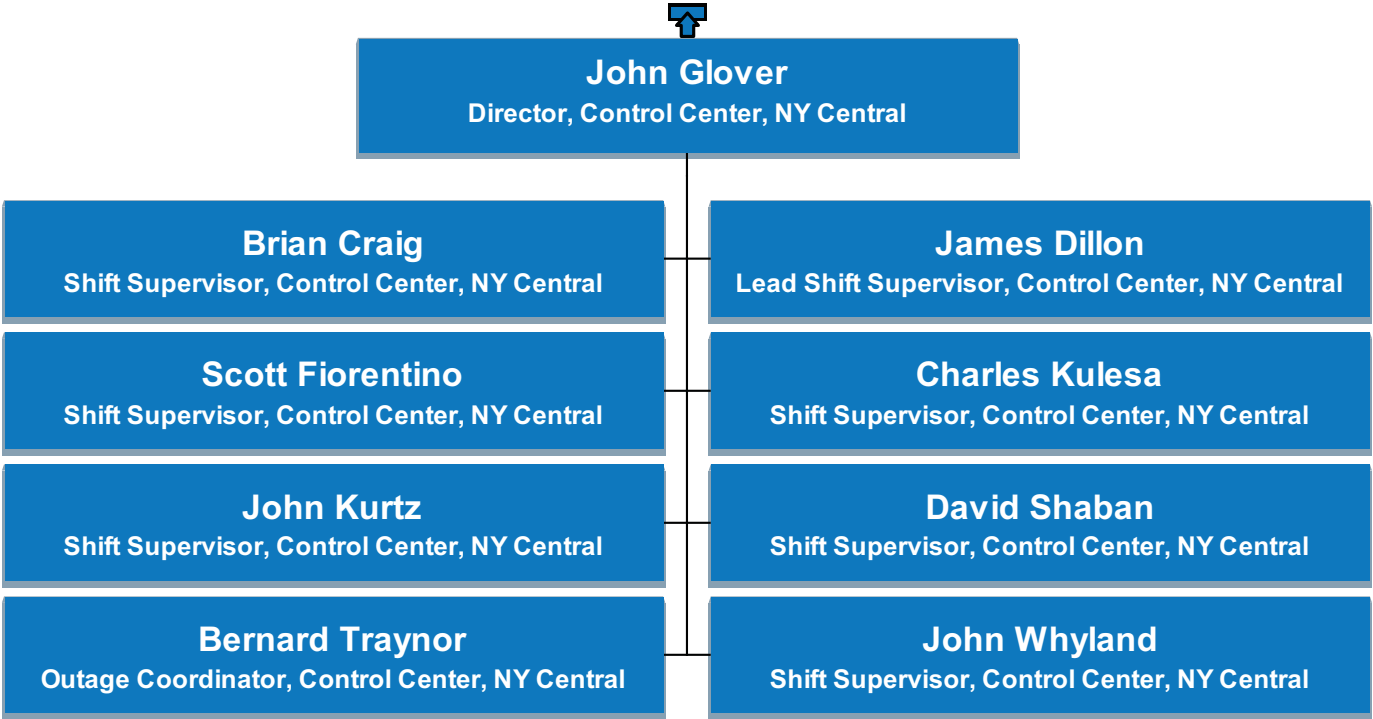
# US Operations



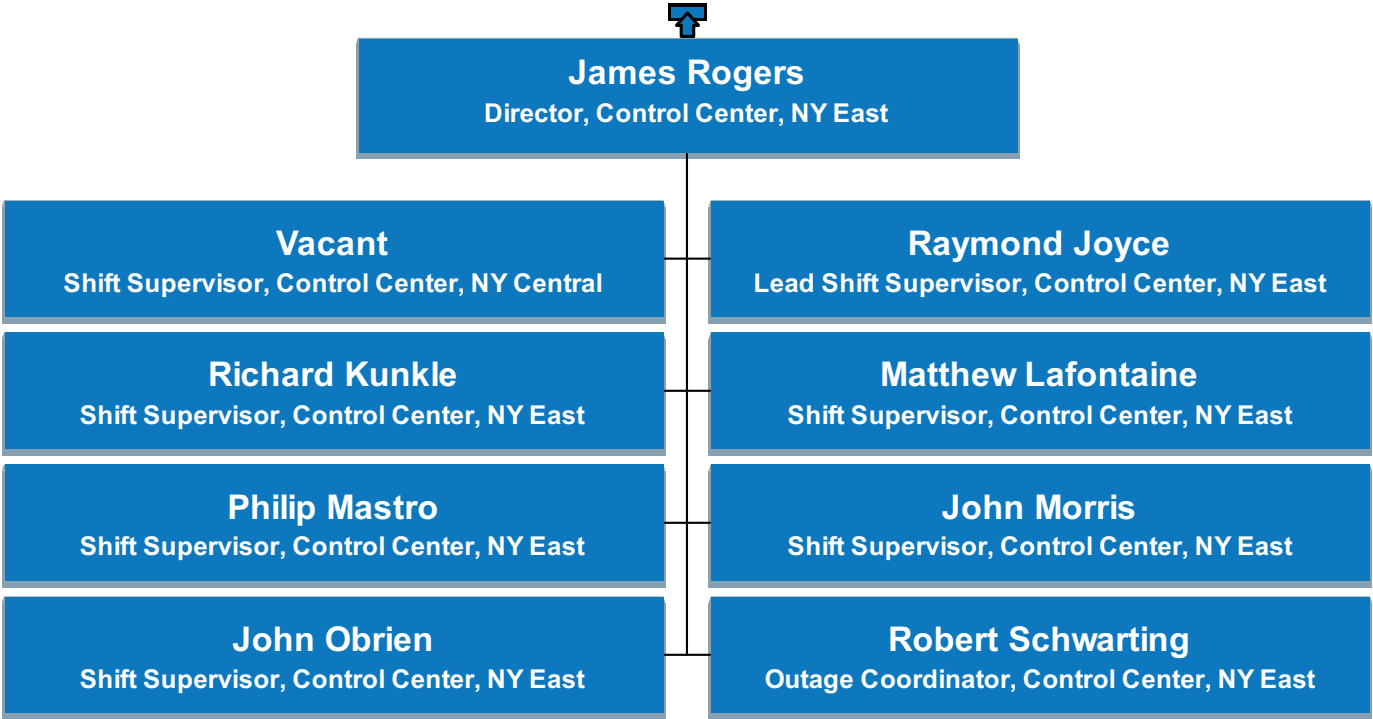
# US Operations



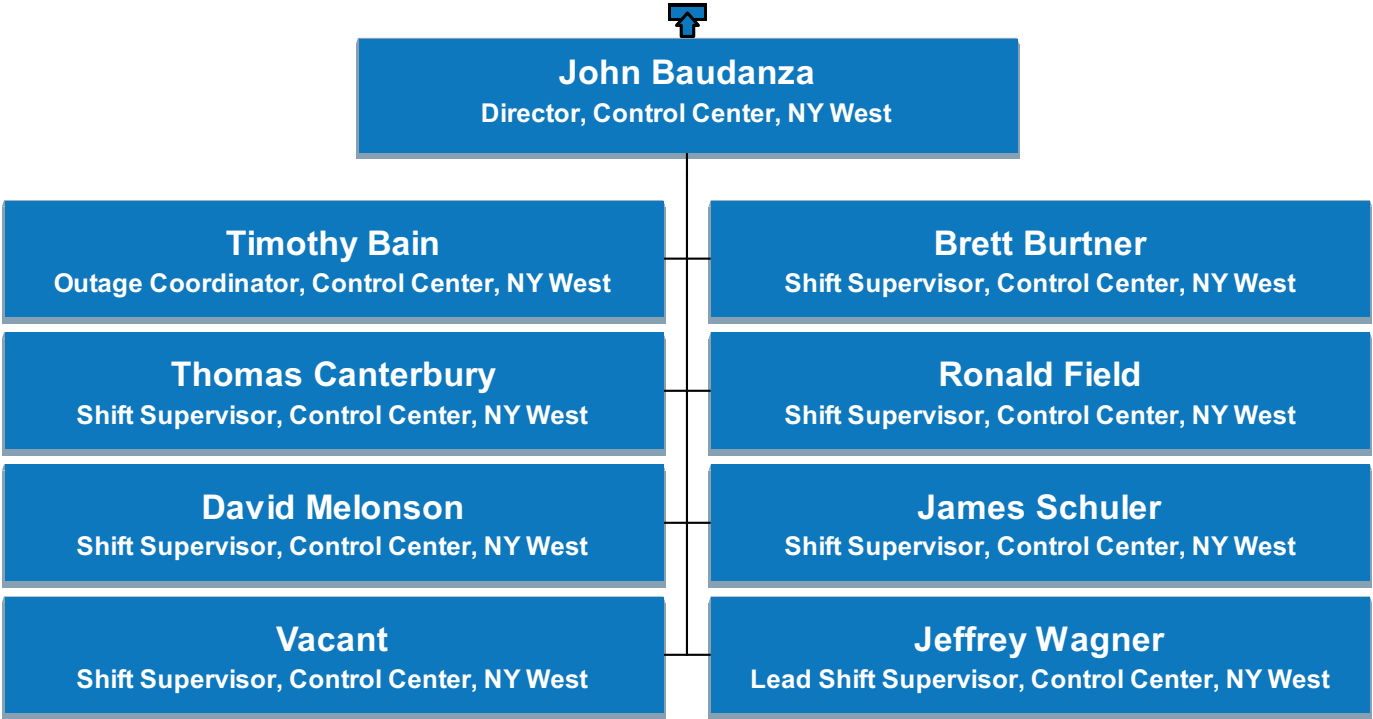
# US Operations



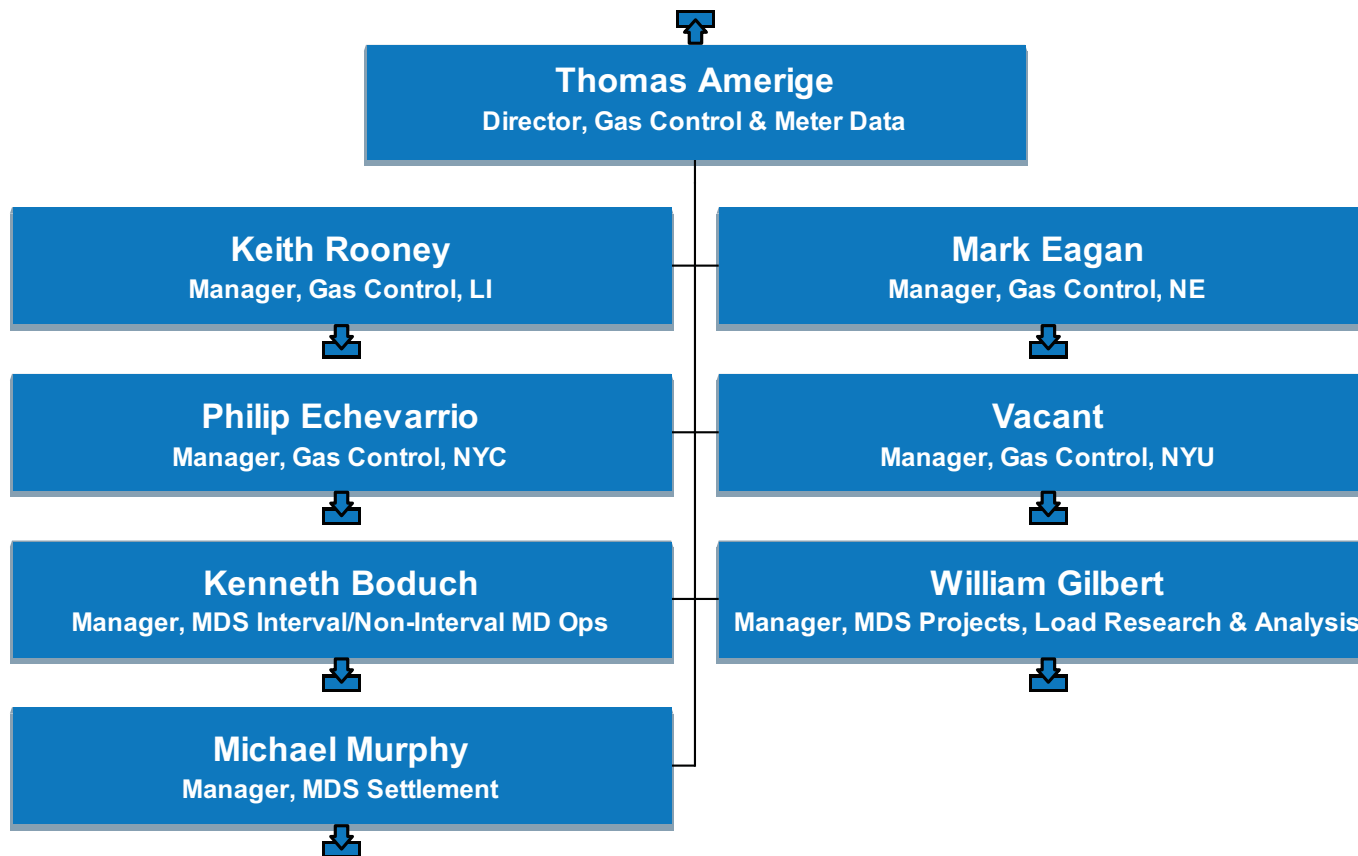
# US Operations



# US Operations

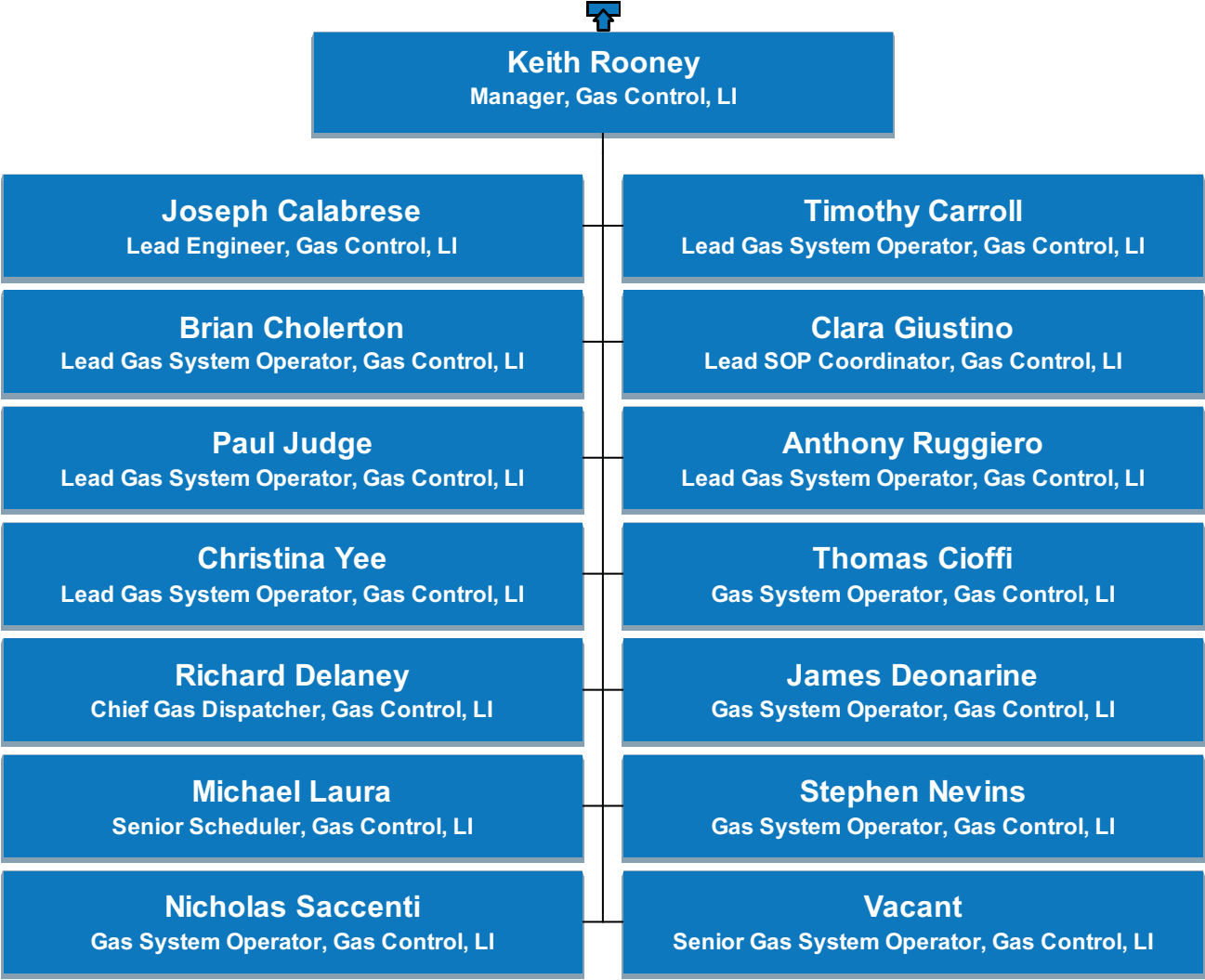


# US Operations

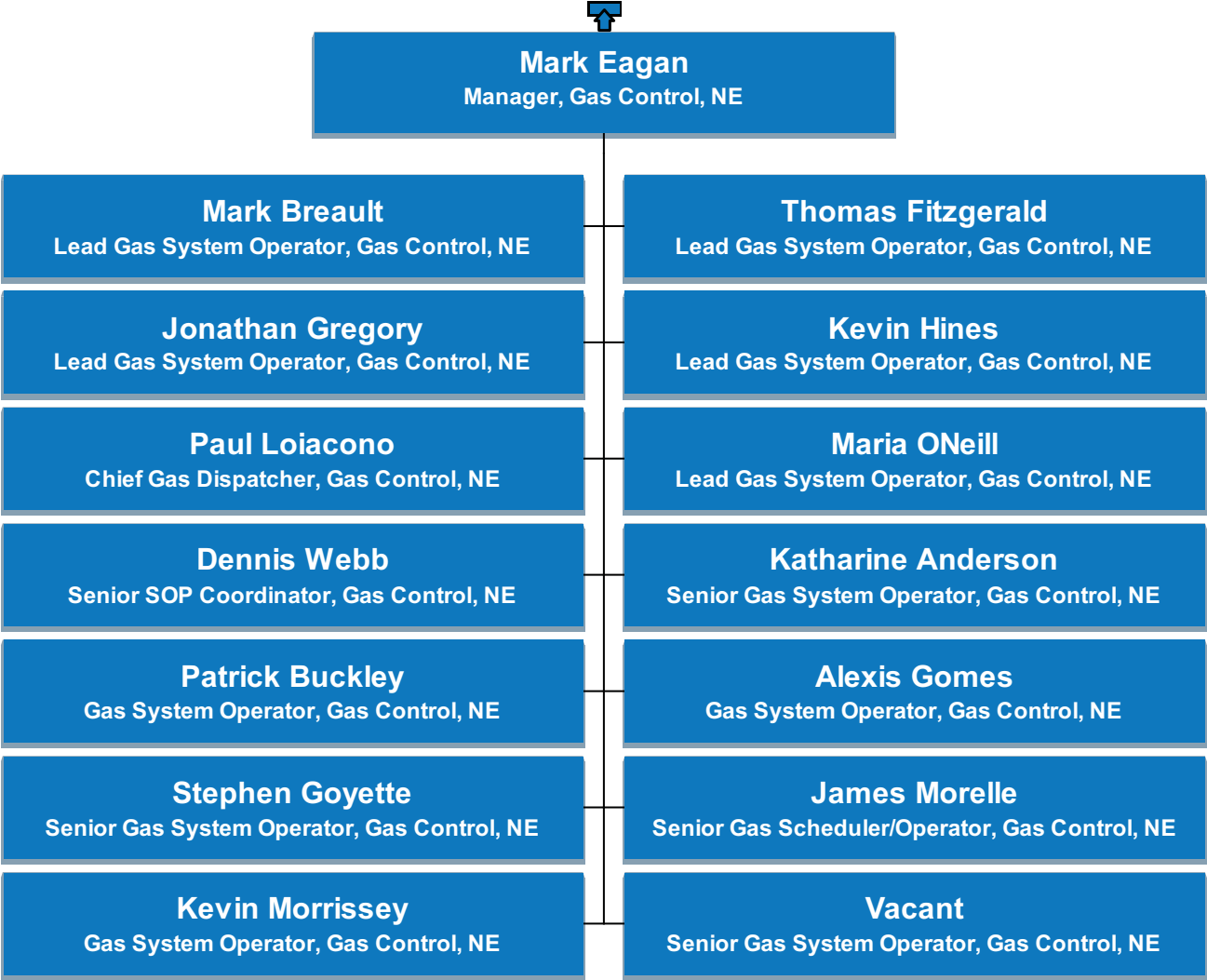




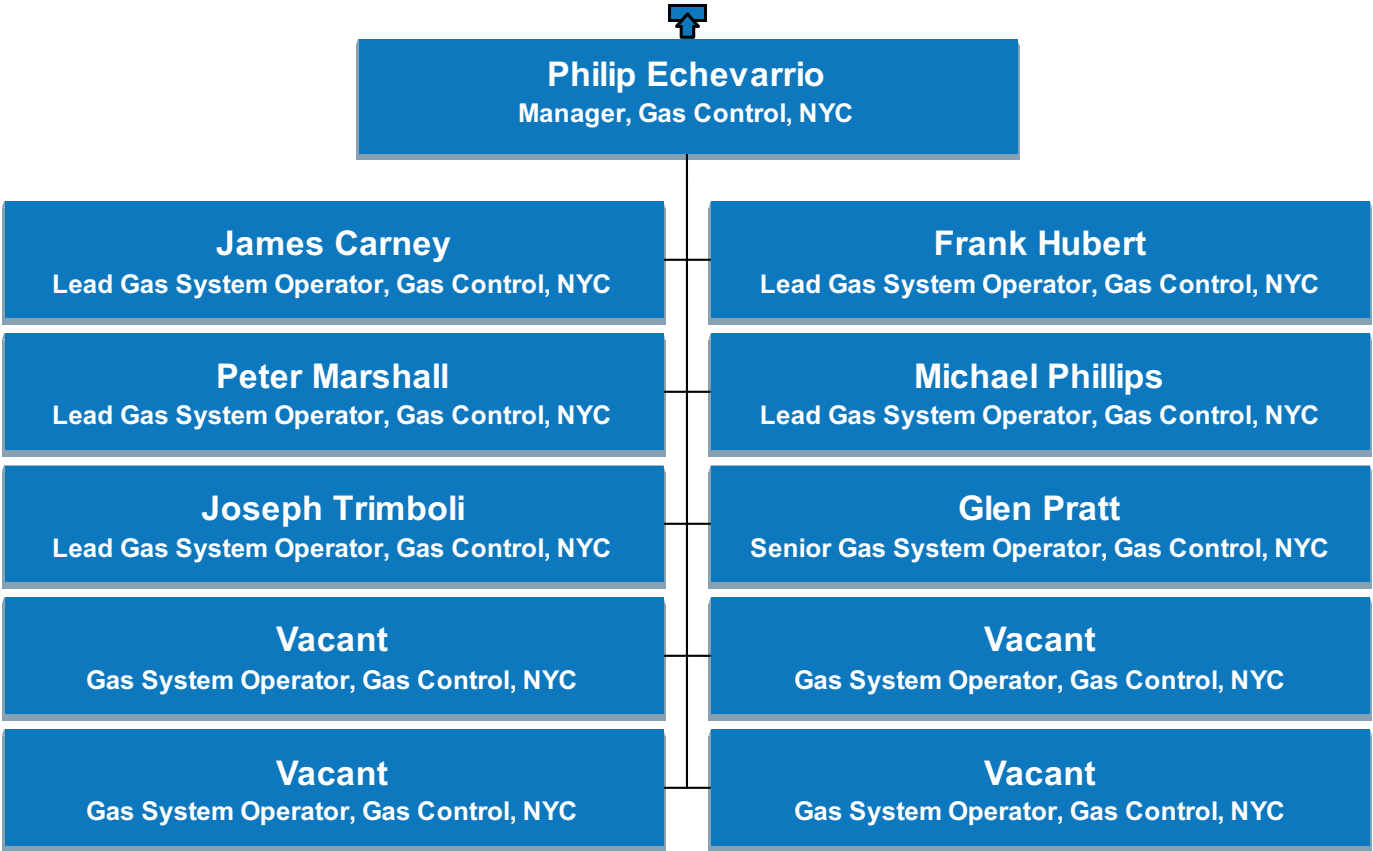
# US Operations



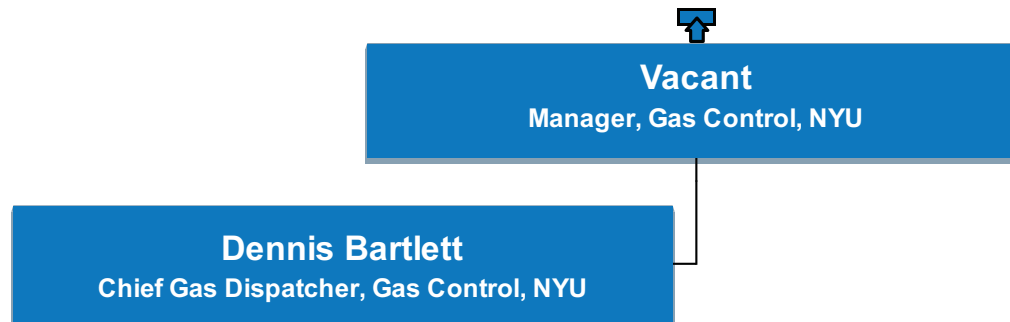
# US Operations



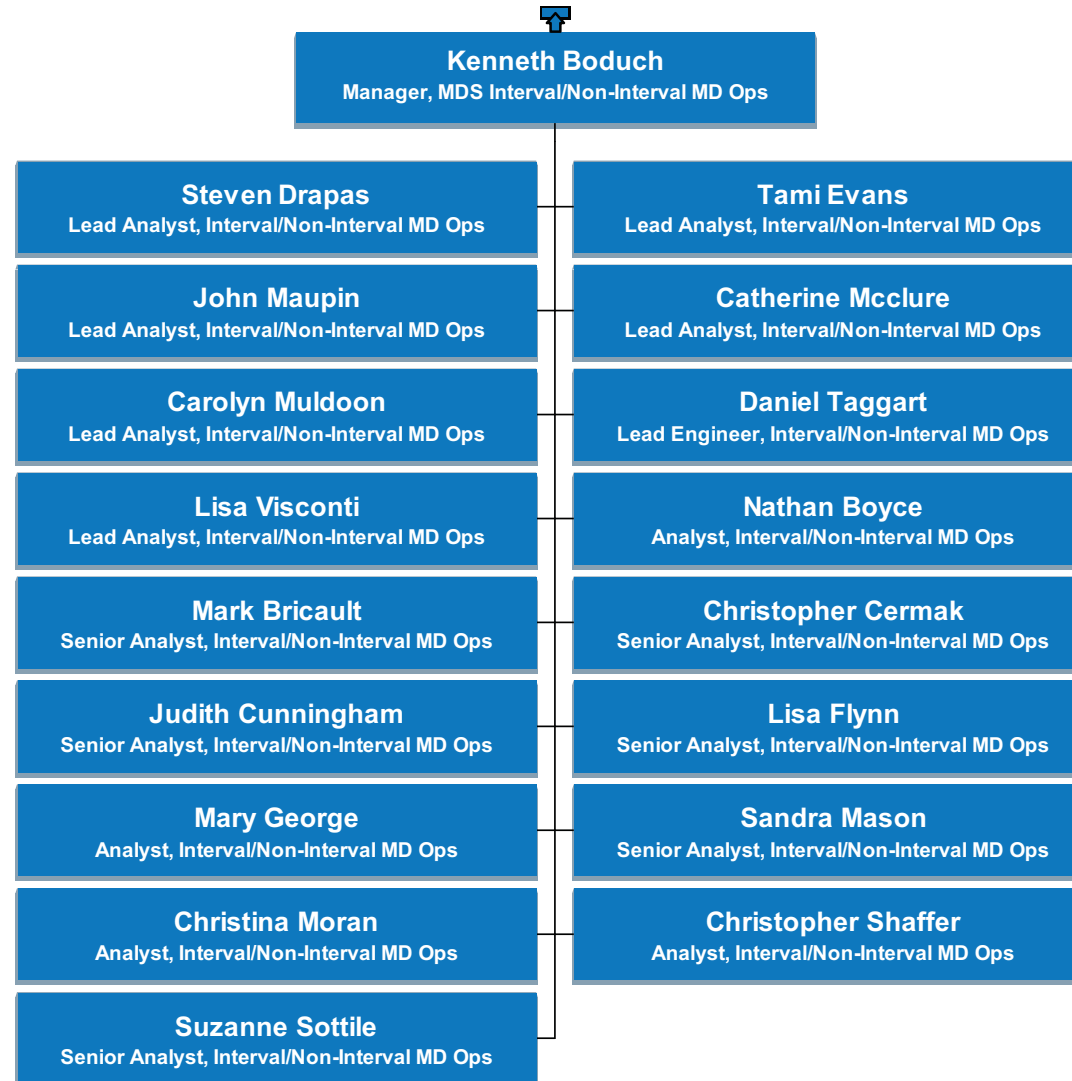
# US Operations



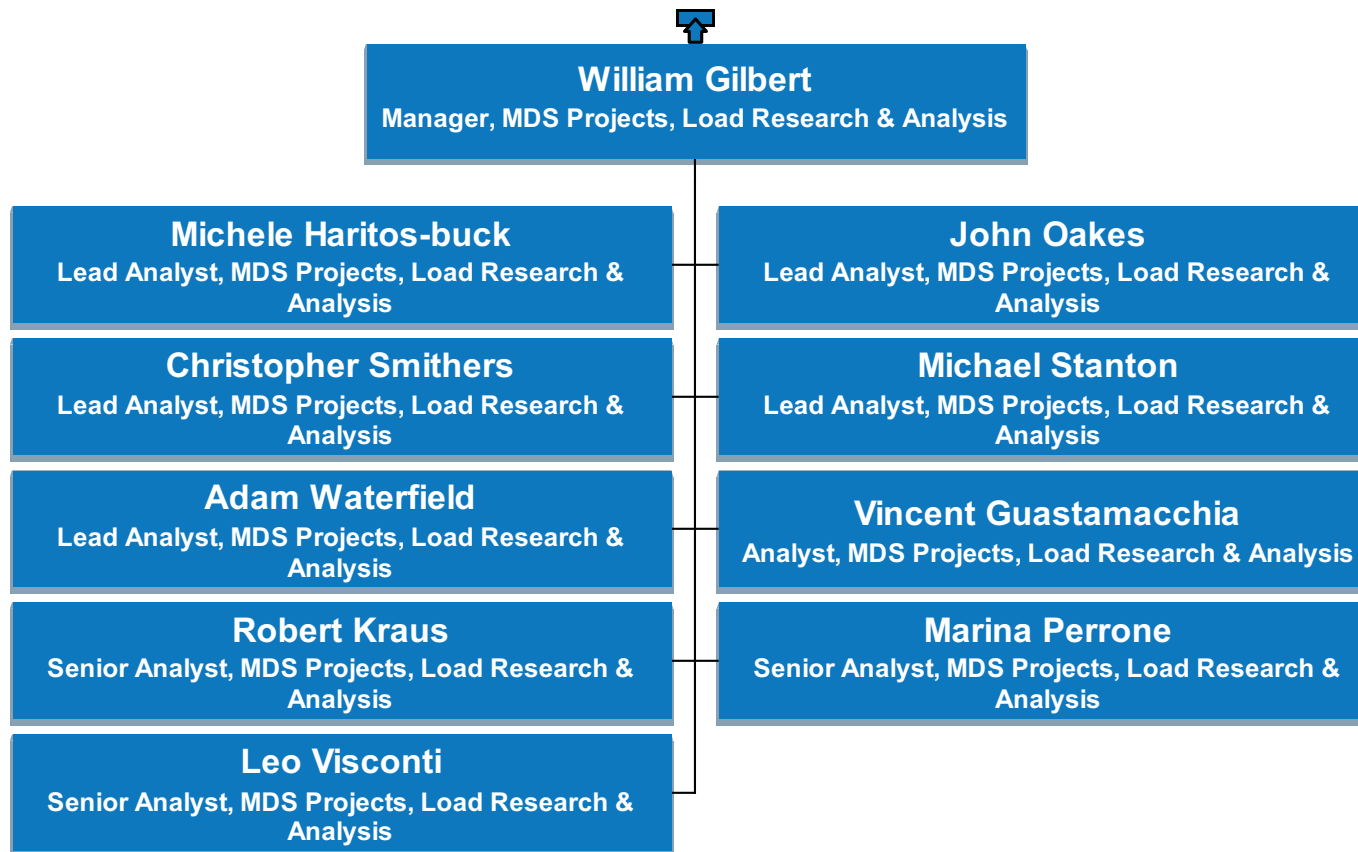
# US Operations



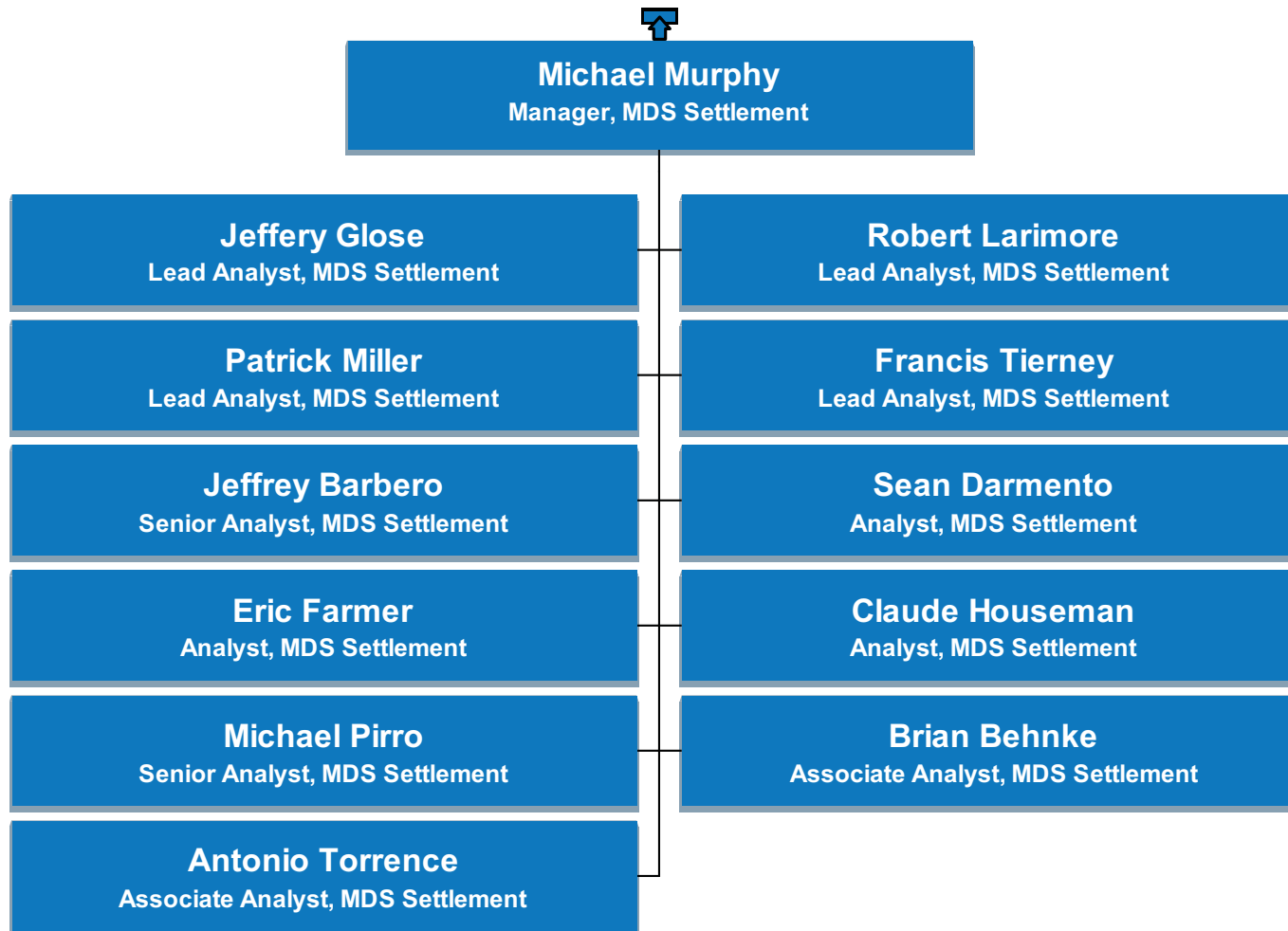
# US Operations



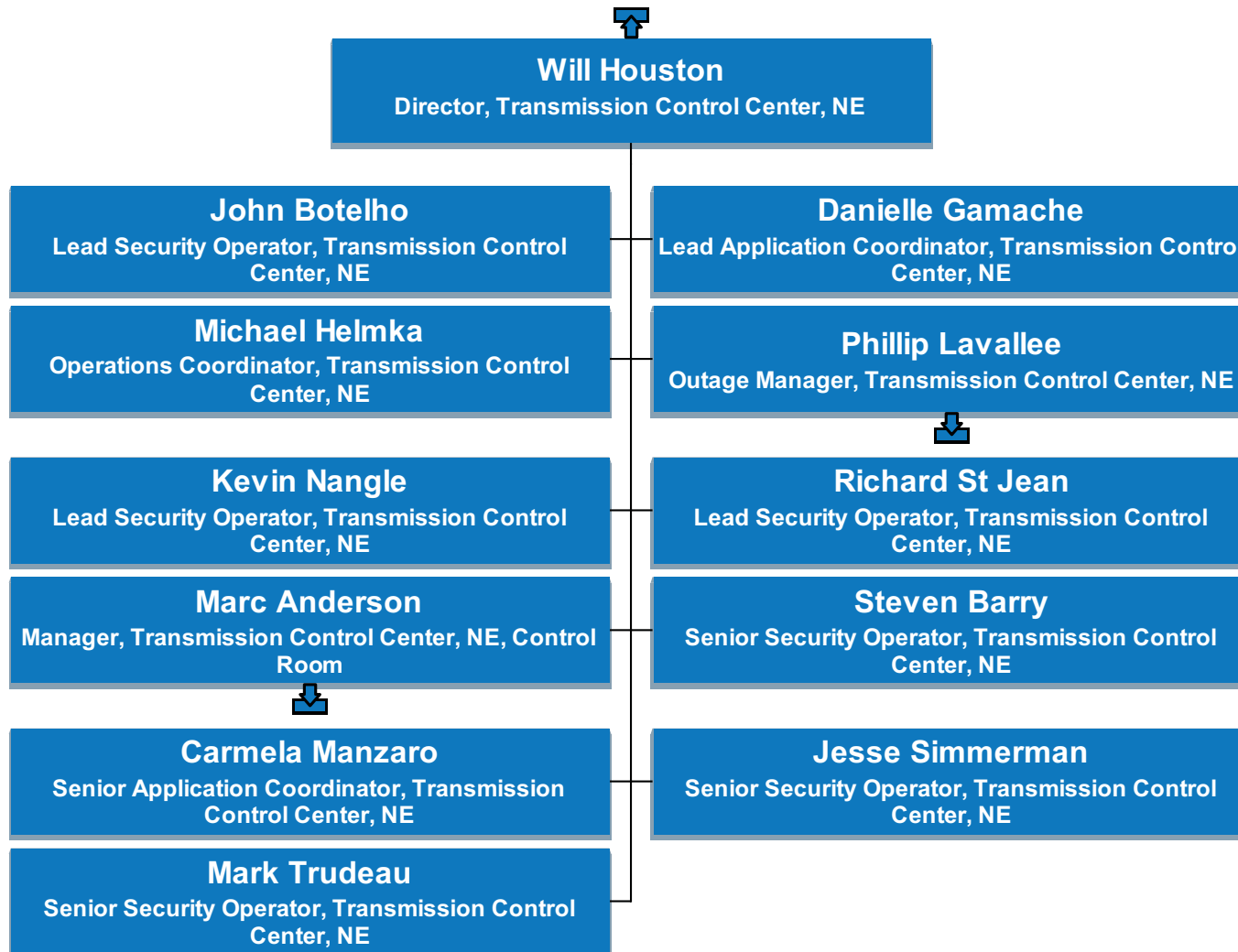
# US Operations



# US Operations

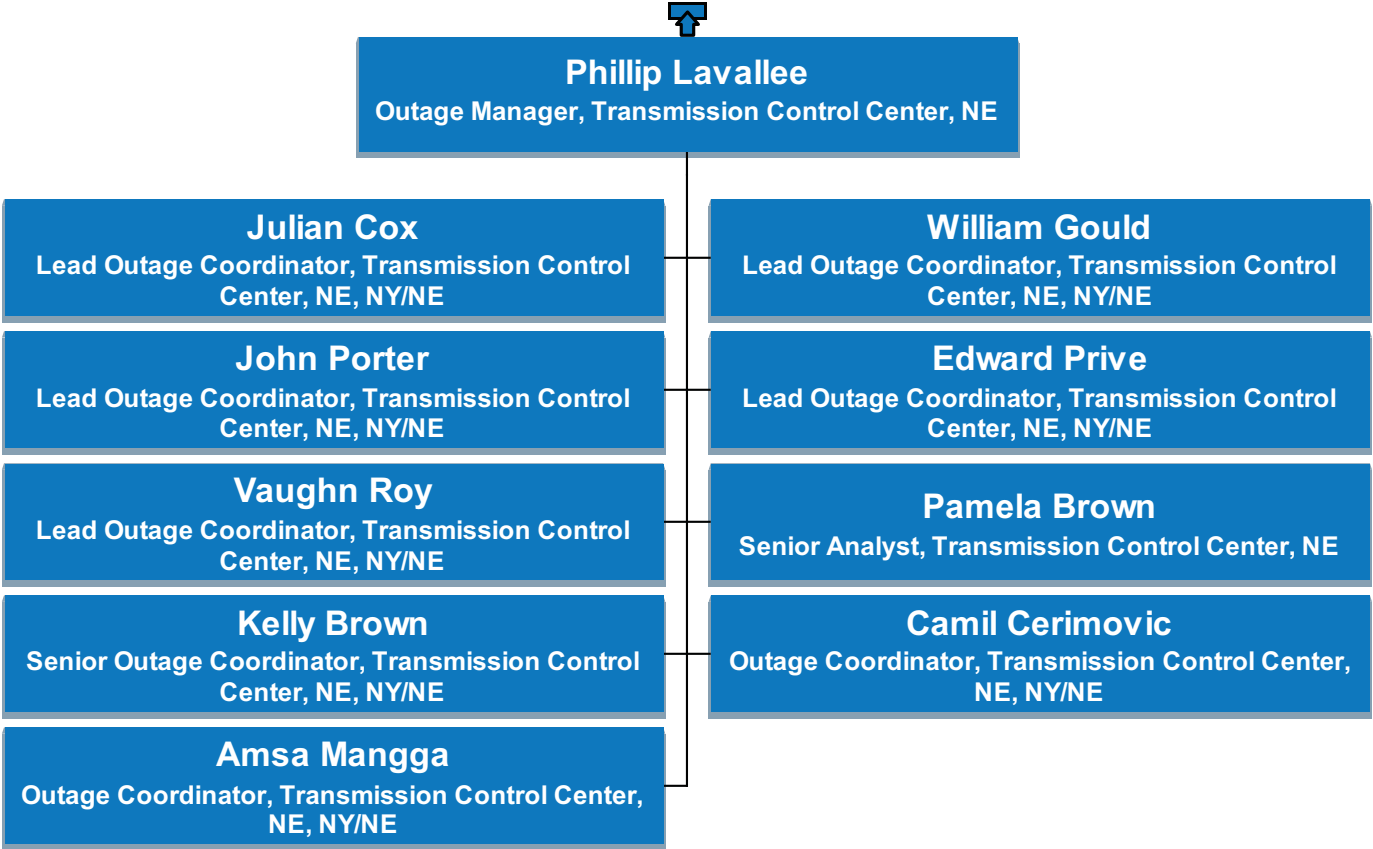


# US Operations

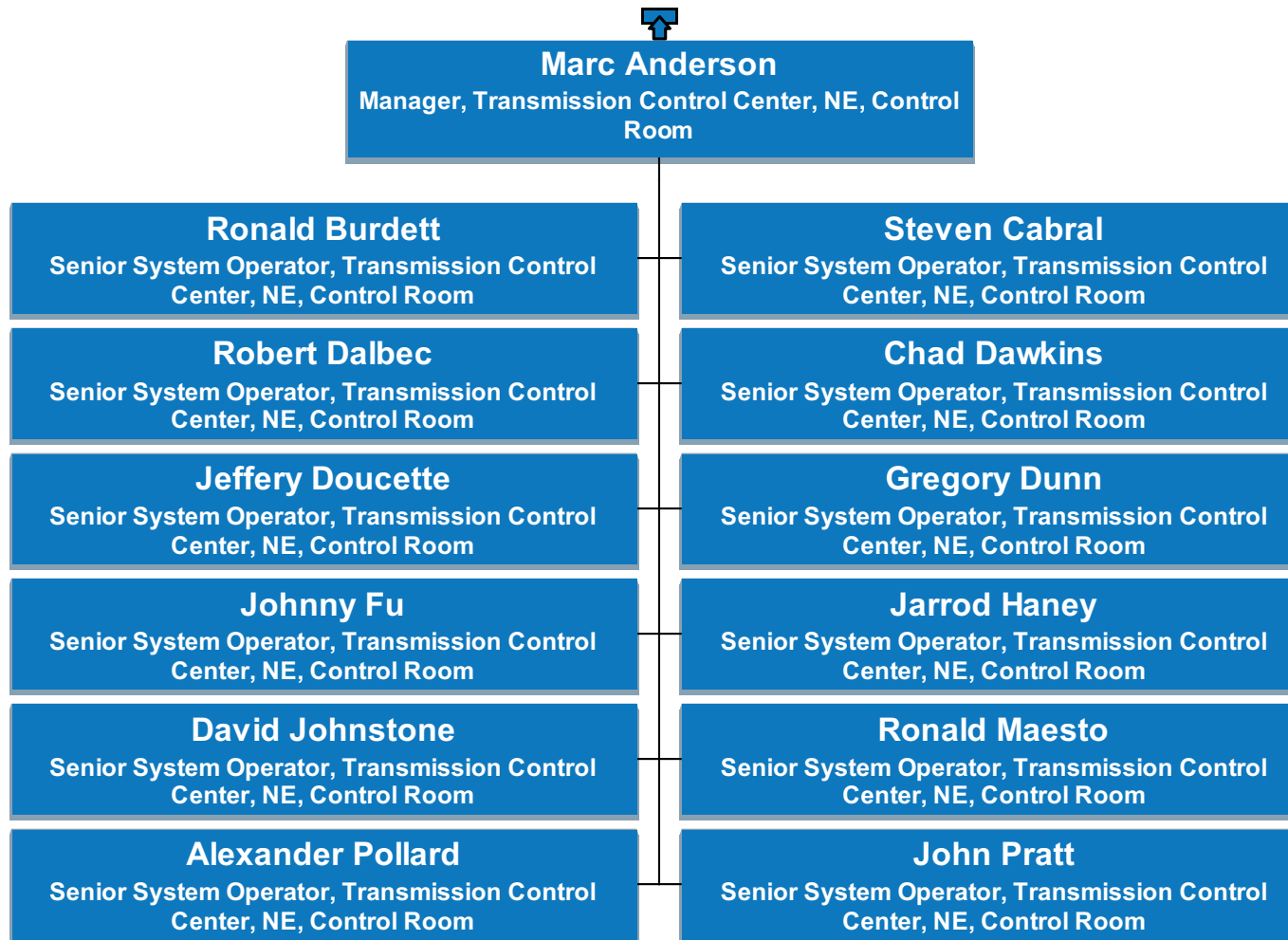




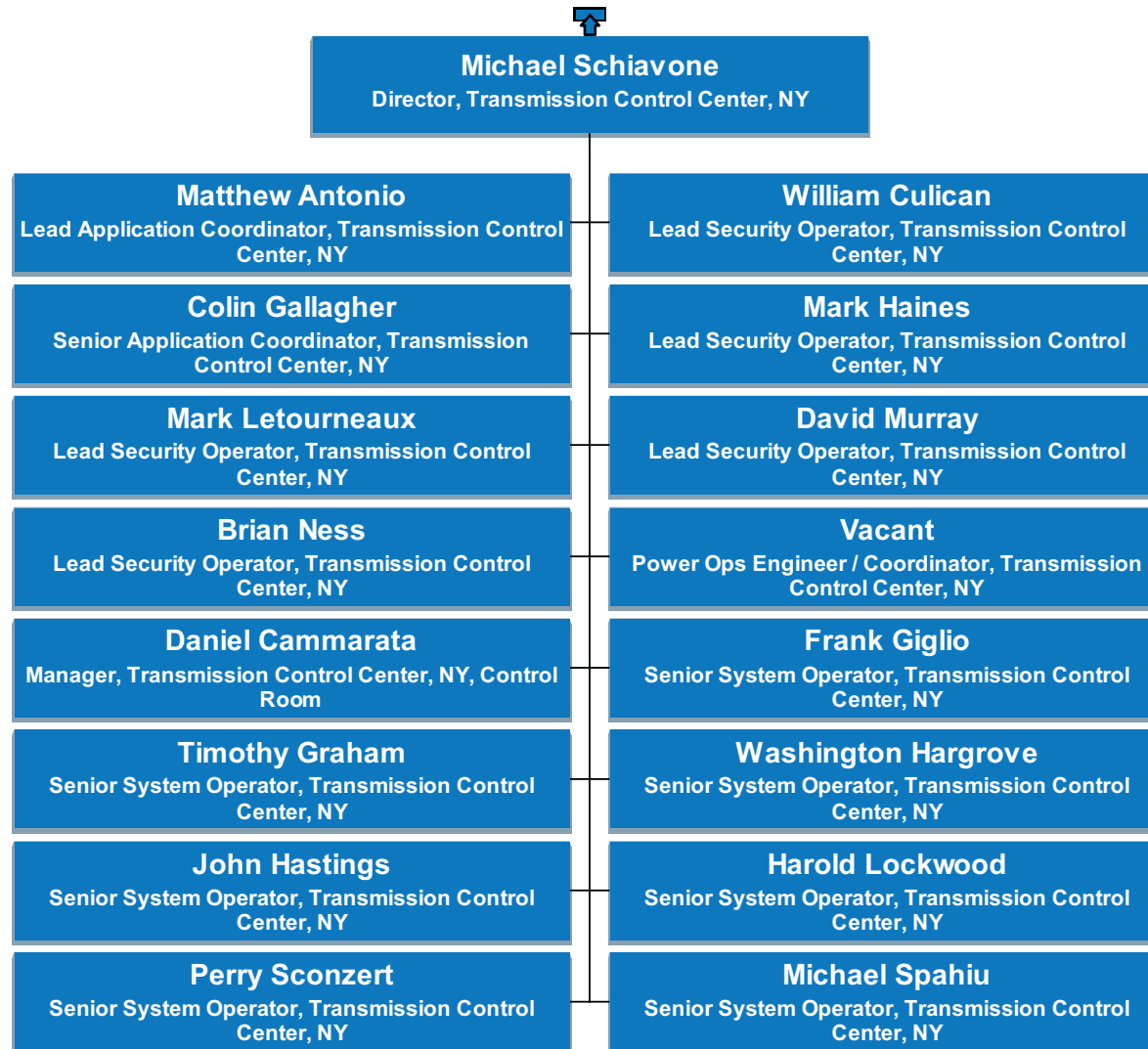
# US Operations



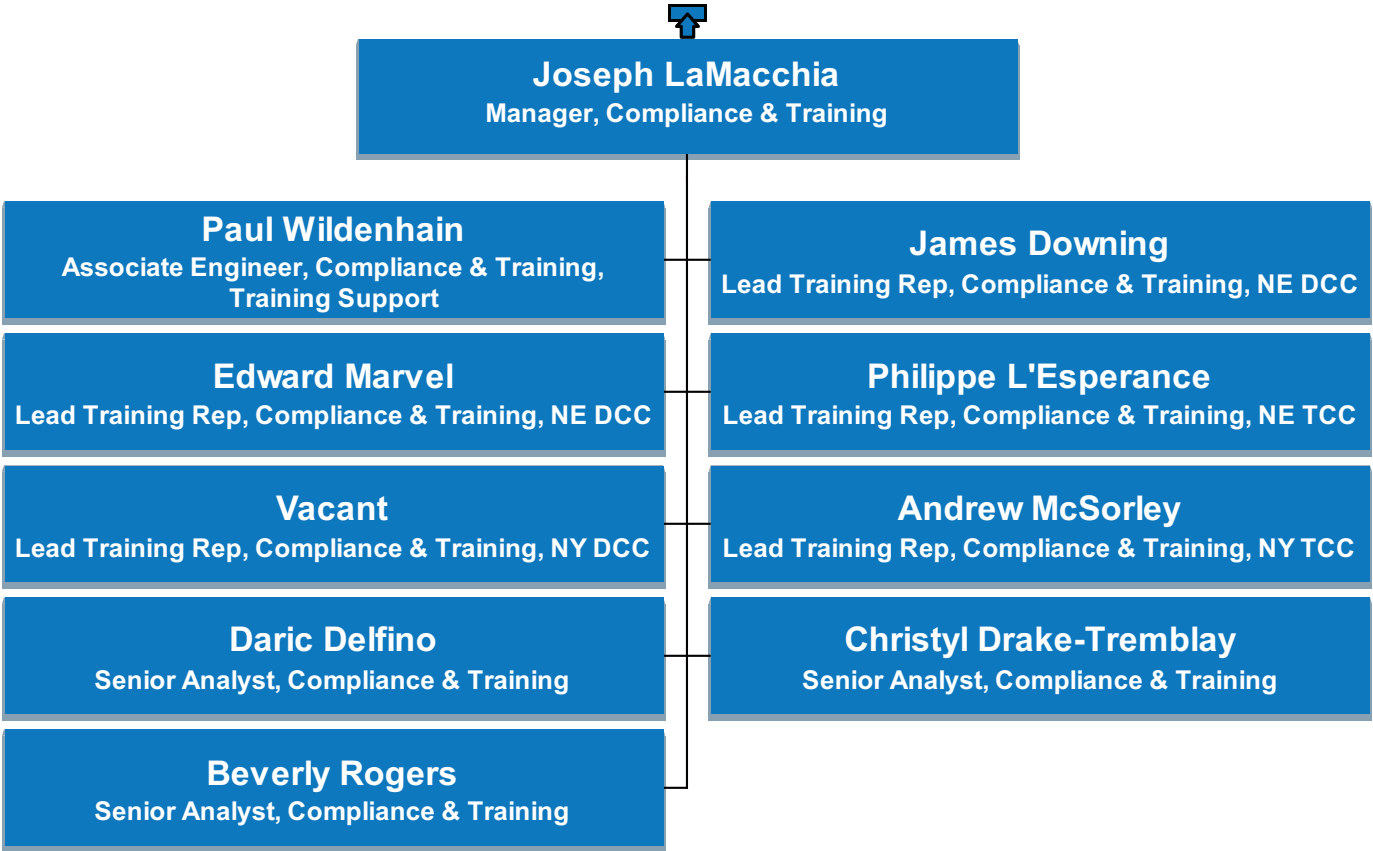
# US Operations



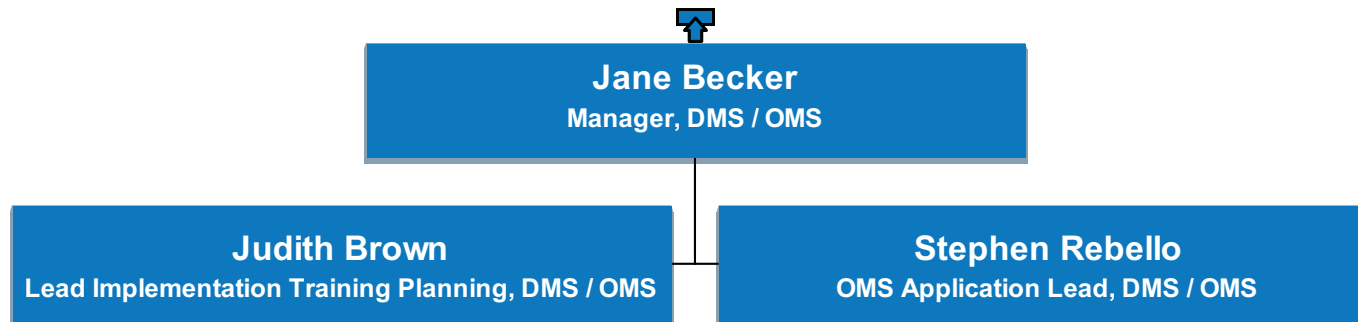
# US Operations



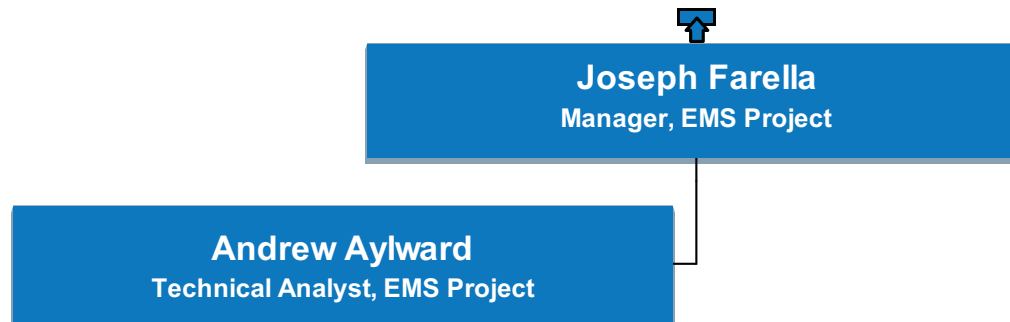
# US Operations



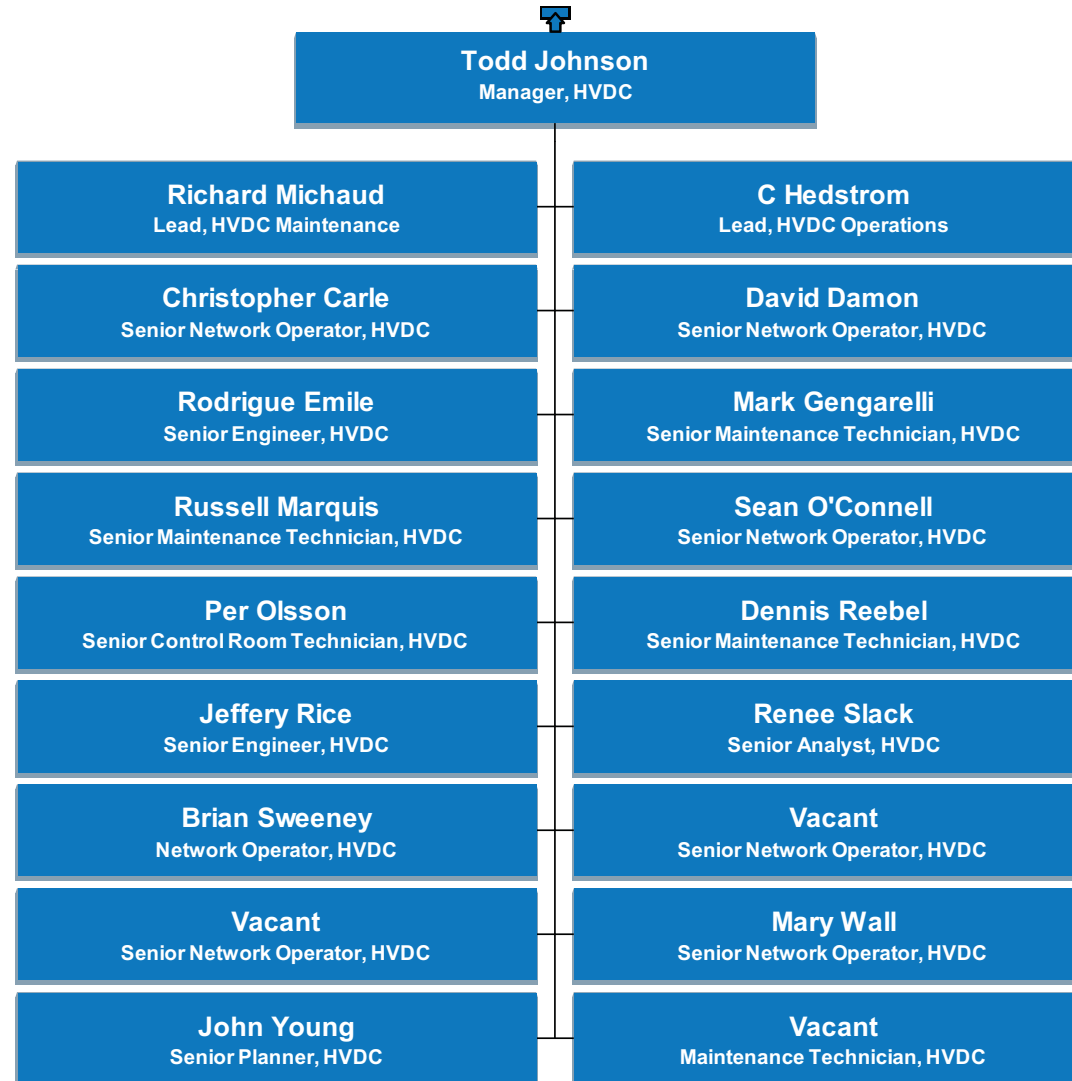
# US Operations



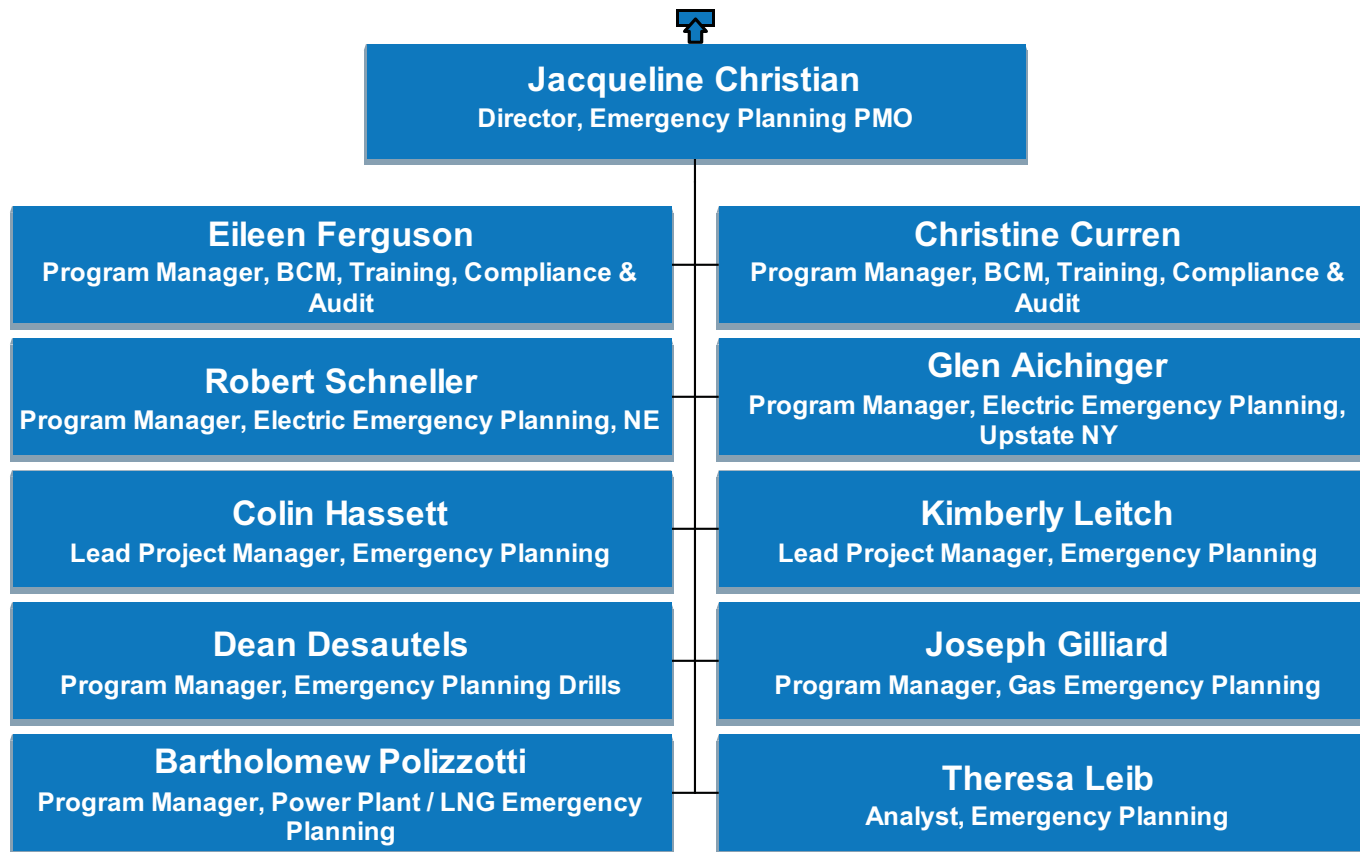
# US Operations



# US Operations

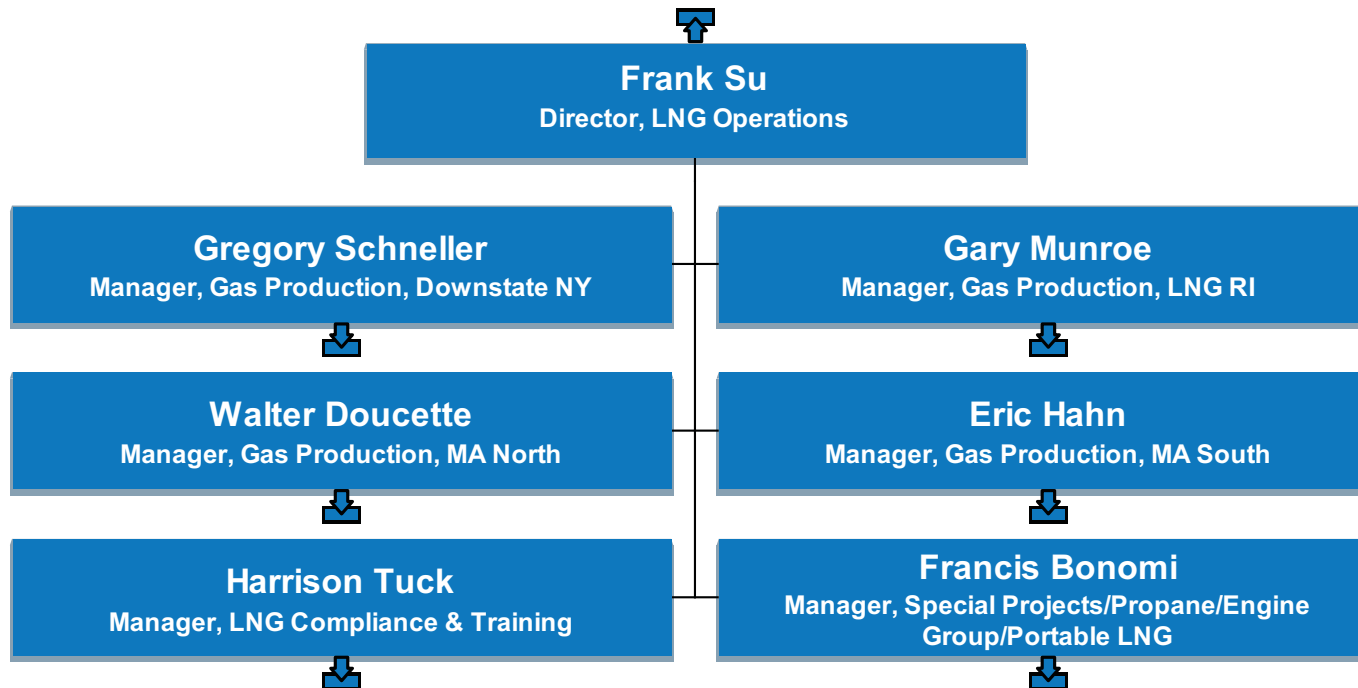


# US Operations

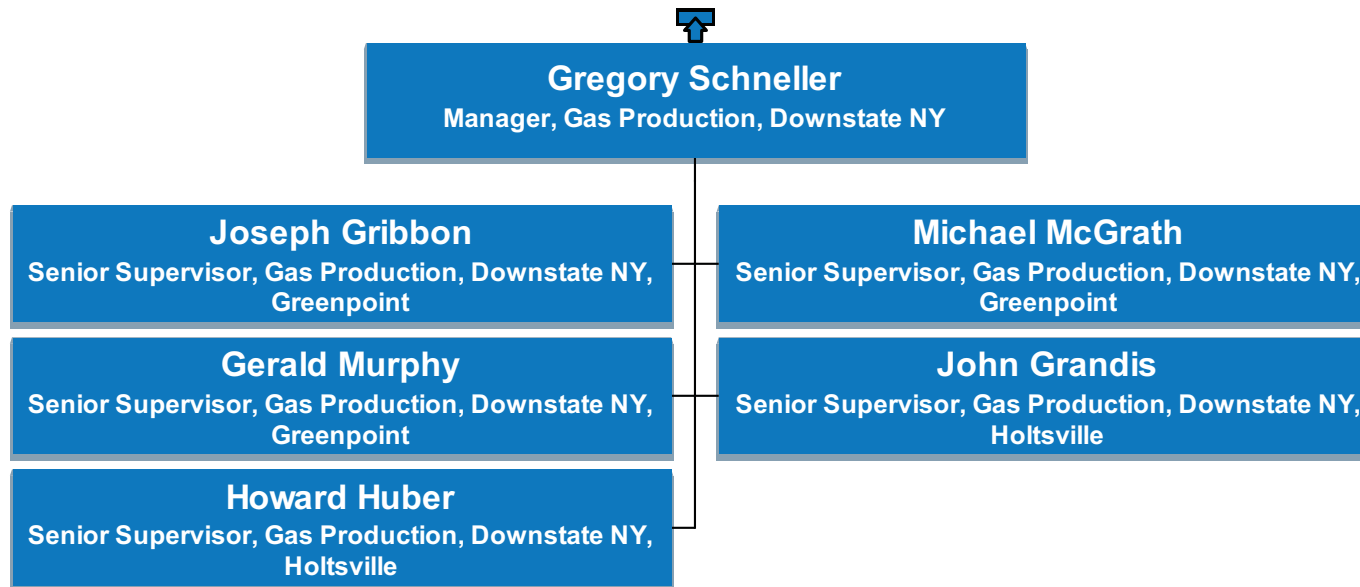




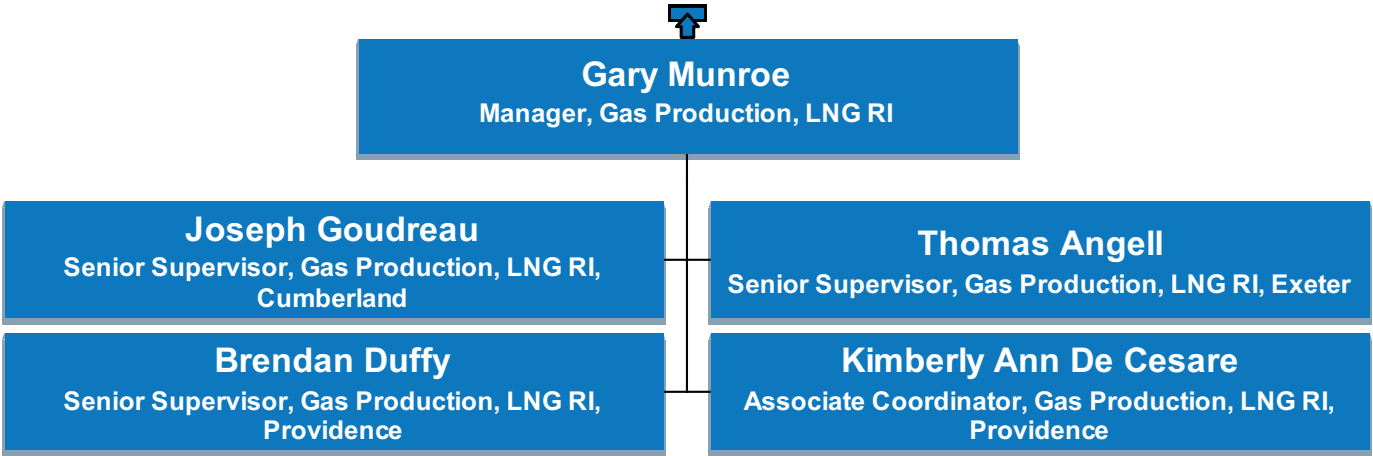
# US Operations



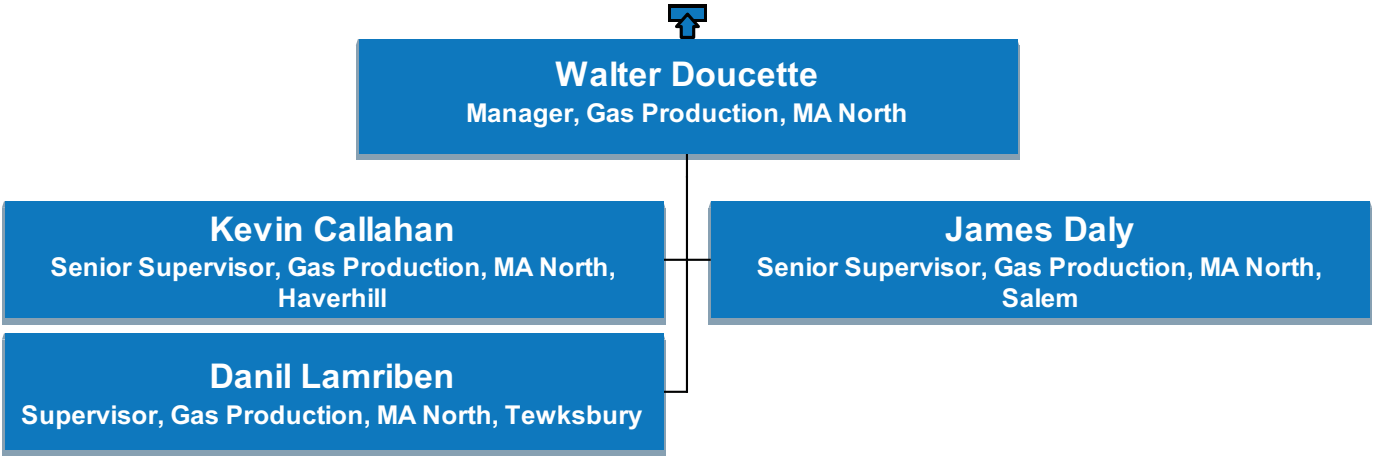
# US Operations



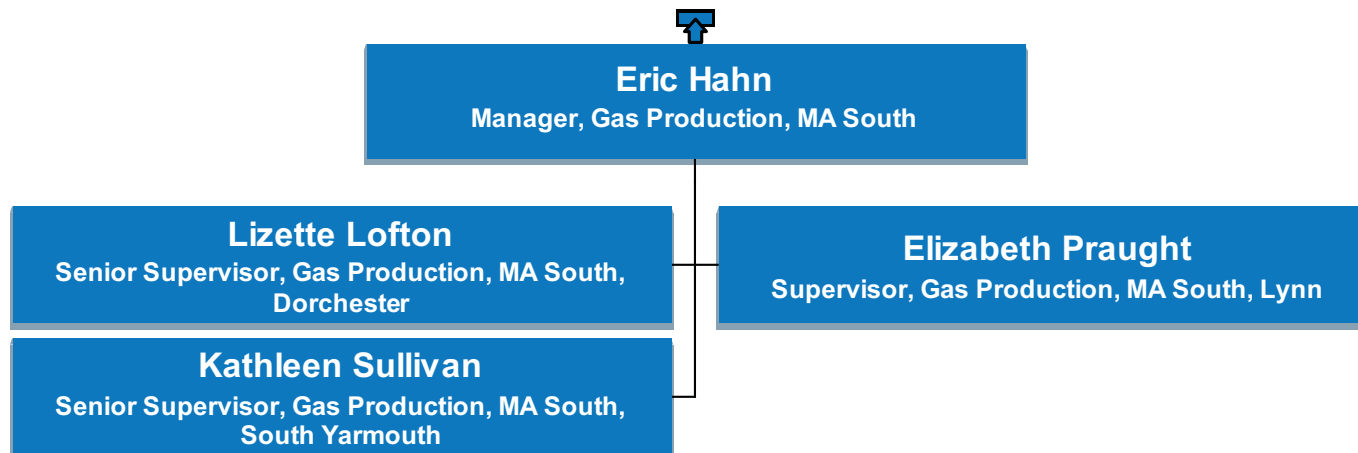
# US Operations



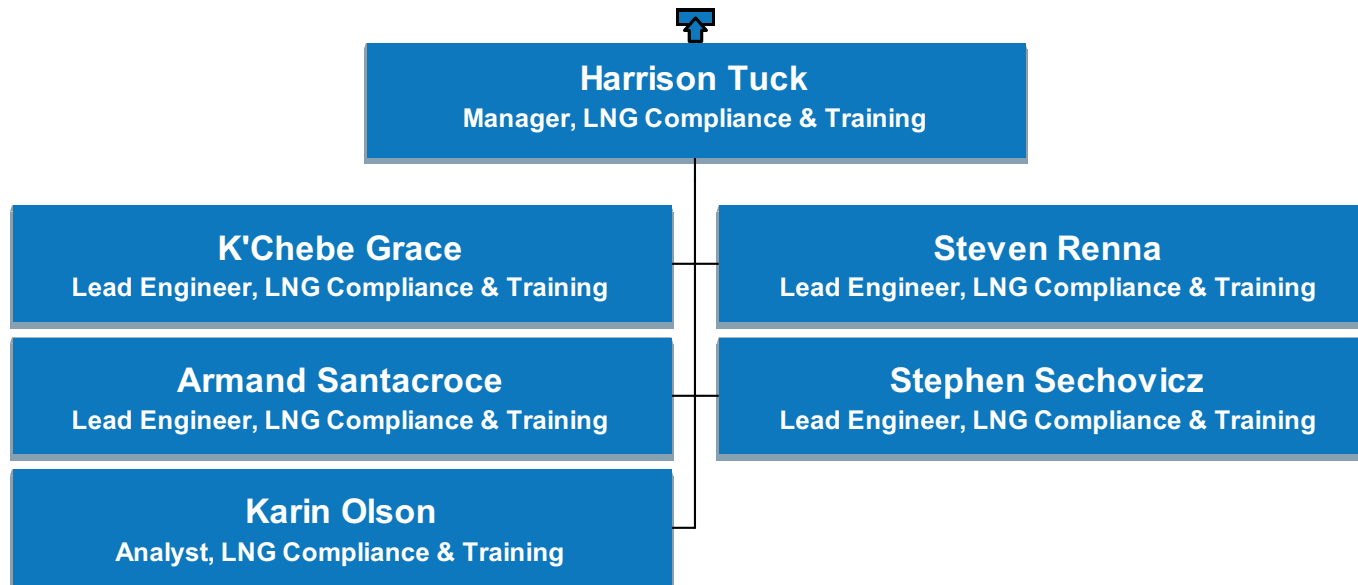
# US Operations



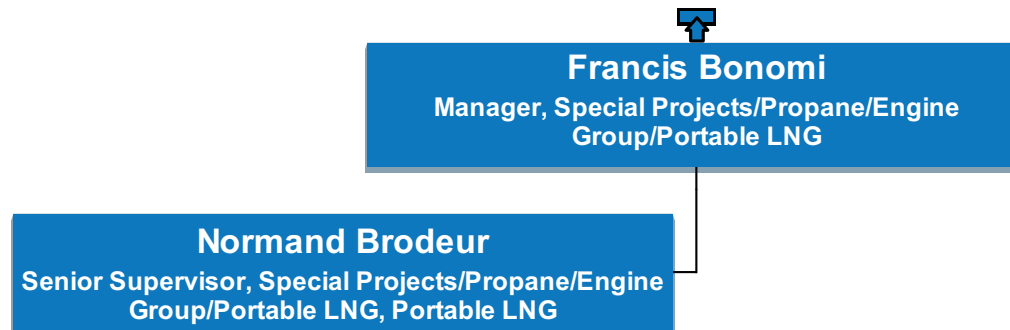
# US Operations



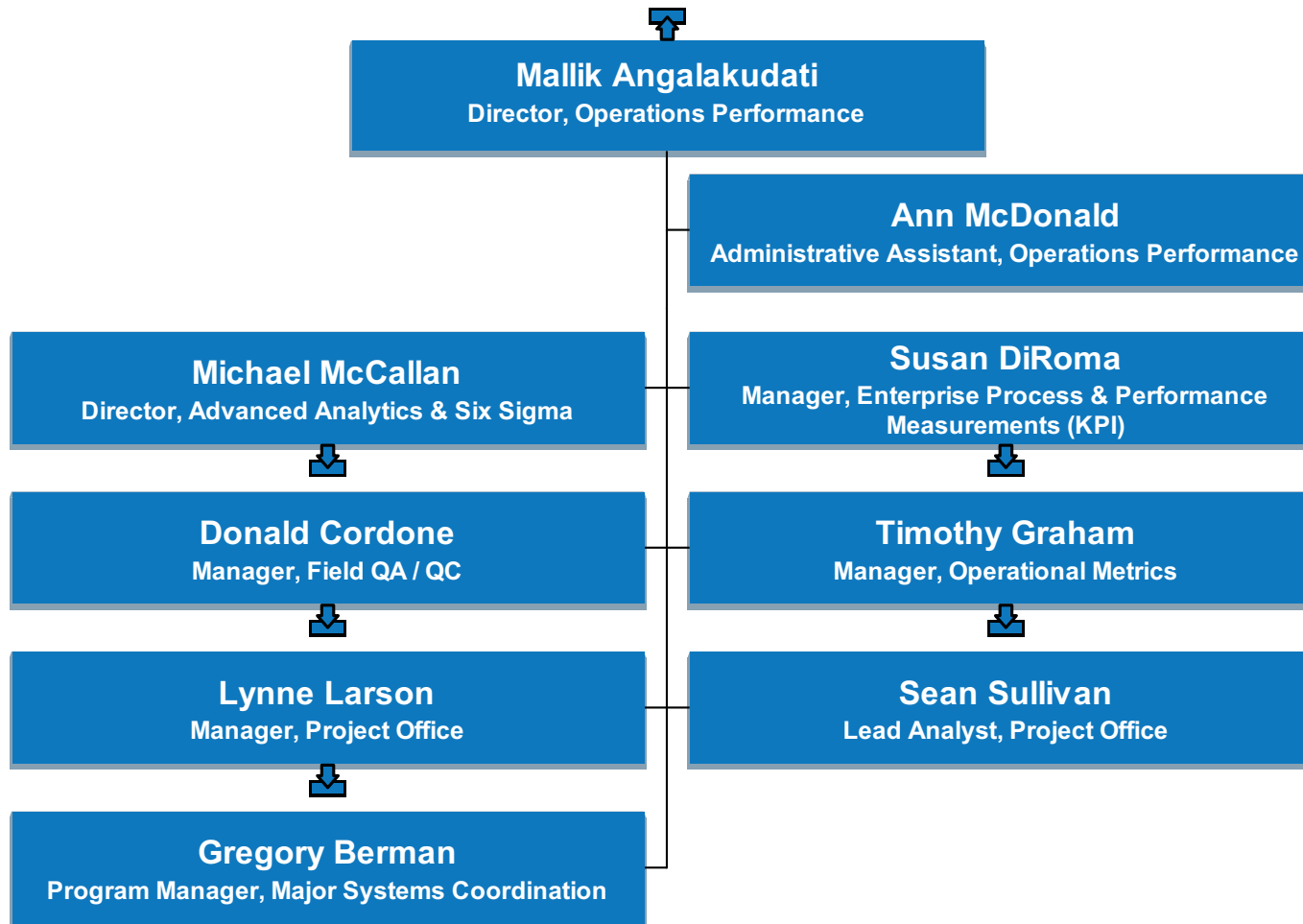
# US Operations



# US Operations

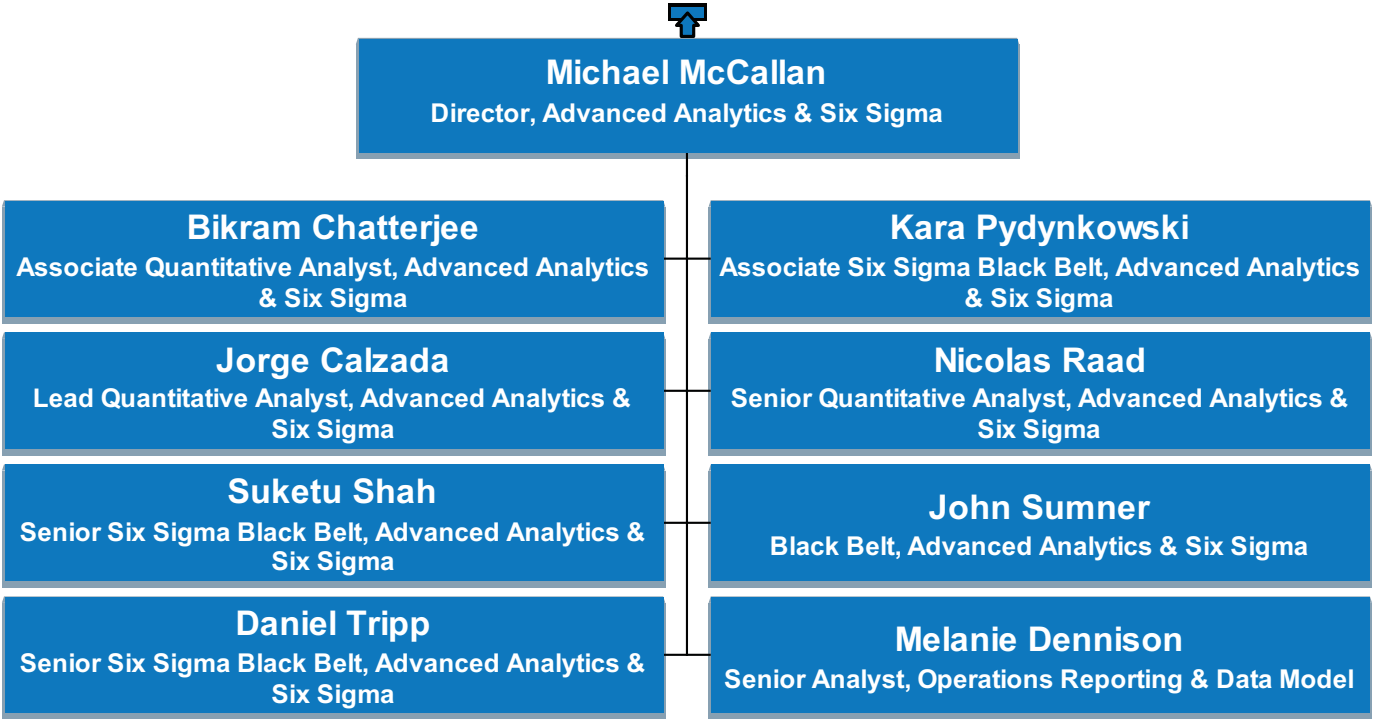


# US Operations

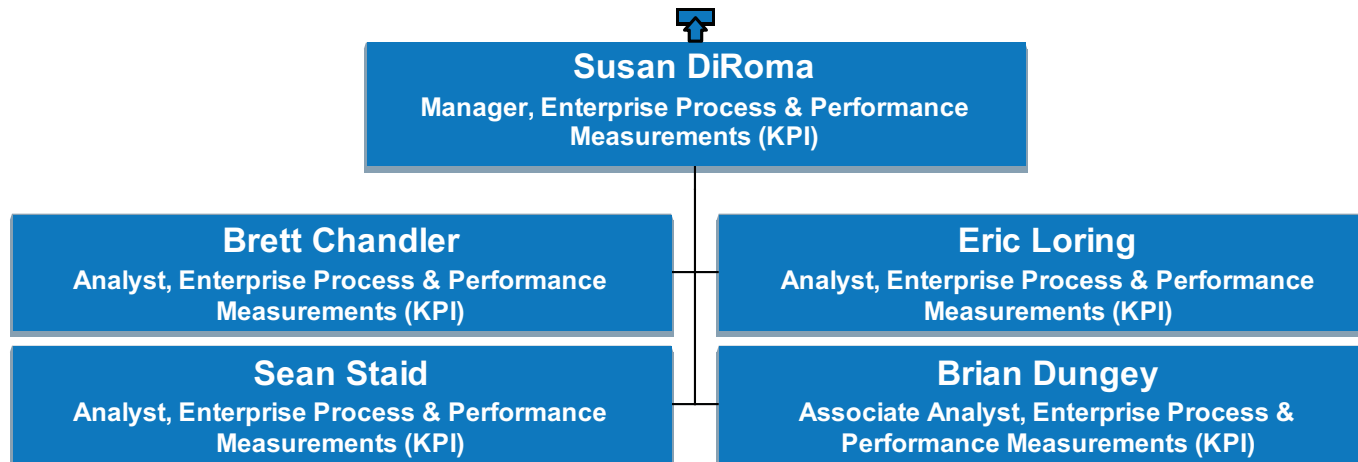




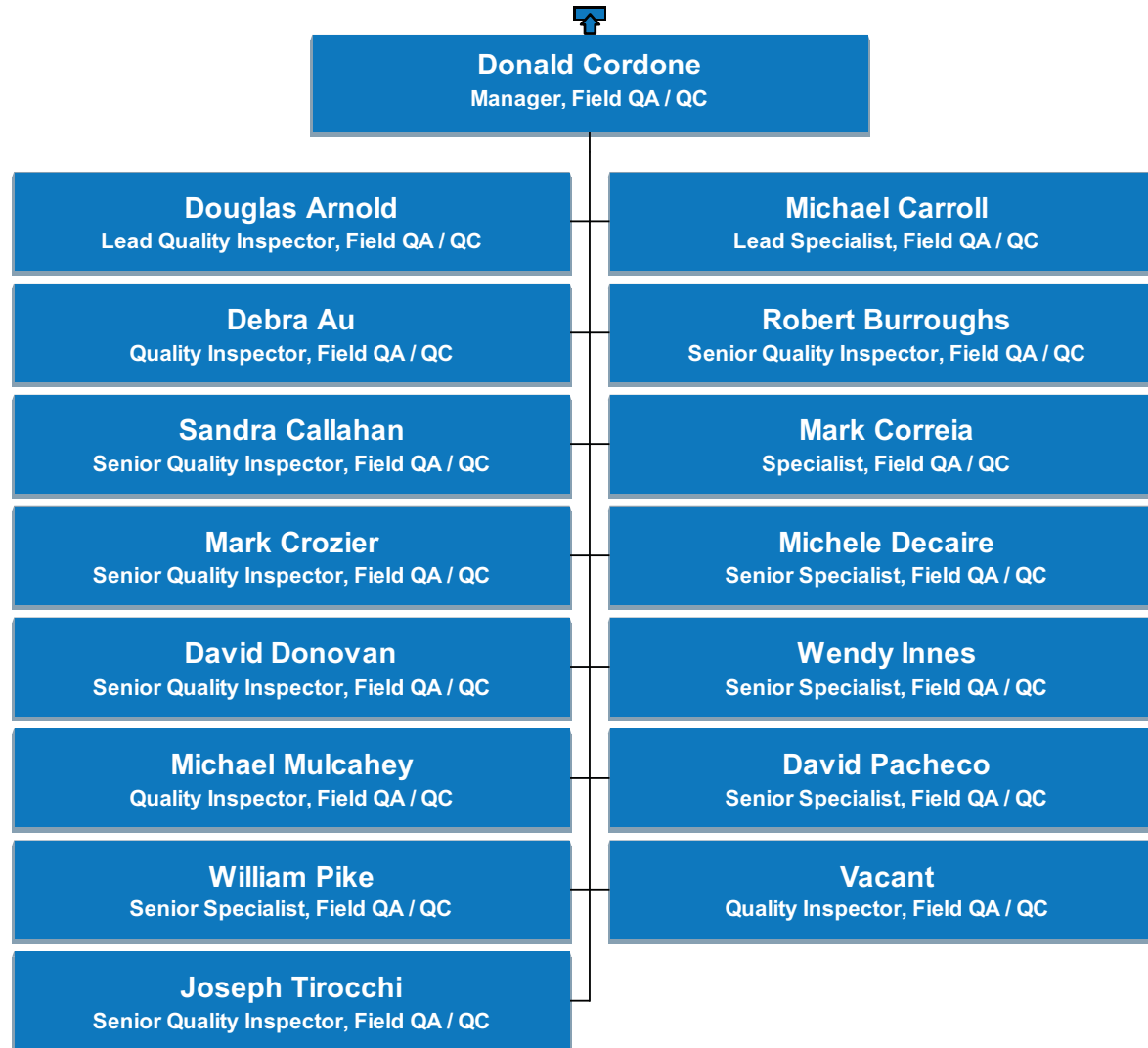
# US Operations



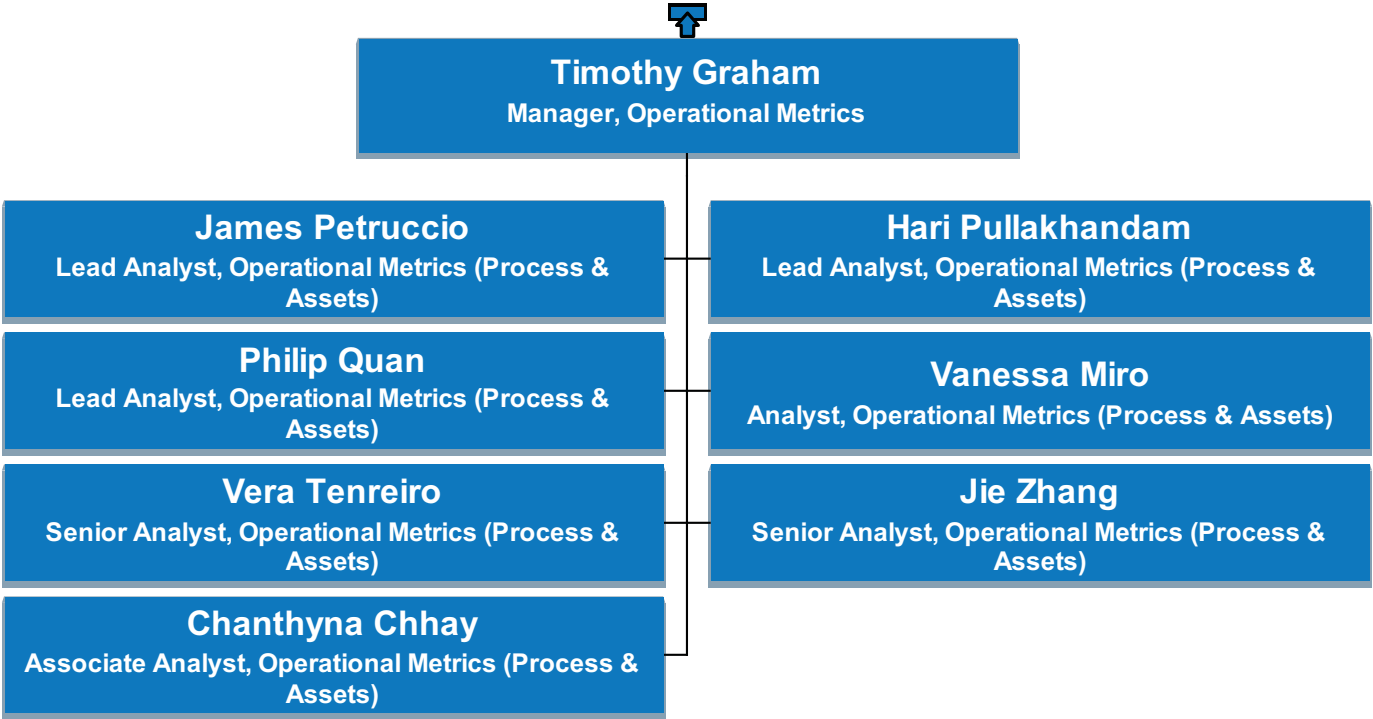
# US Operations



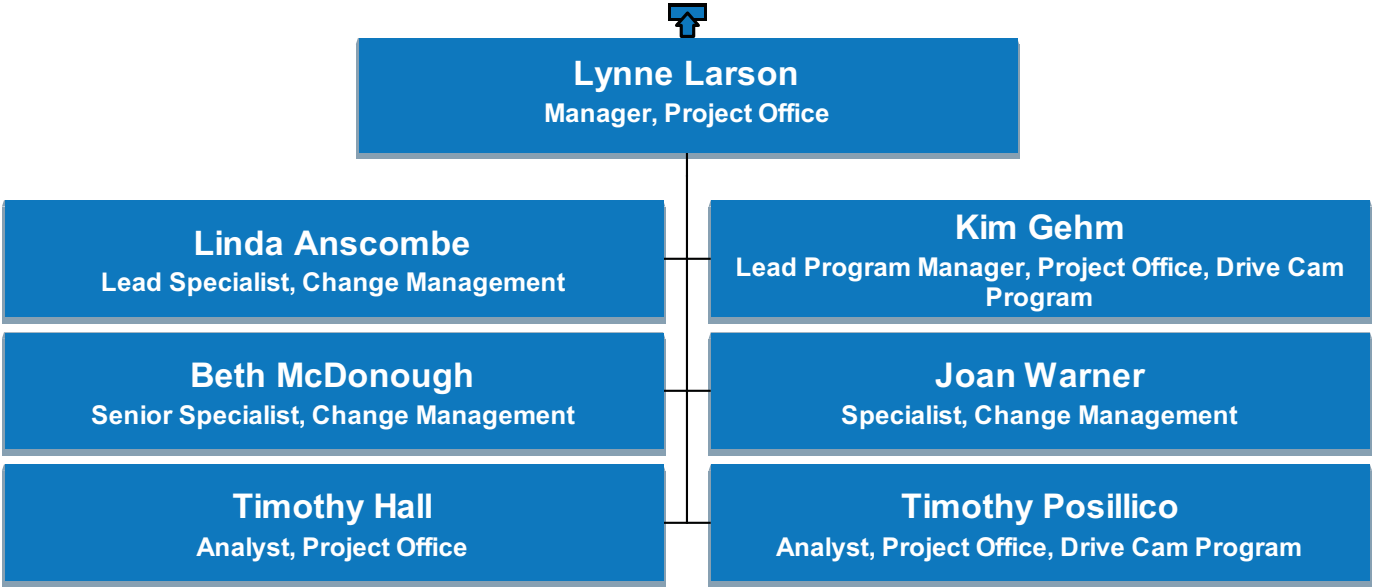
# US Operations



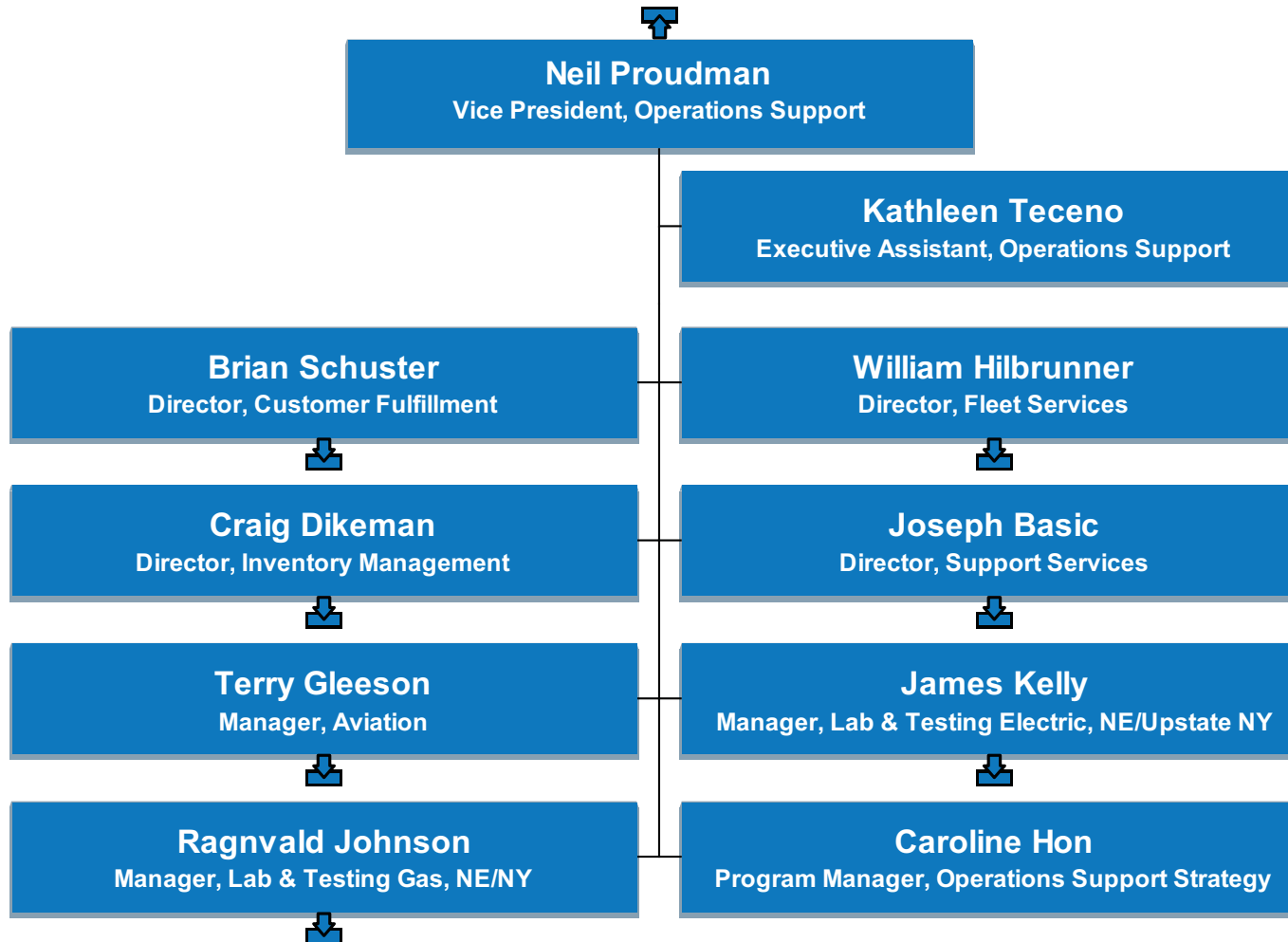
# US Operations



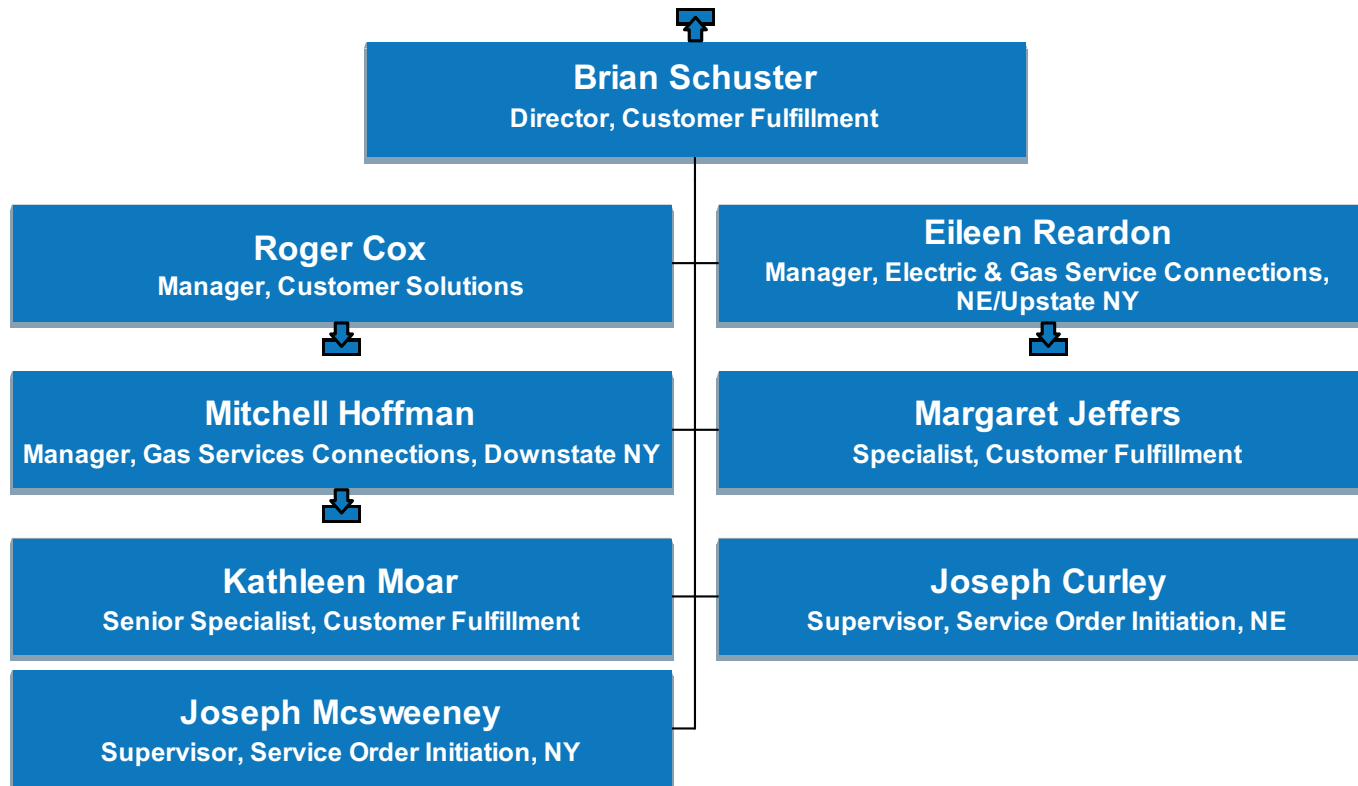
# US Operations

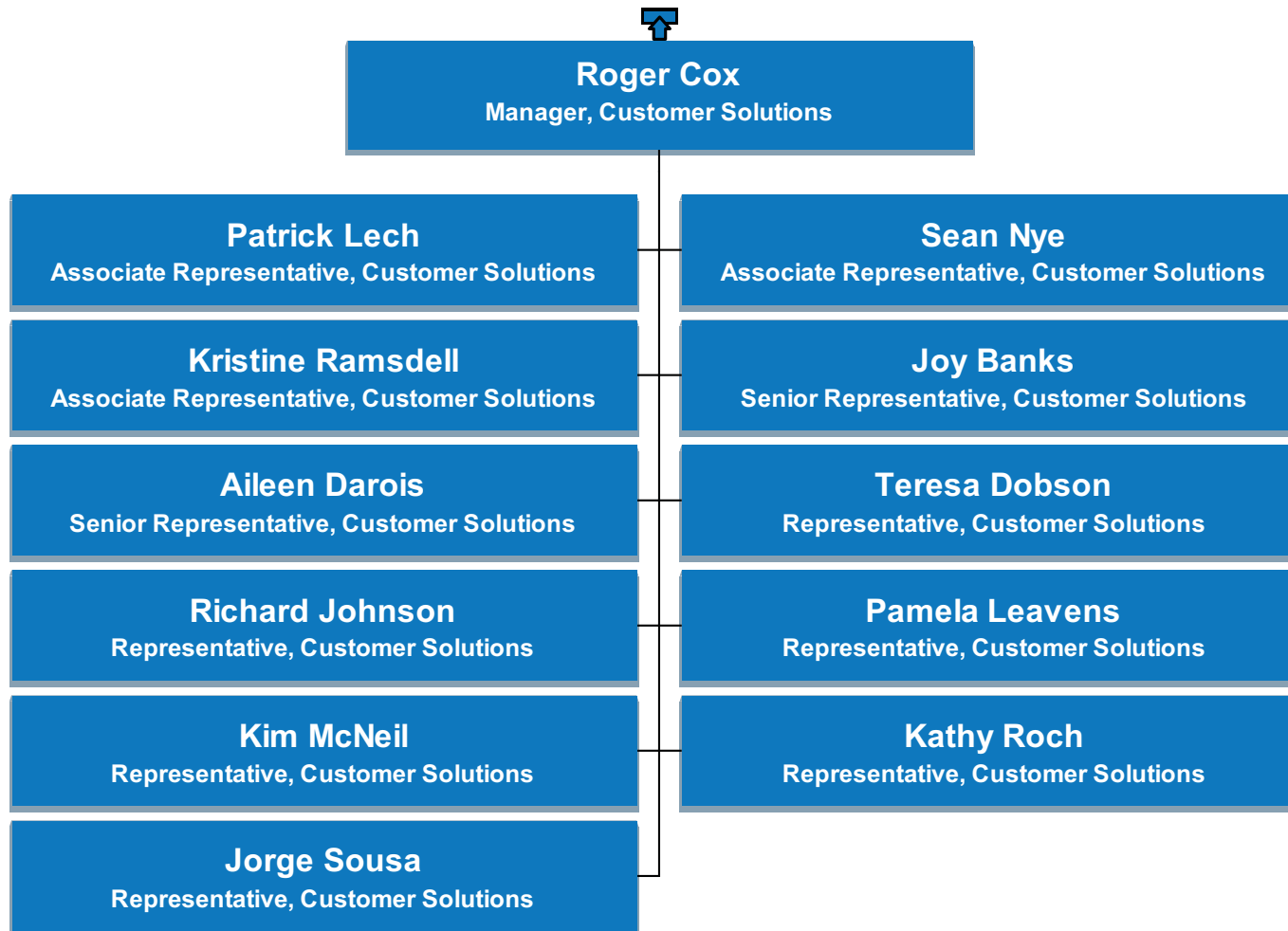


# US Operations



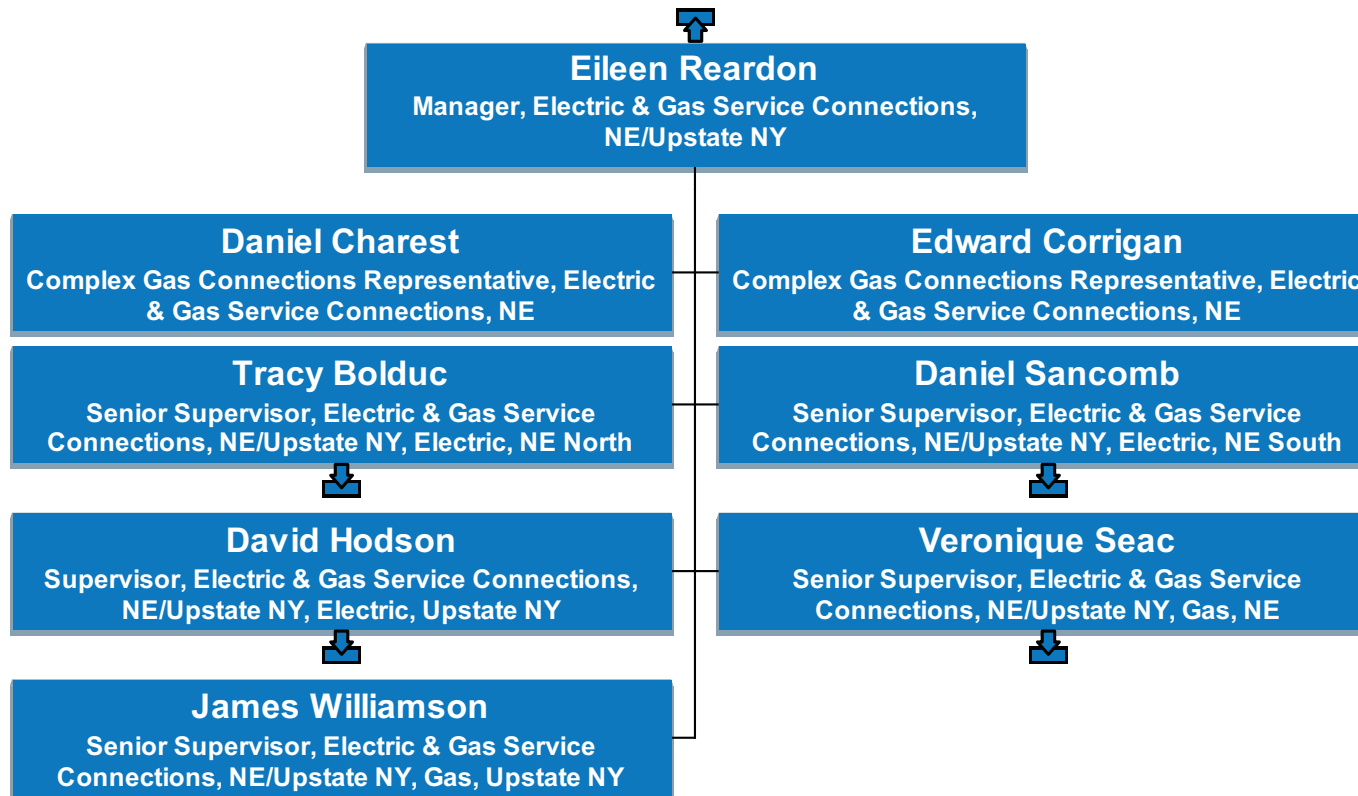
# US Operations



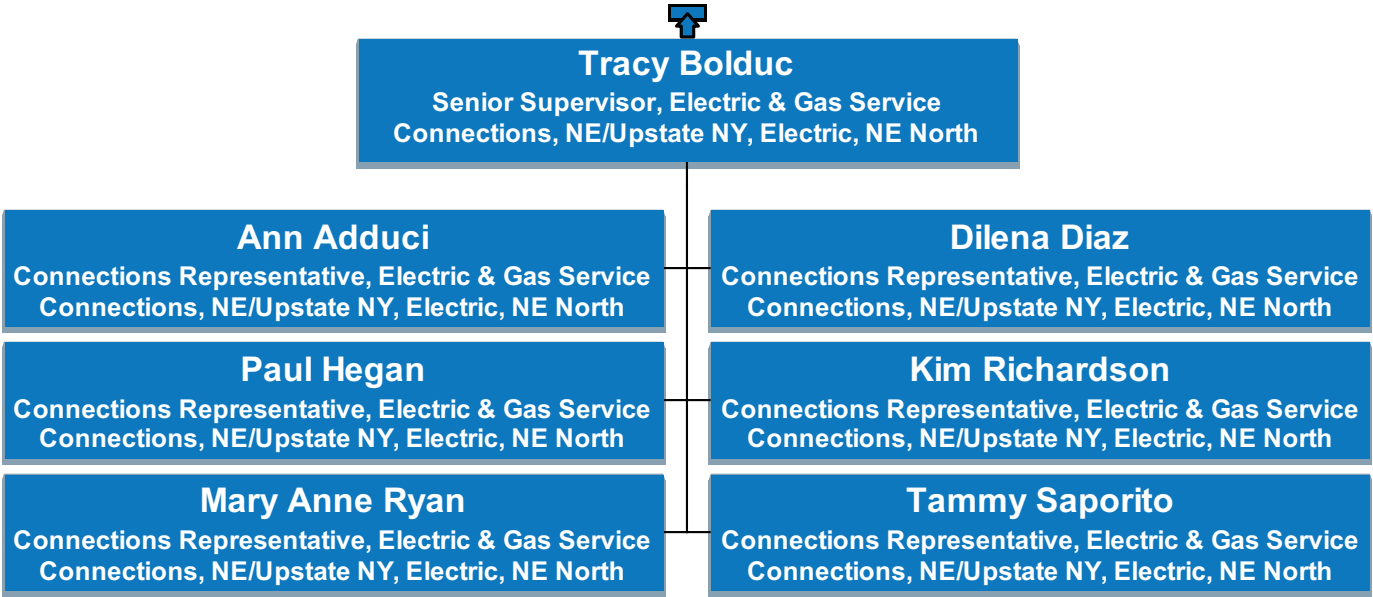




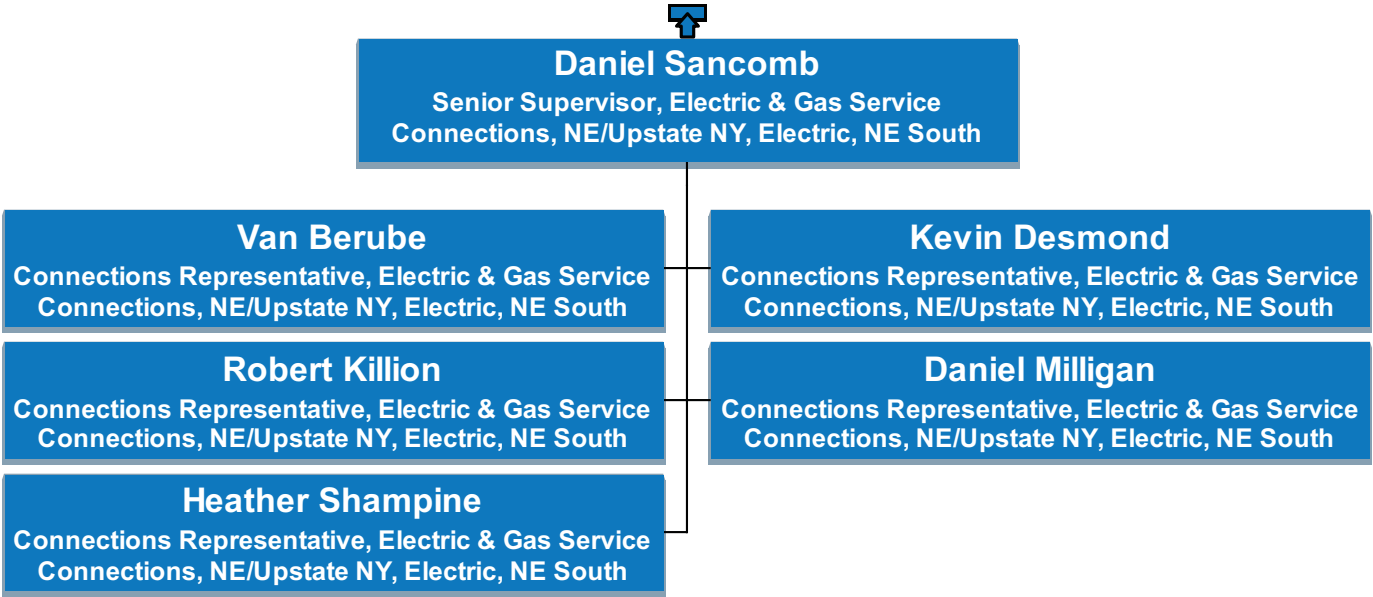
# US Operations



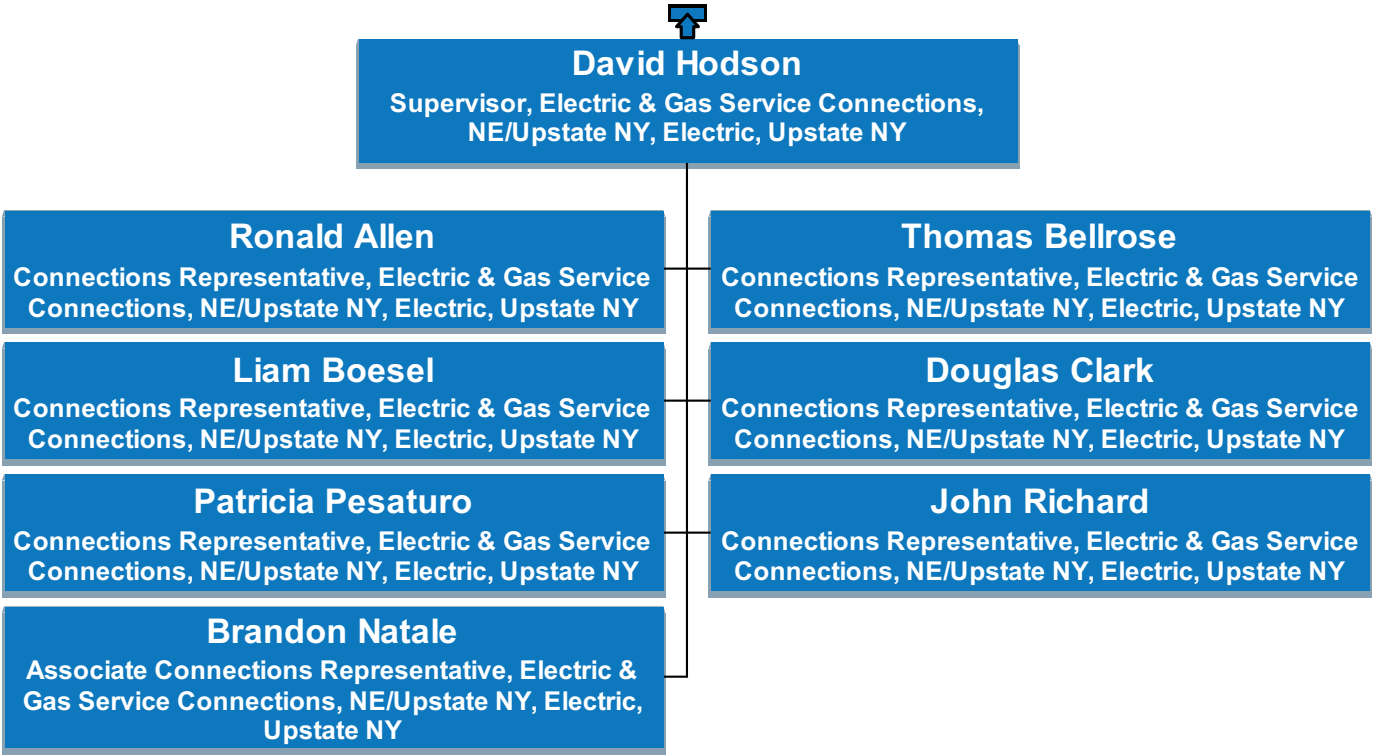
# US Operations



# US Operations



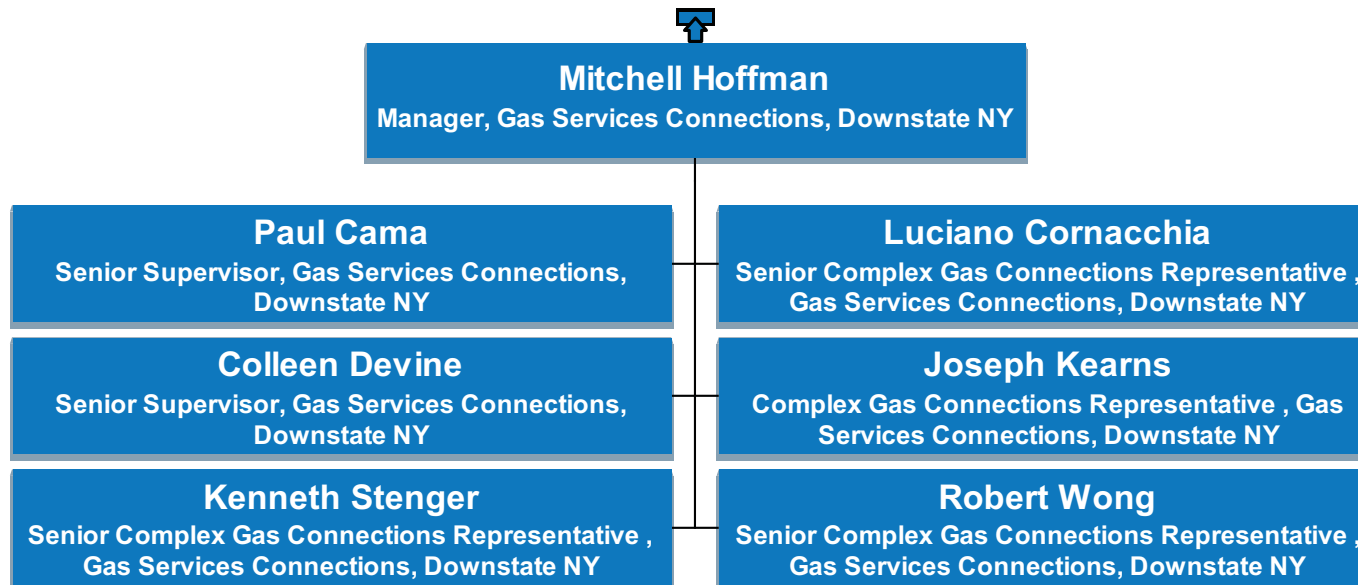
# US Operations



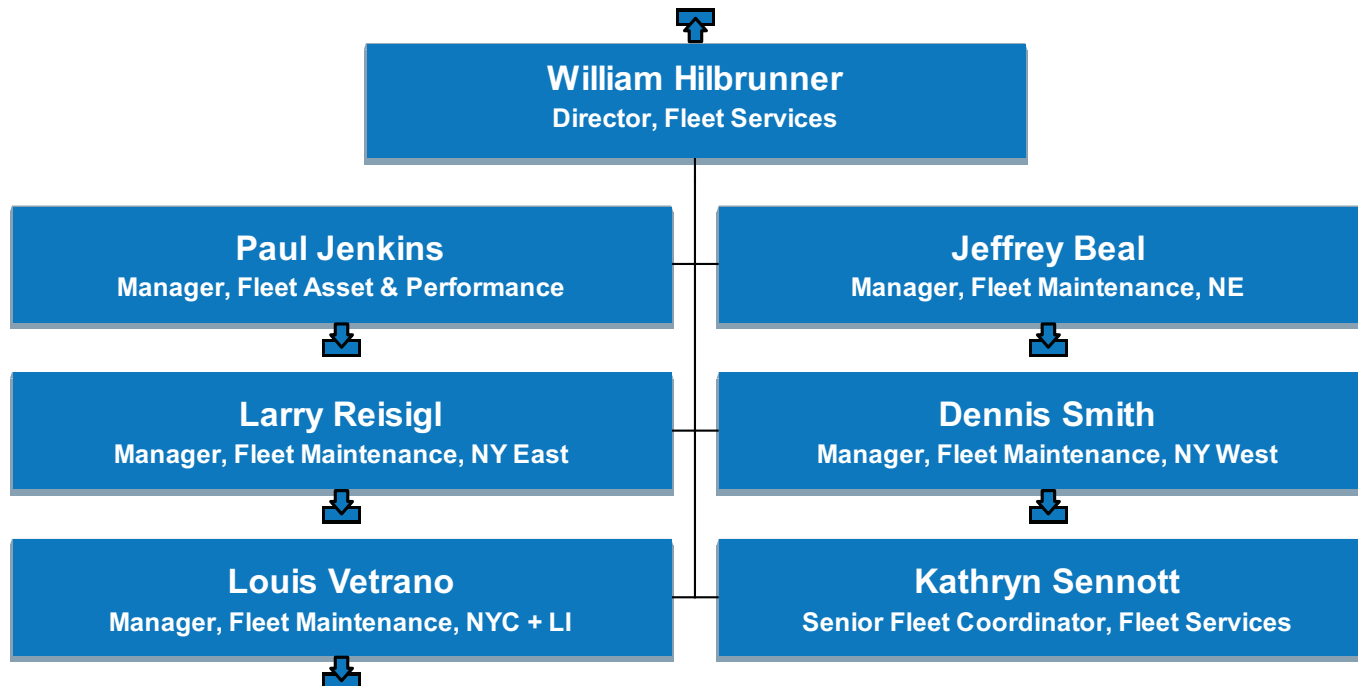
# US Operations



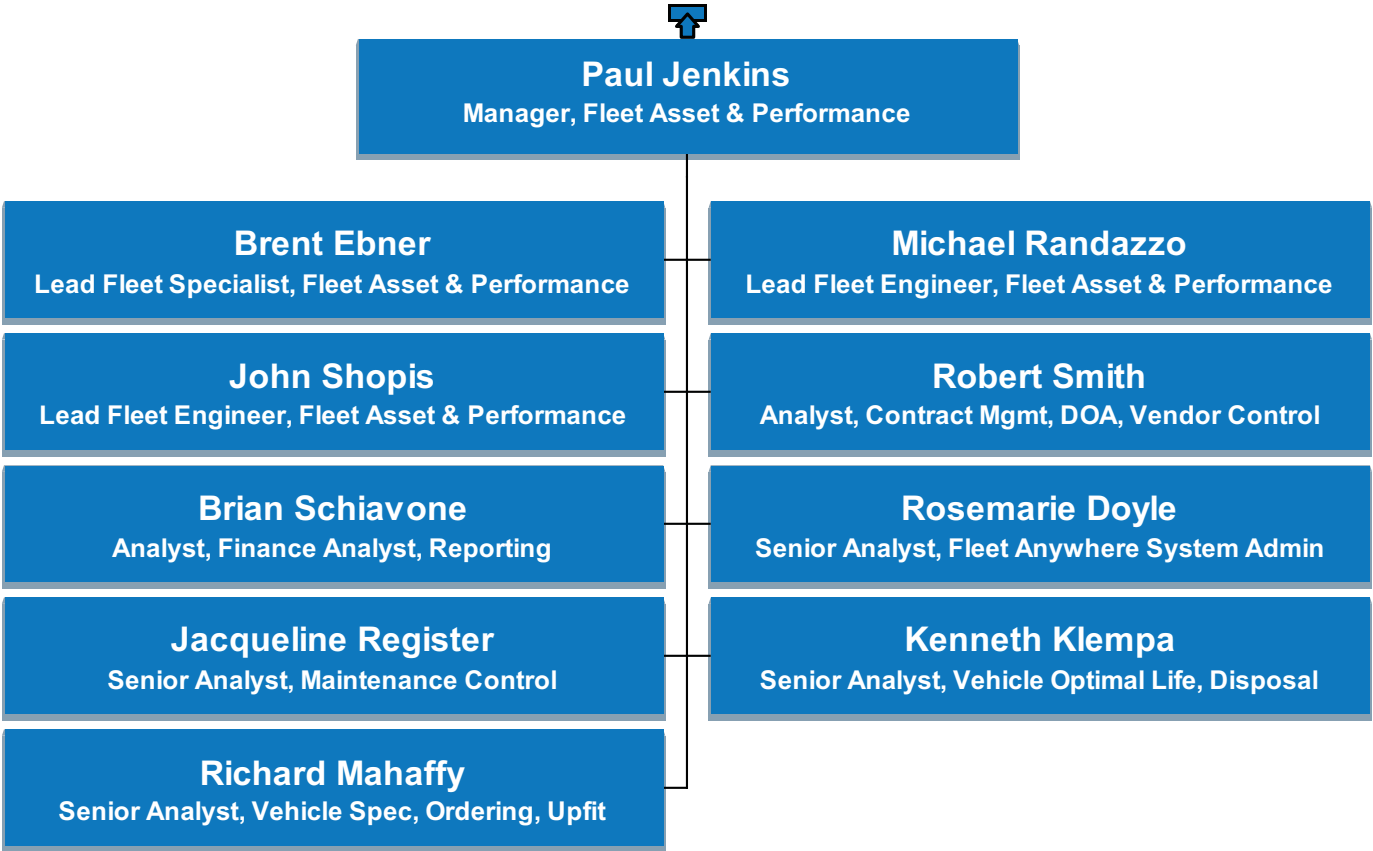
# US Operations



# US Operations

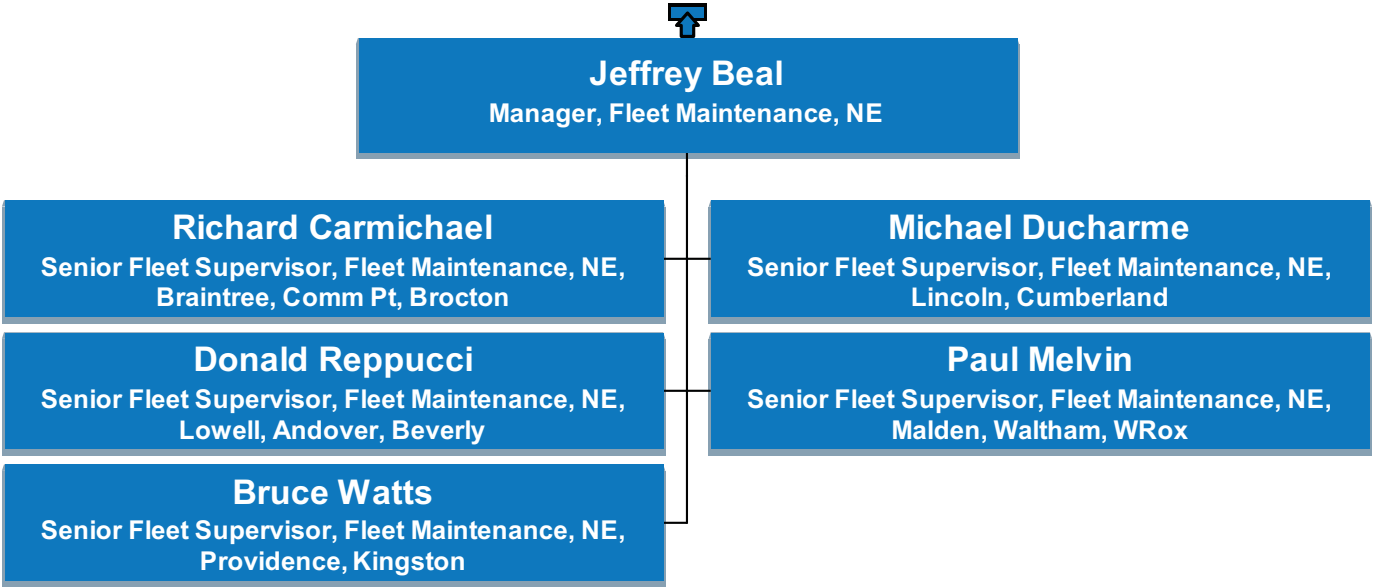


# US Operations

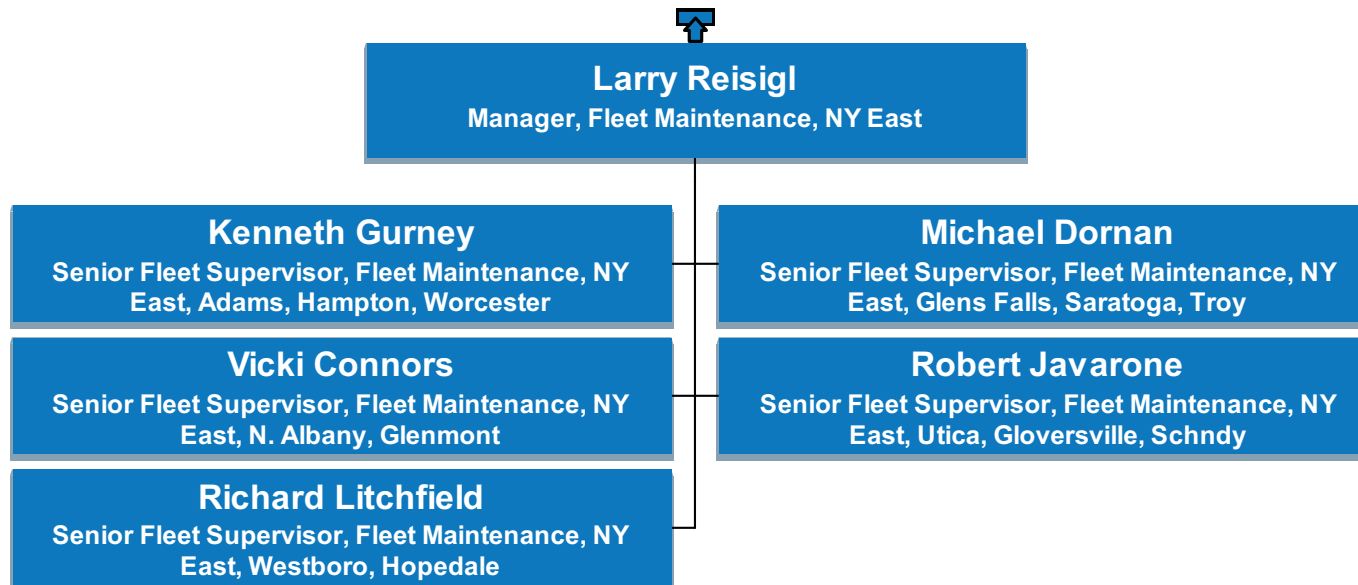




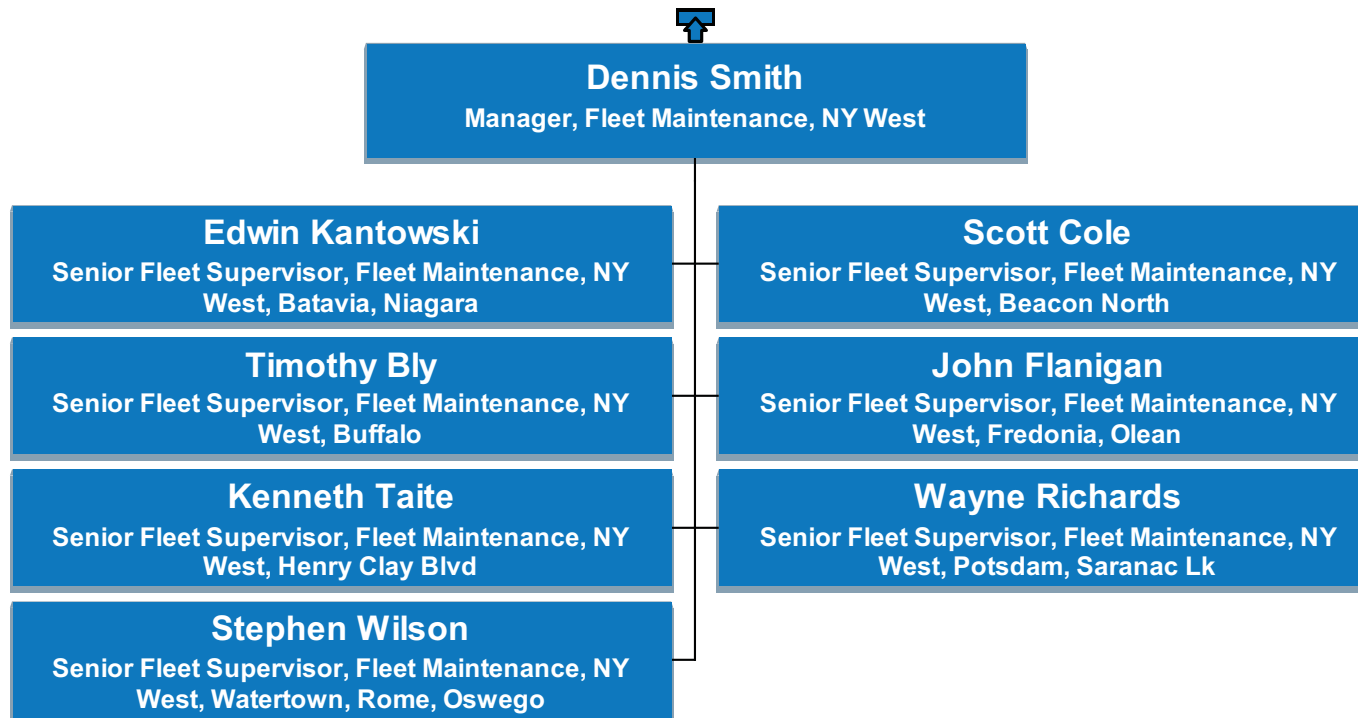
# US Operations



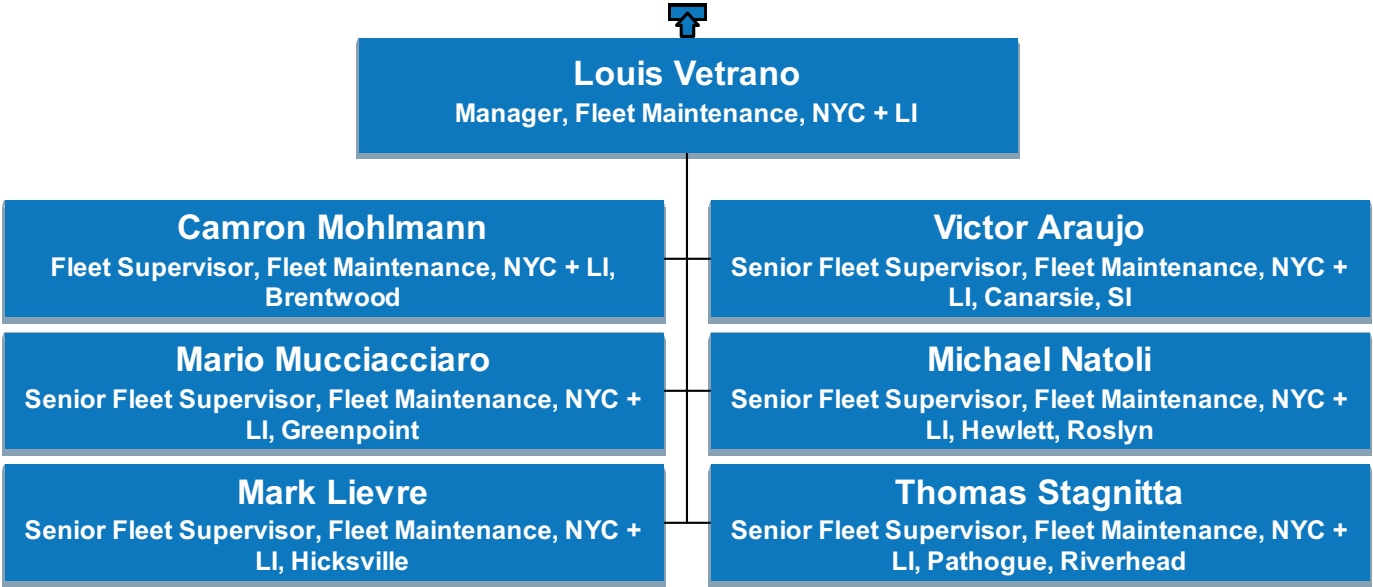
# US Operations



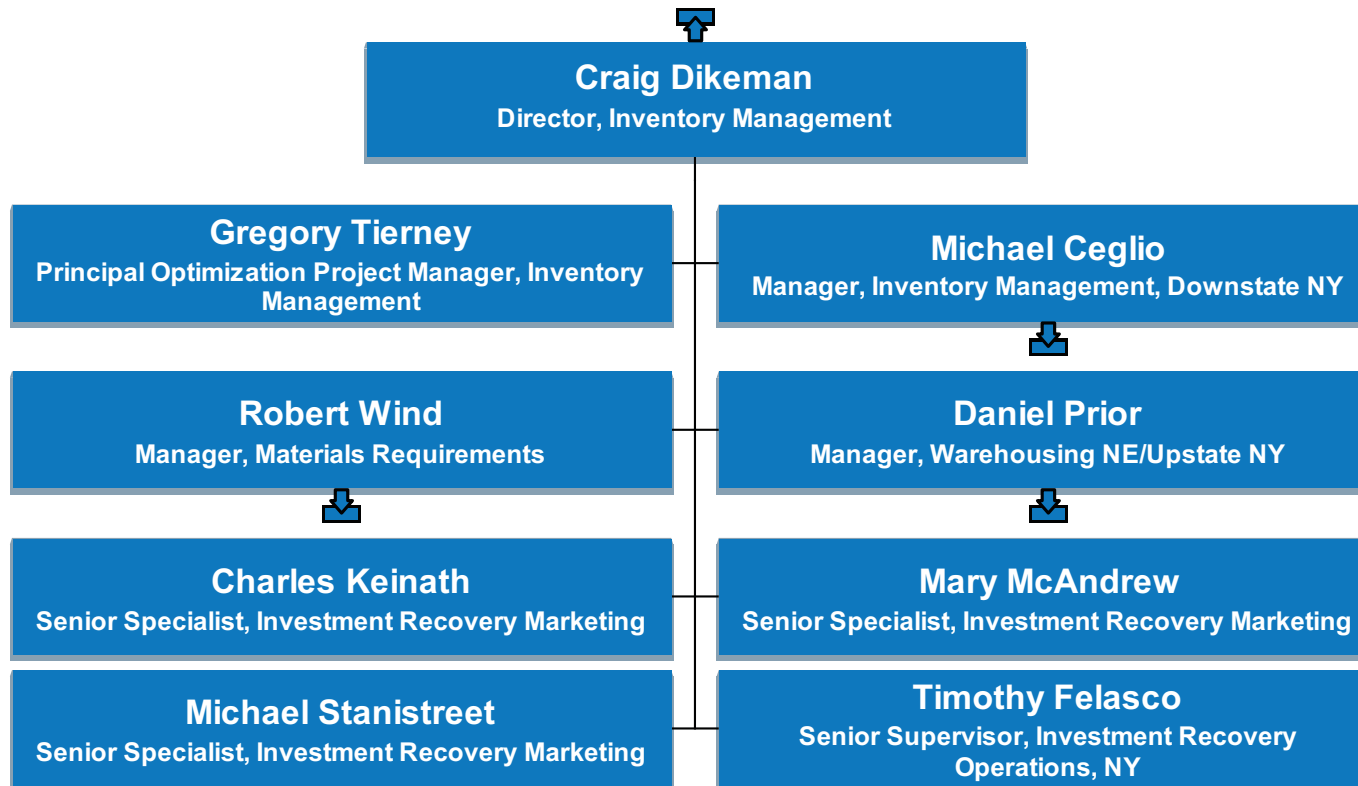
# US Operations



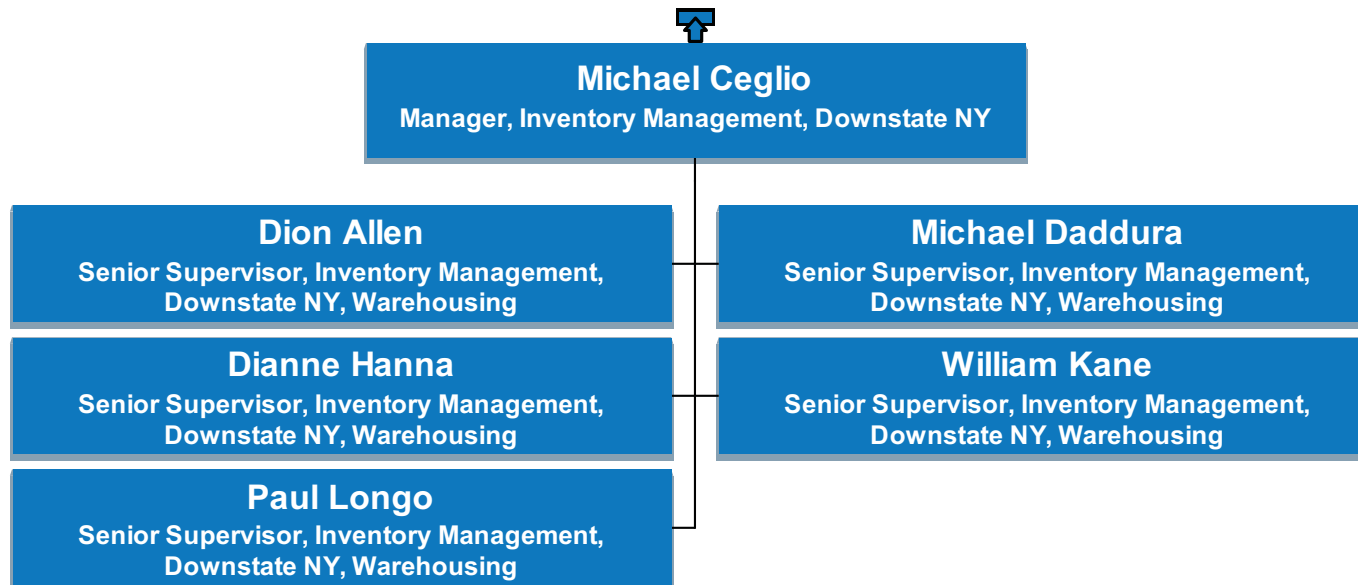
# US Operations



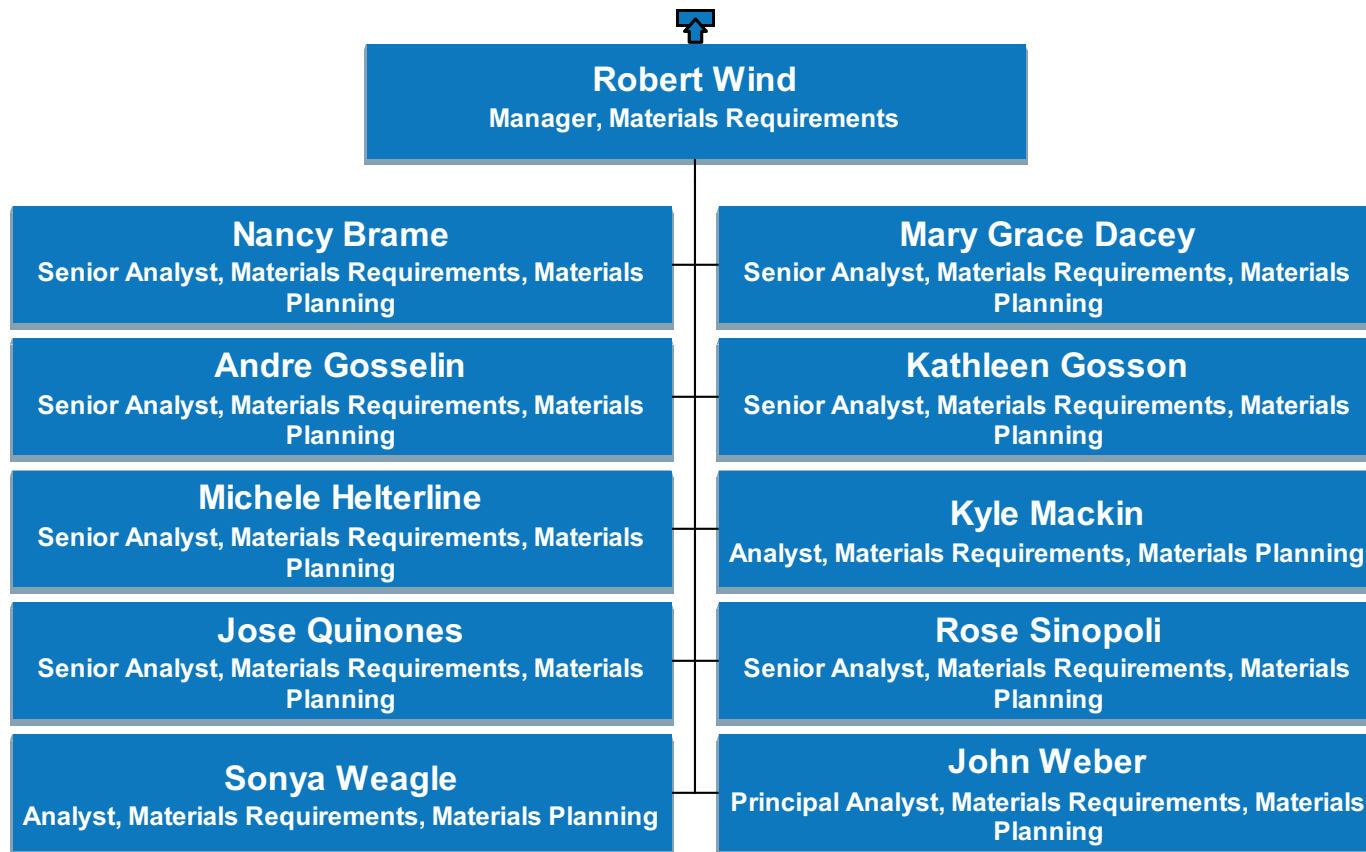
# US Operations



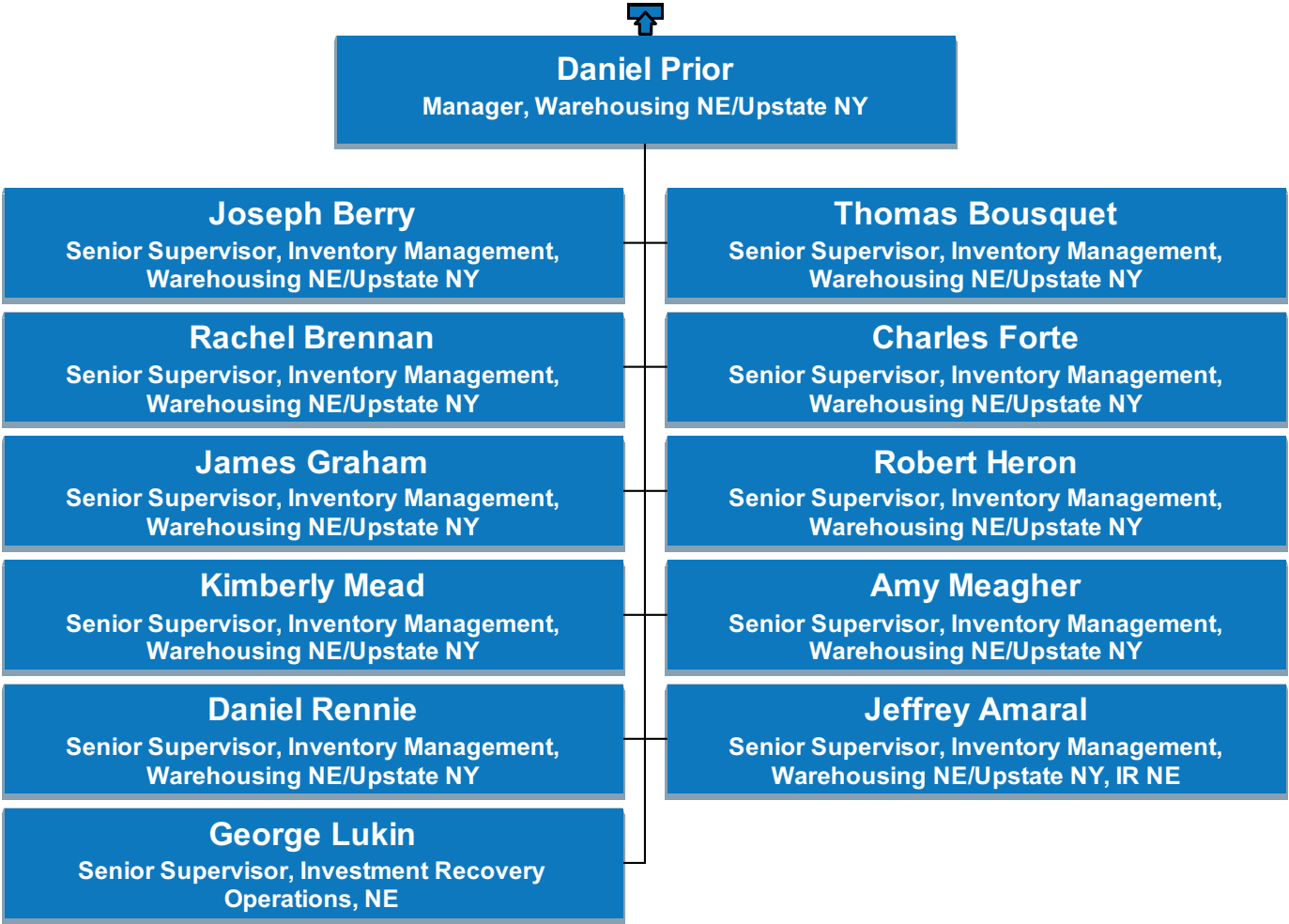
# US Operations



# US Operations

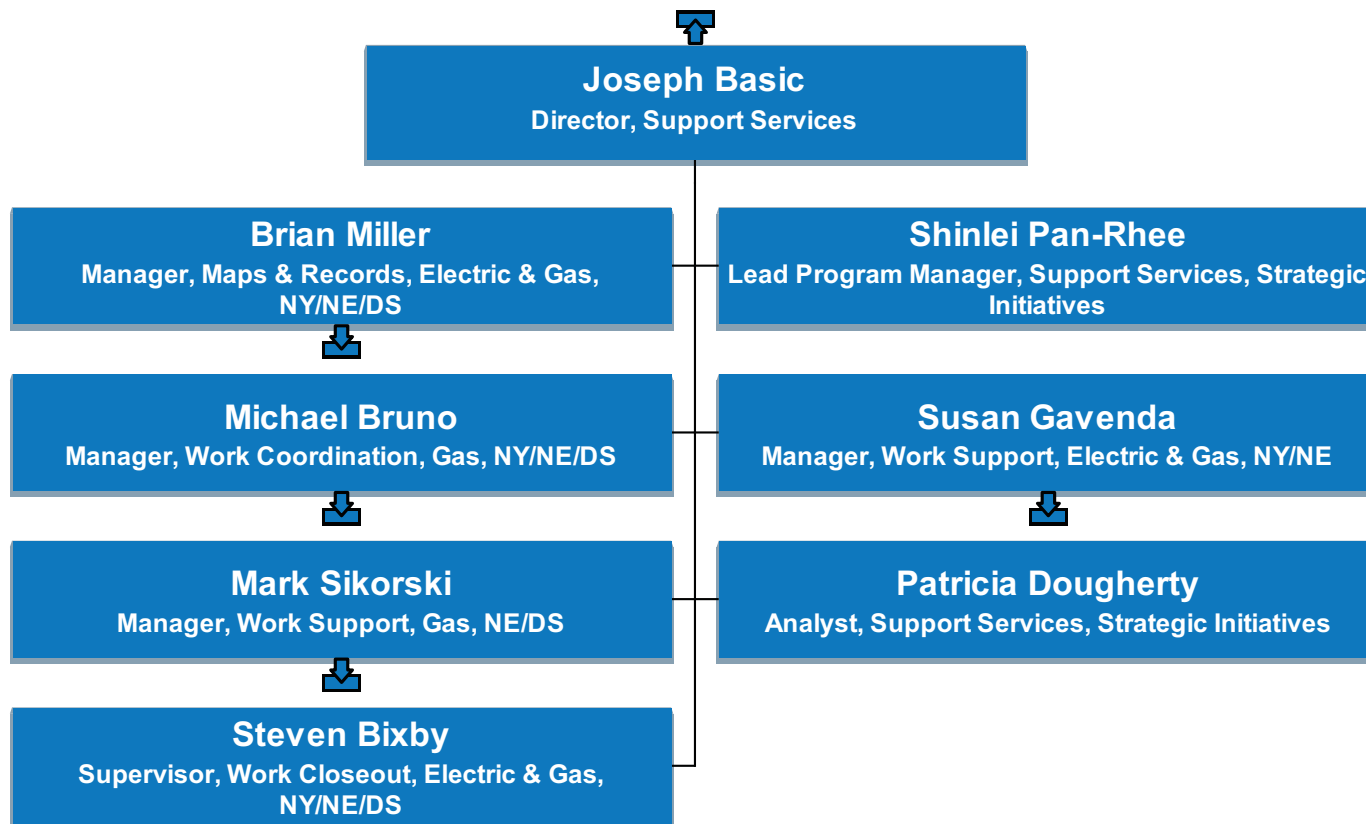


# US Operations

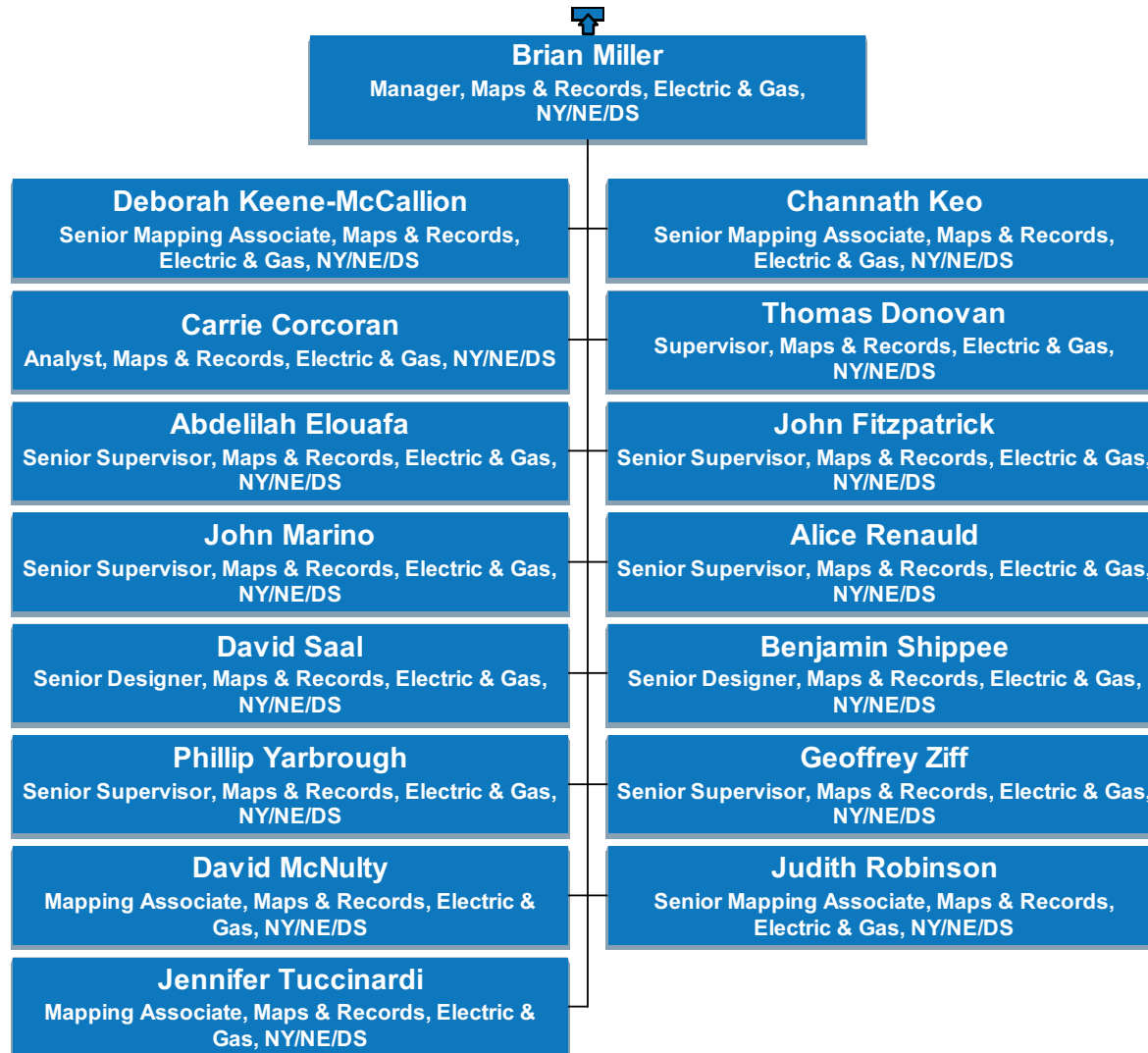




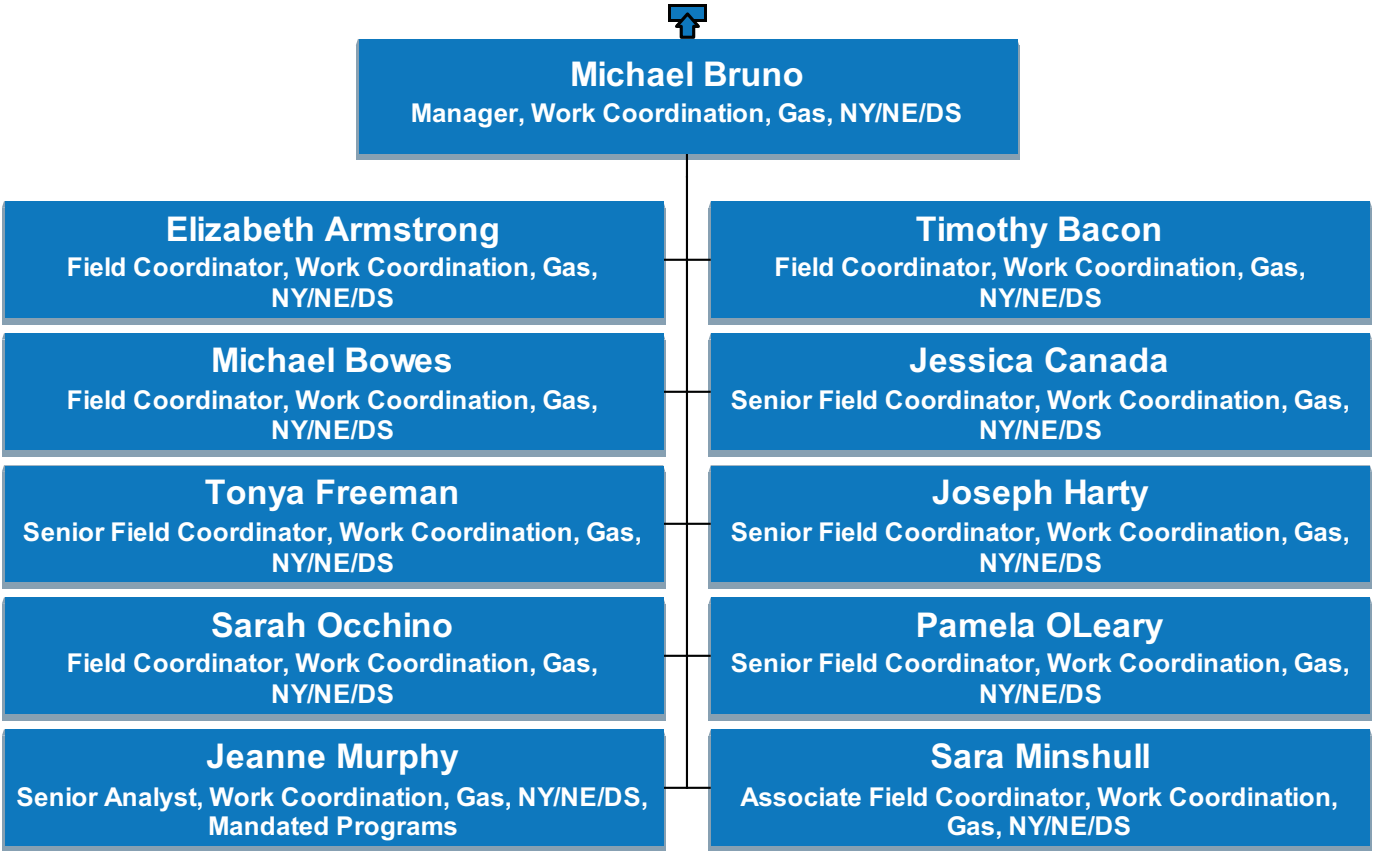
# US Operations



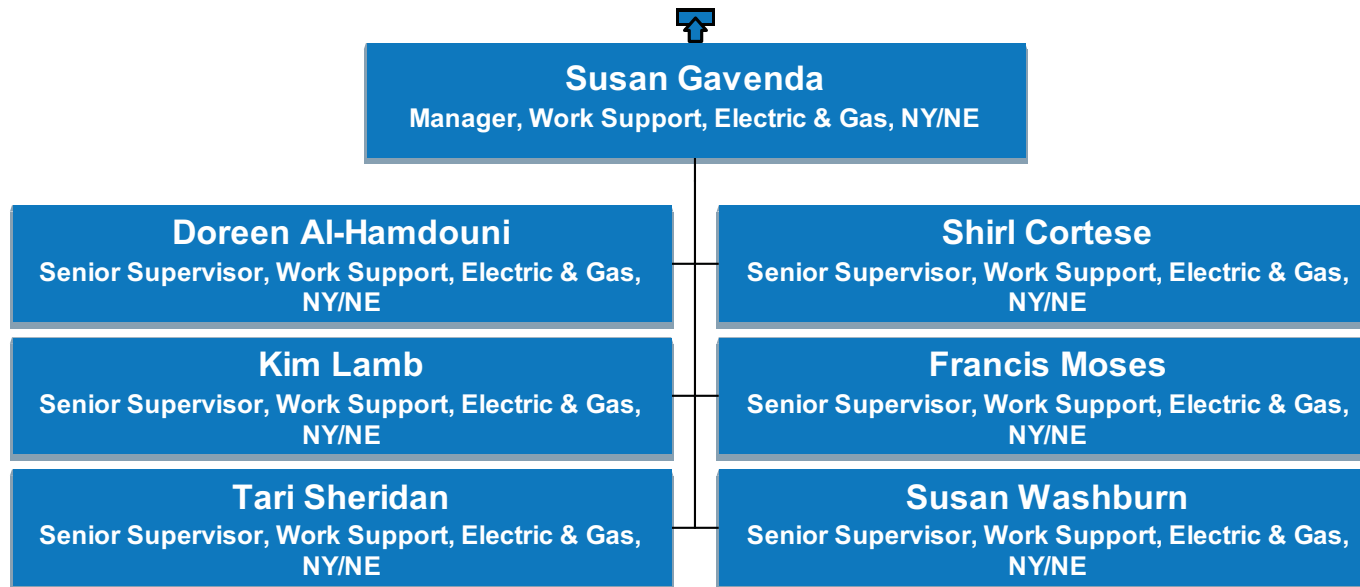
# US Operations



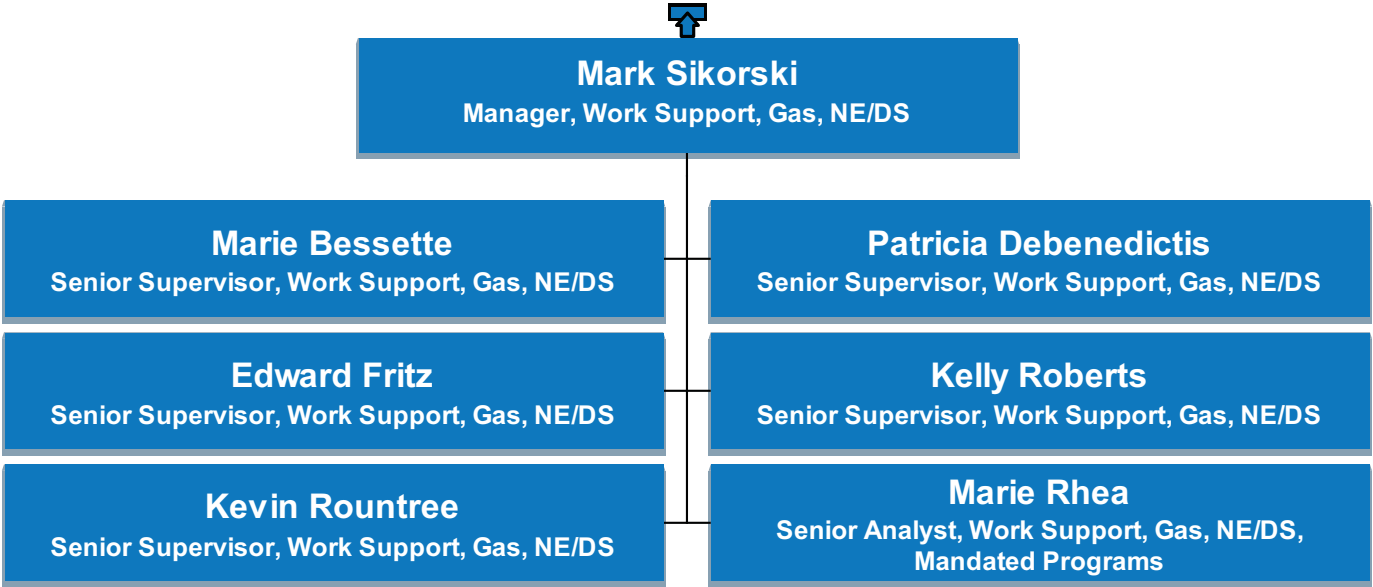
# US Operations



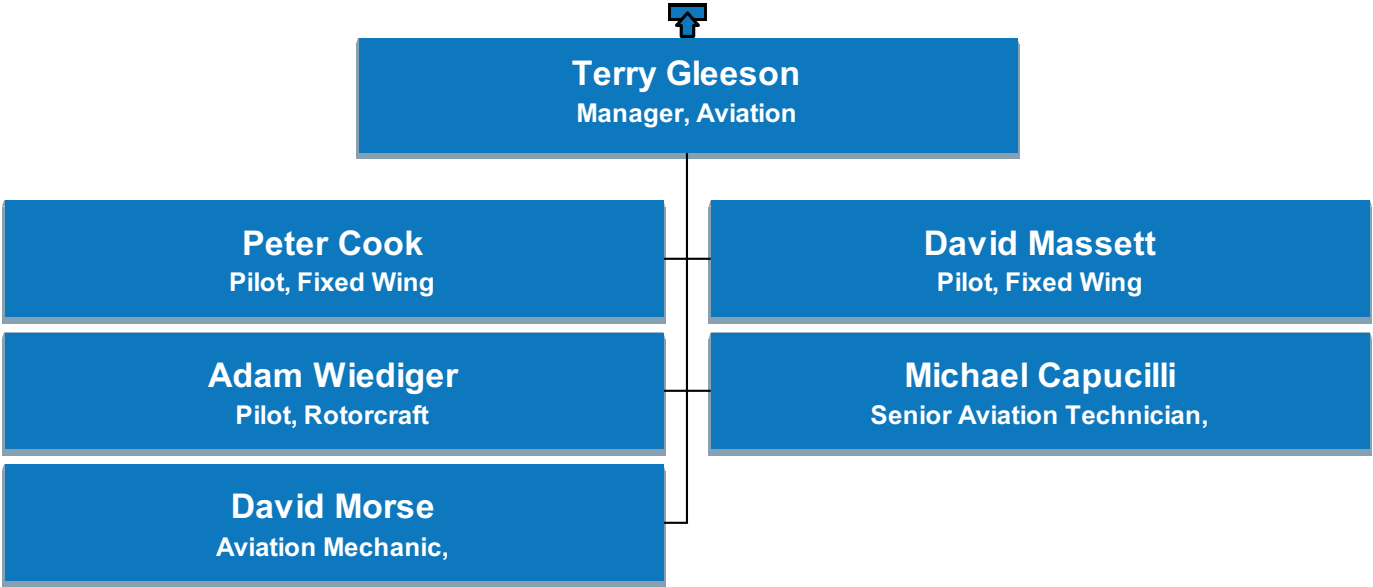
# US Operations



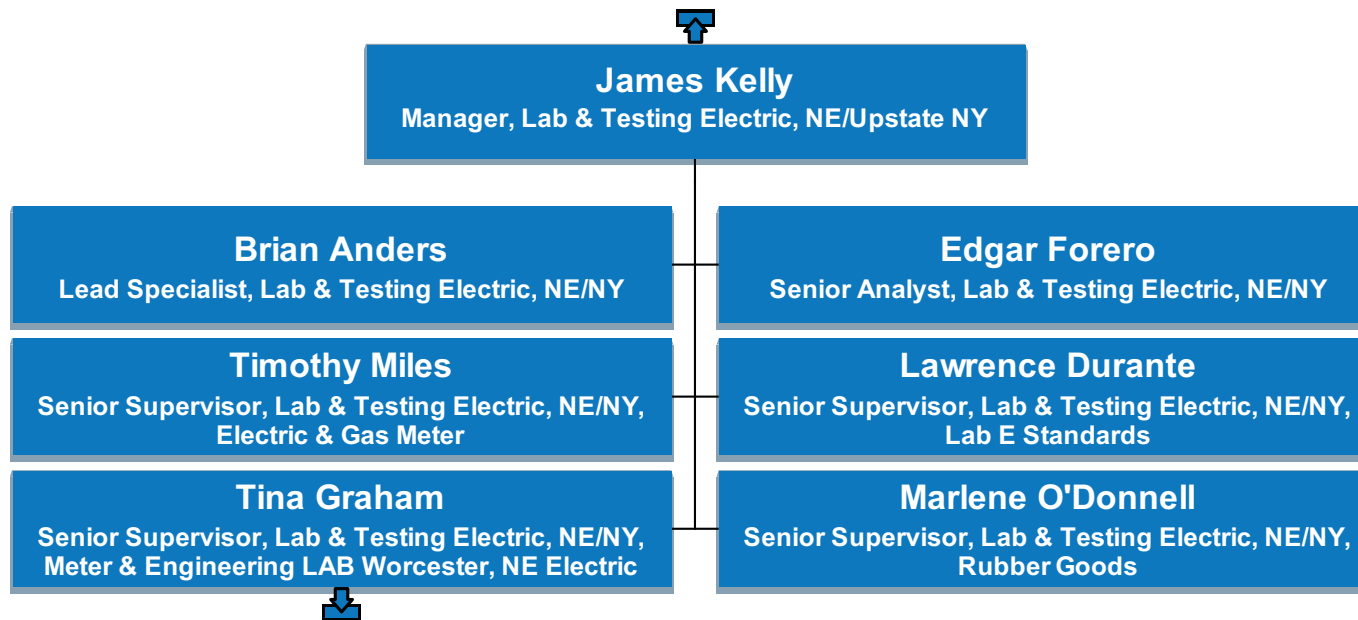
# US Operations



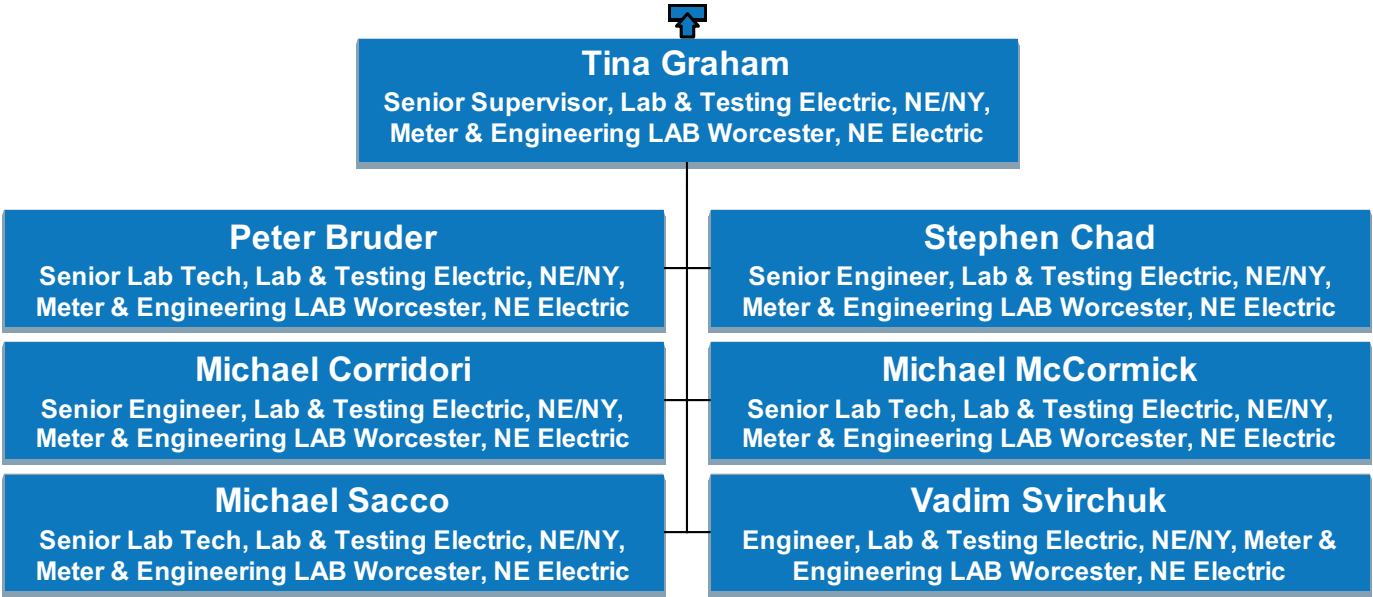
# US Operations



# US Operations

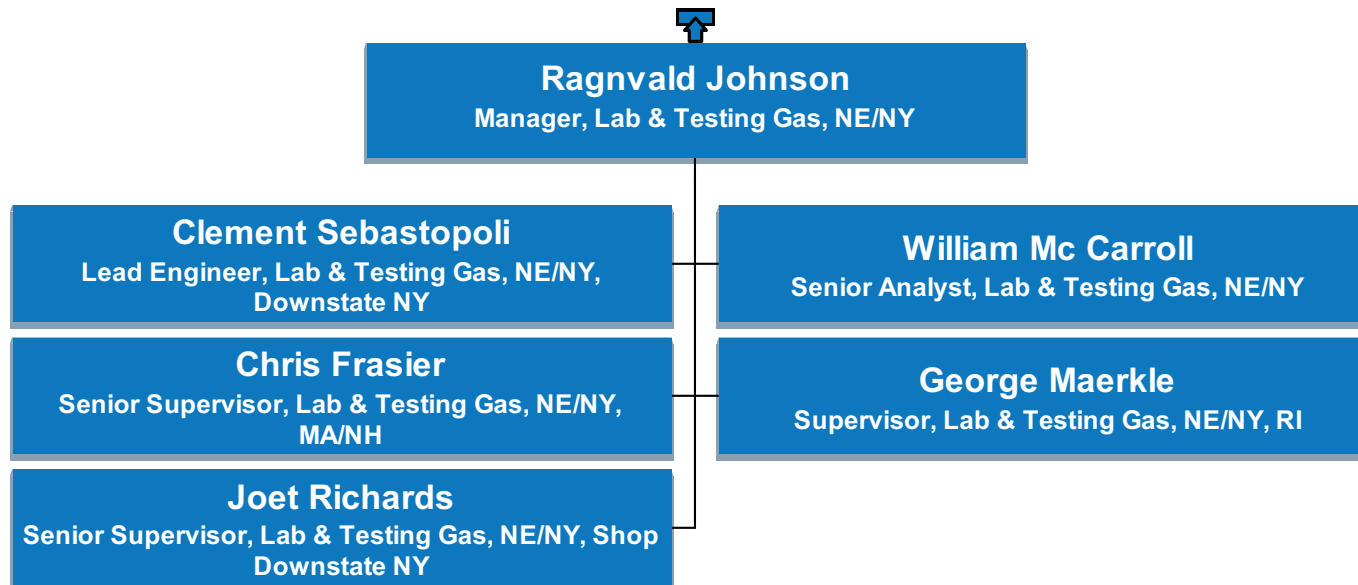


# US Operations

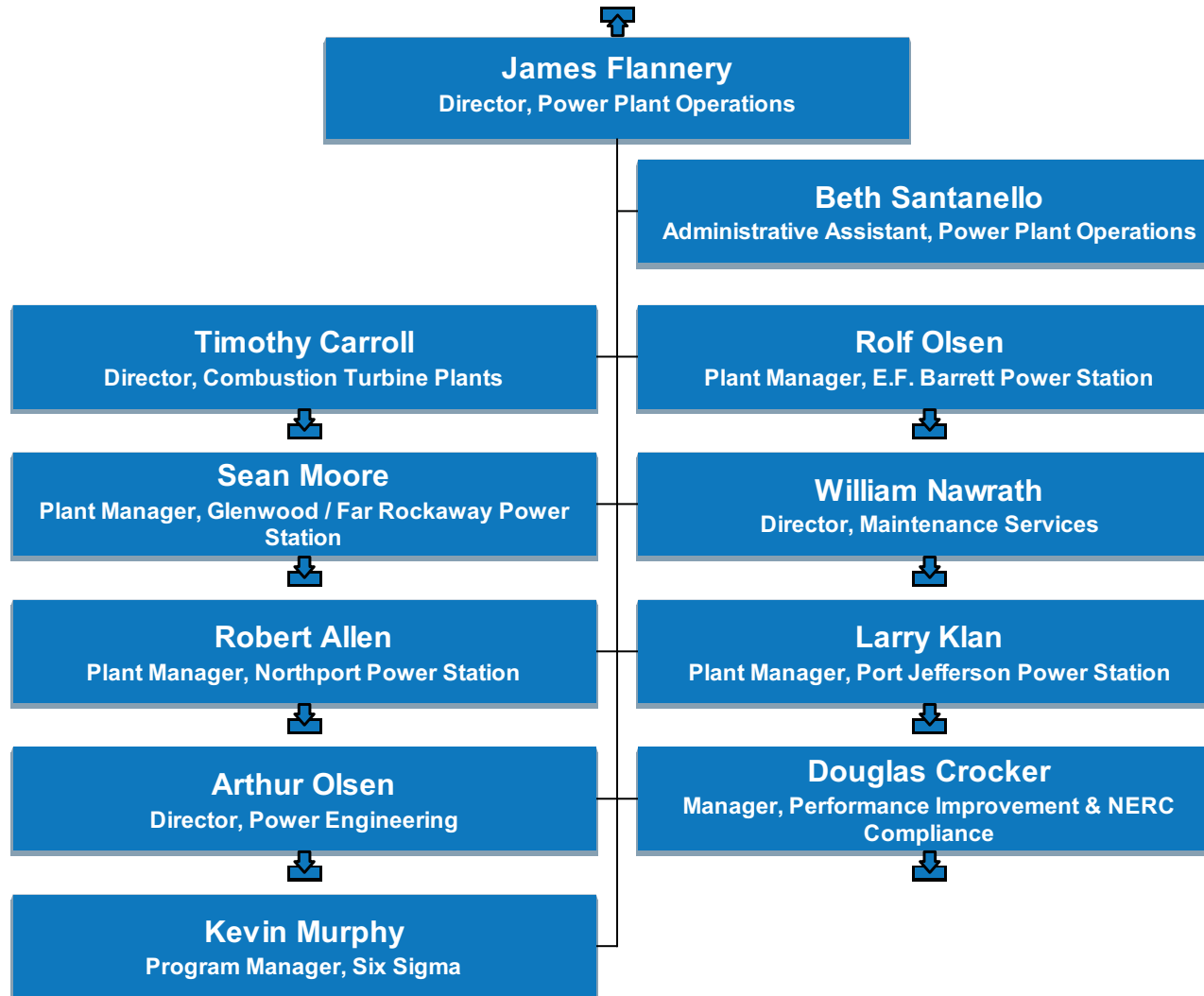




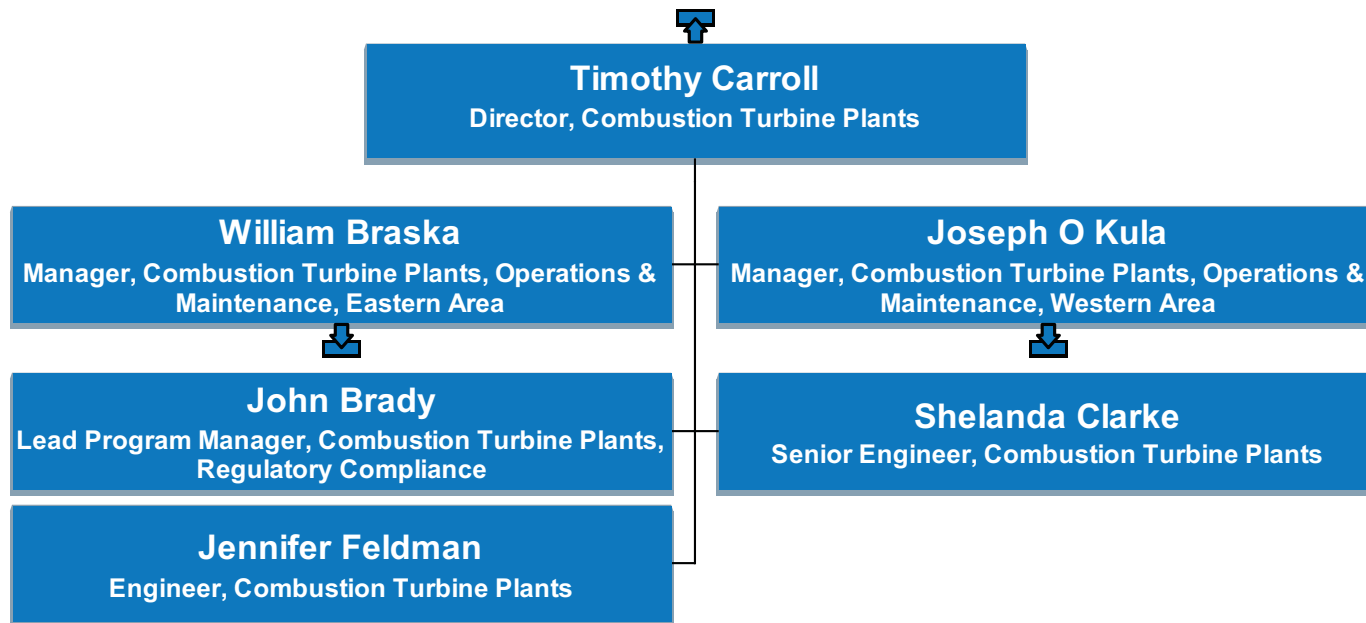
# US Operations



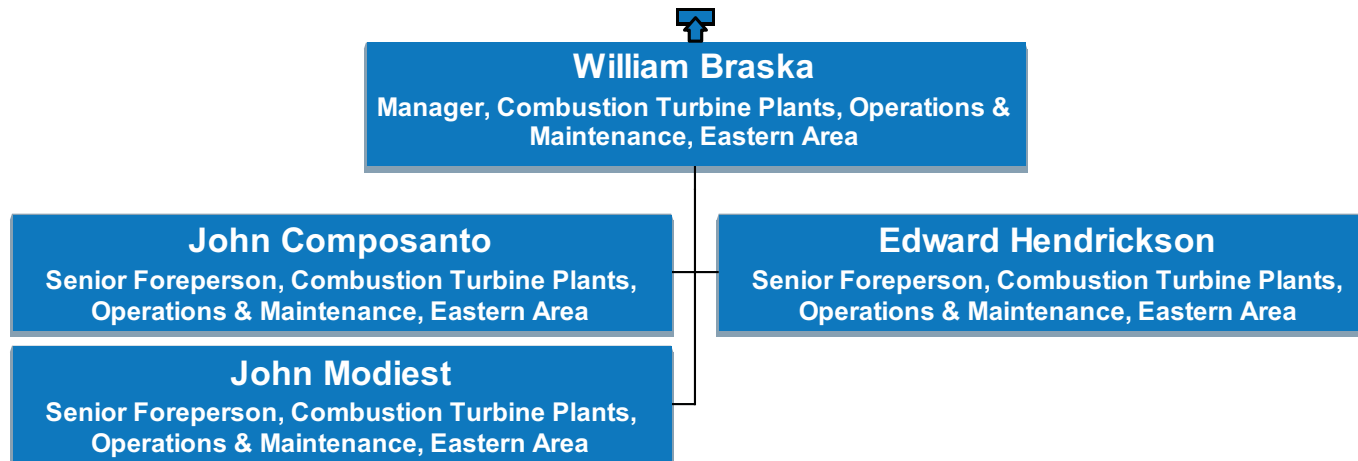
# US Operations



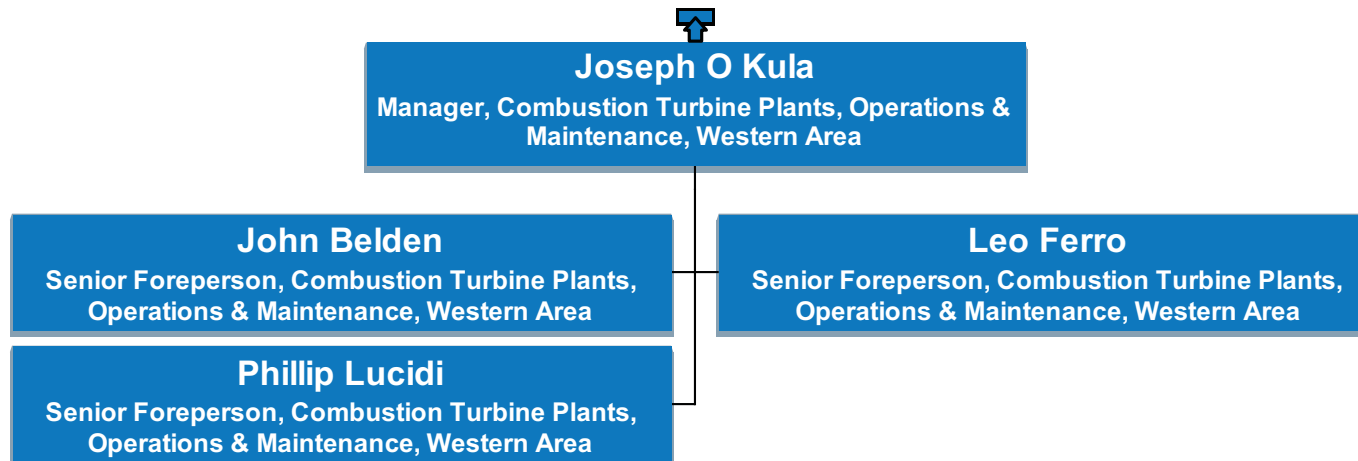
# US Operations



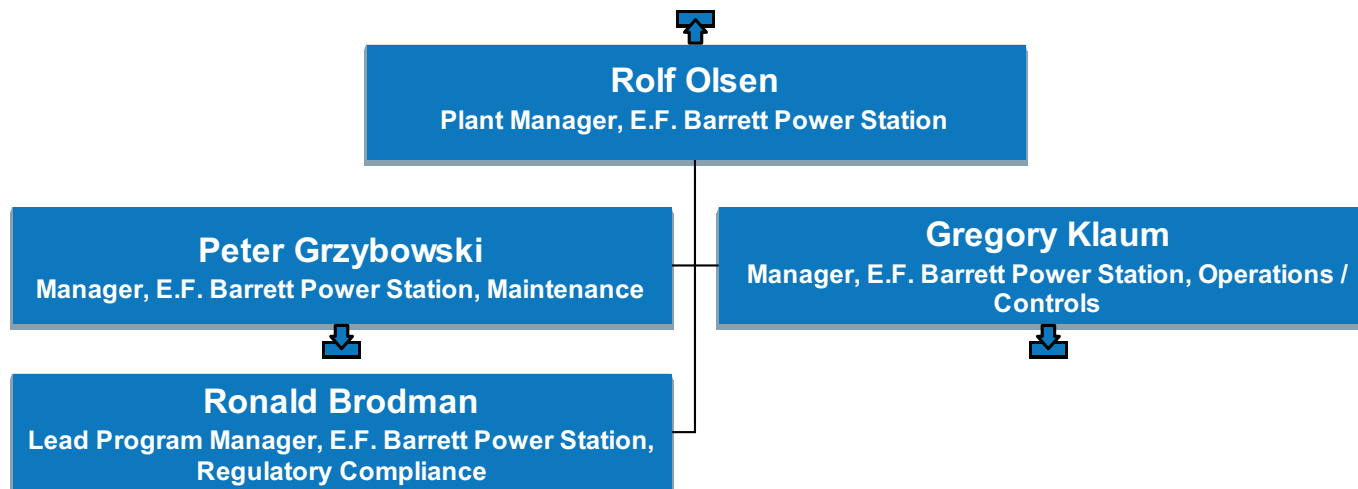
# US Operations



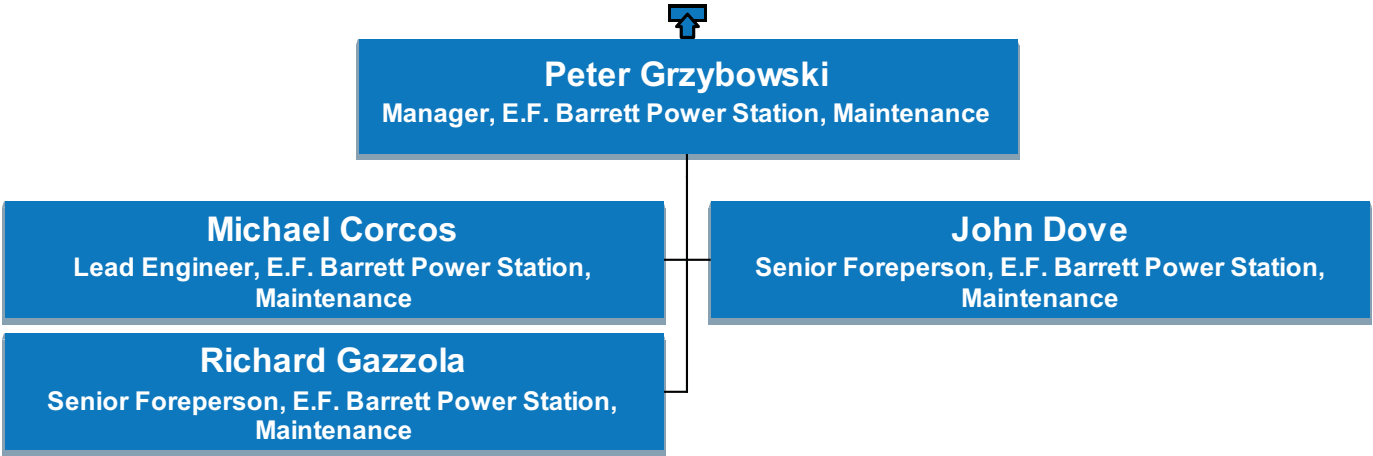
# US Operations



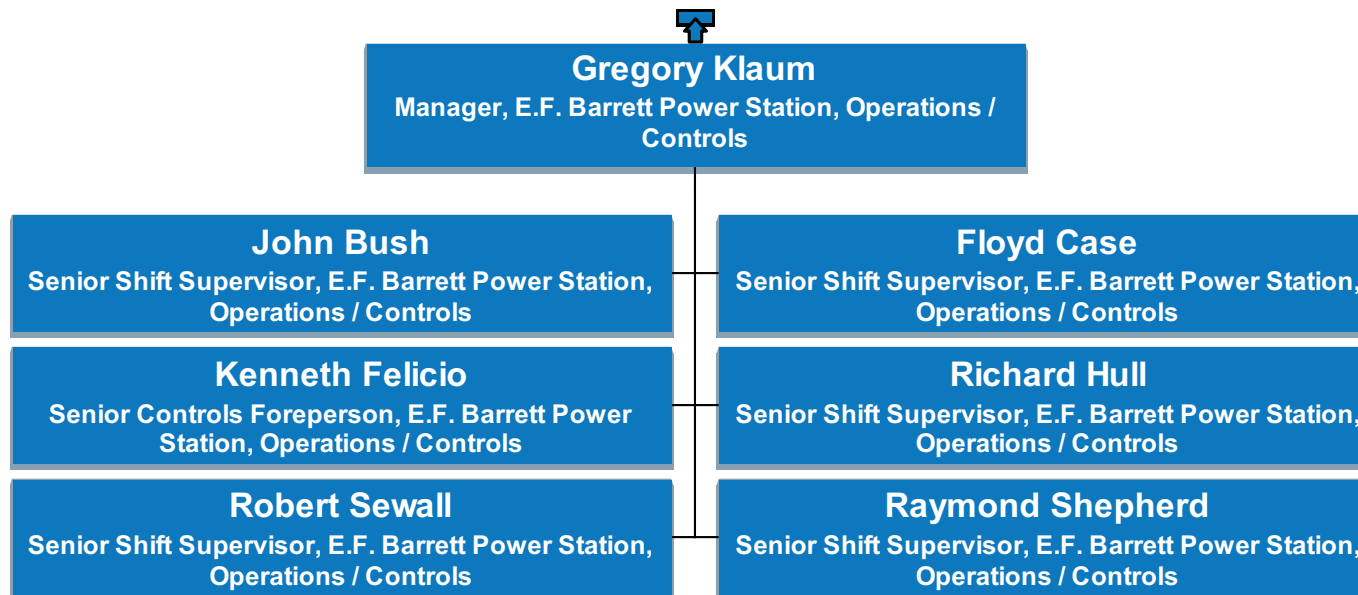
# US Operations



# US Operations

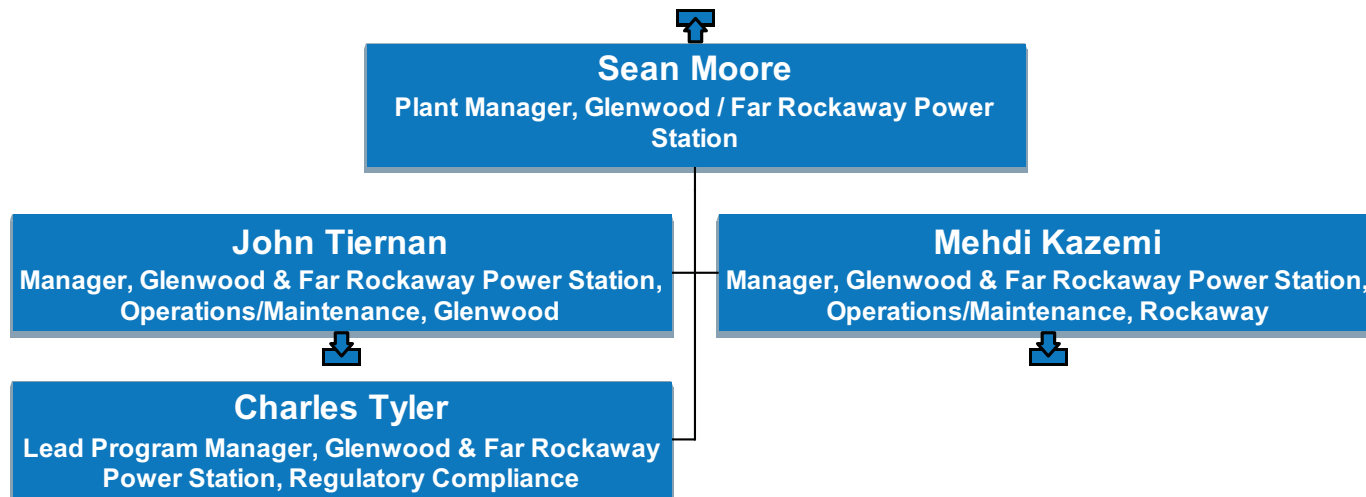


# US Operations

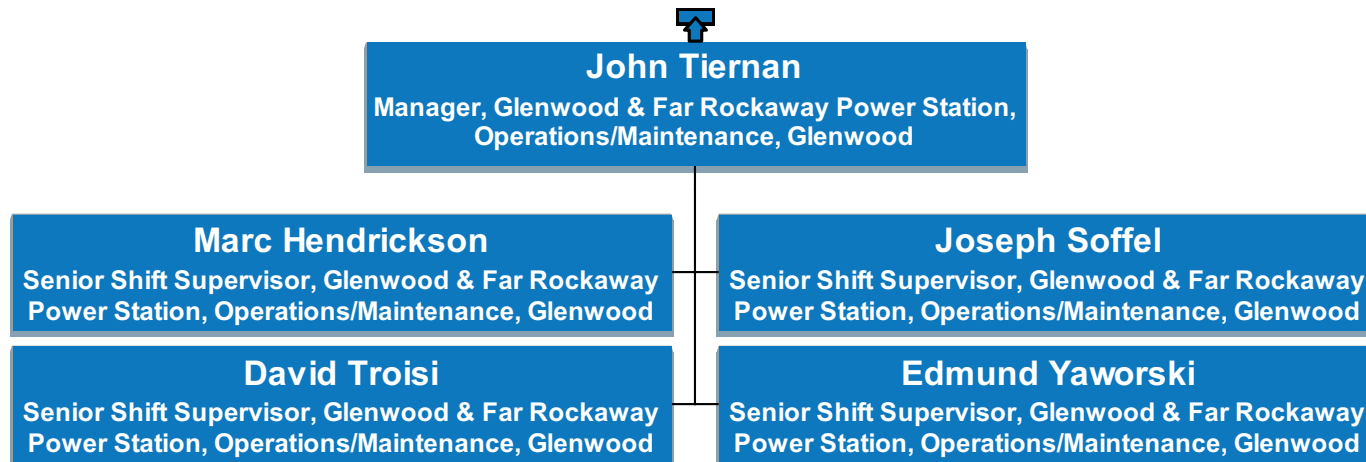




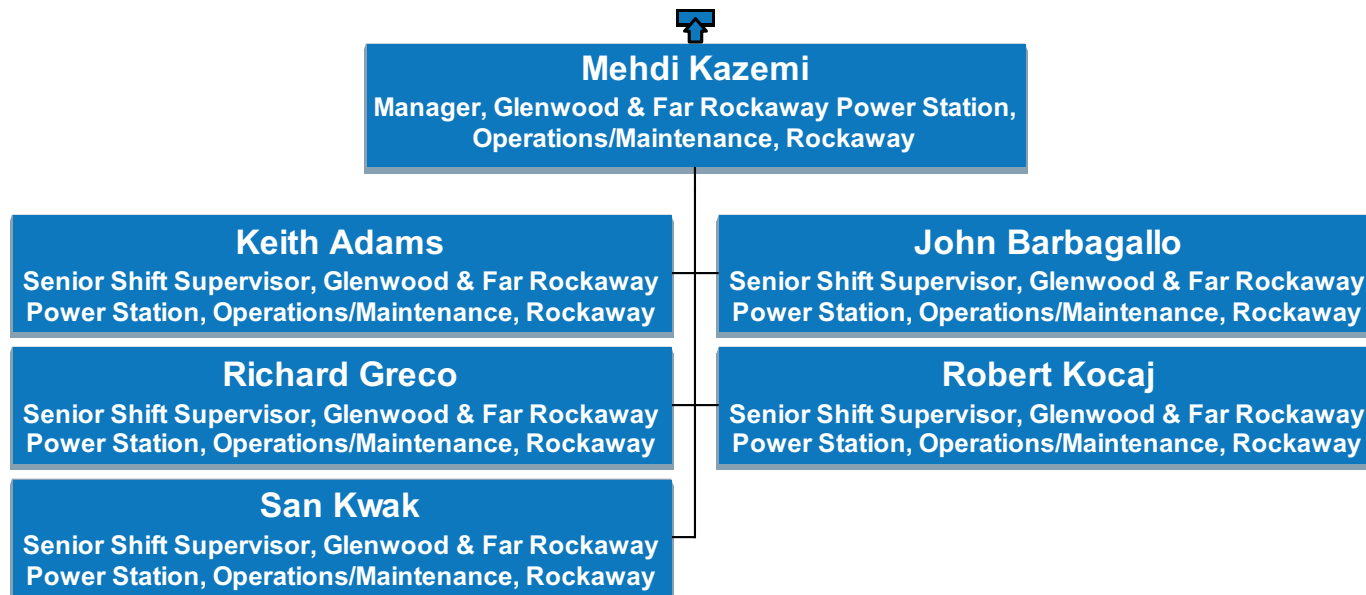
# US Operations



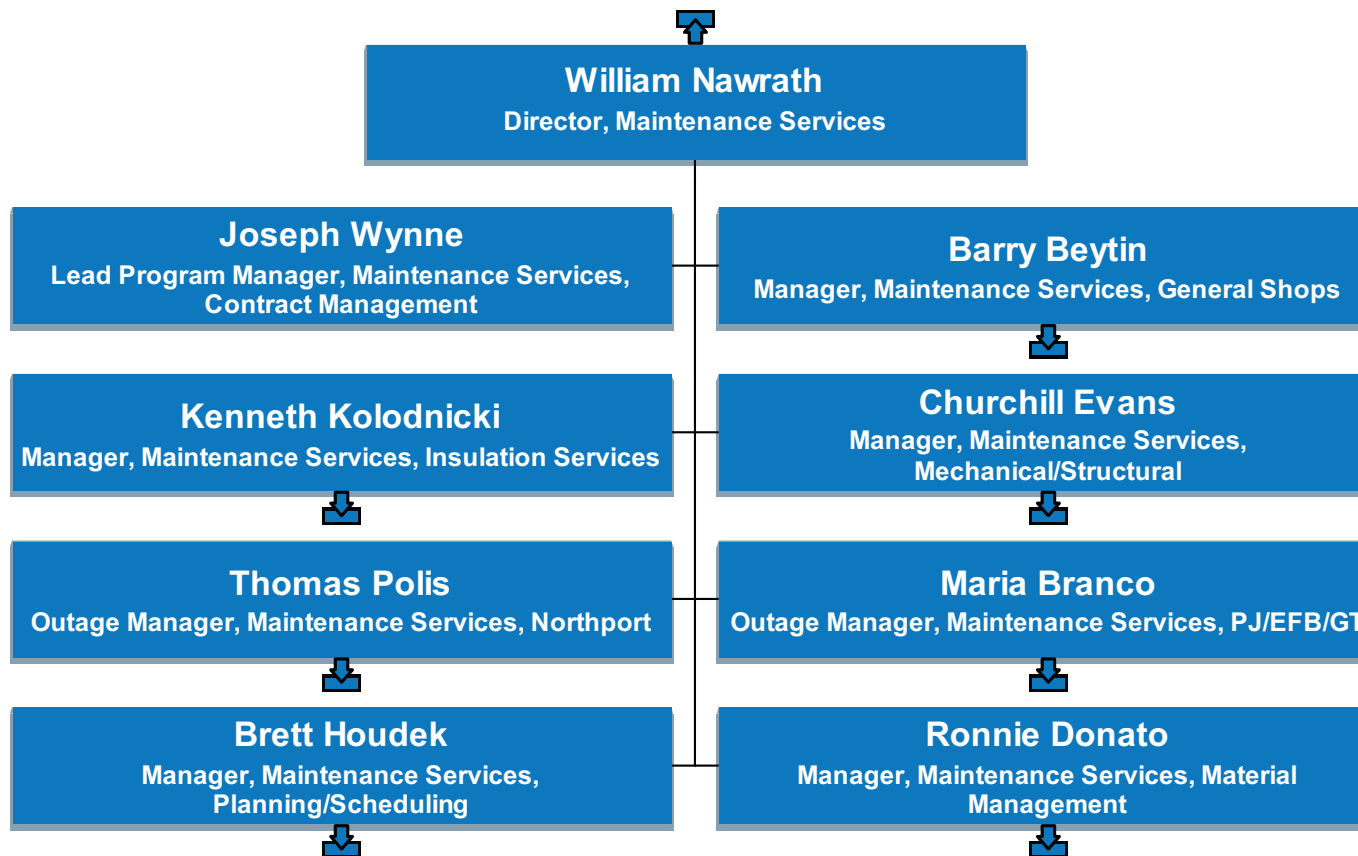
# US Operations



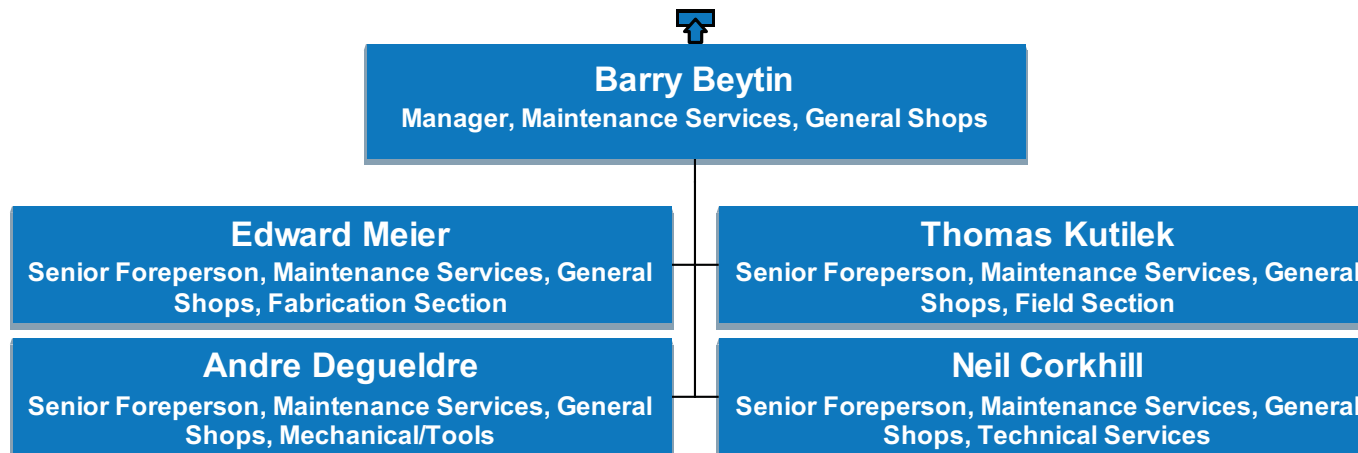
# US Operations



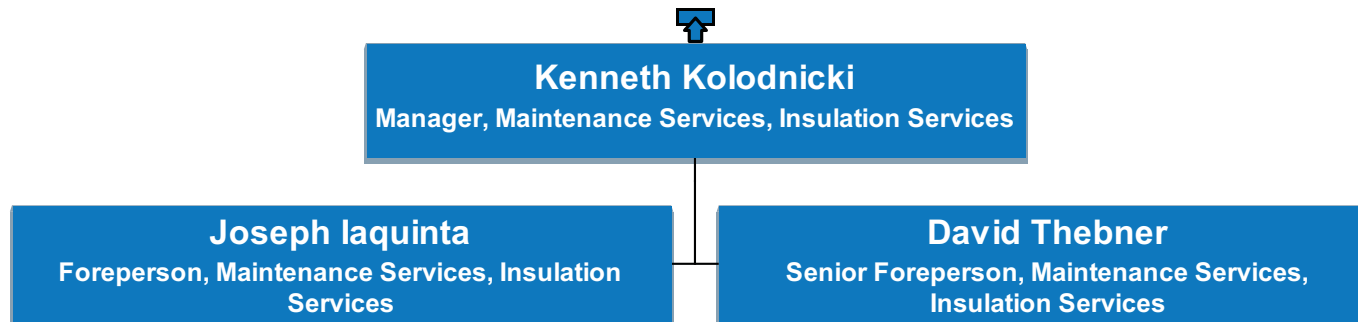
# US Operations



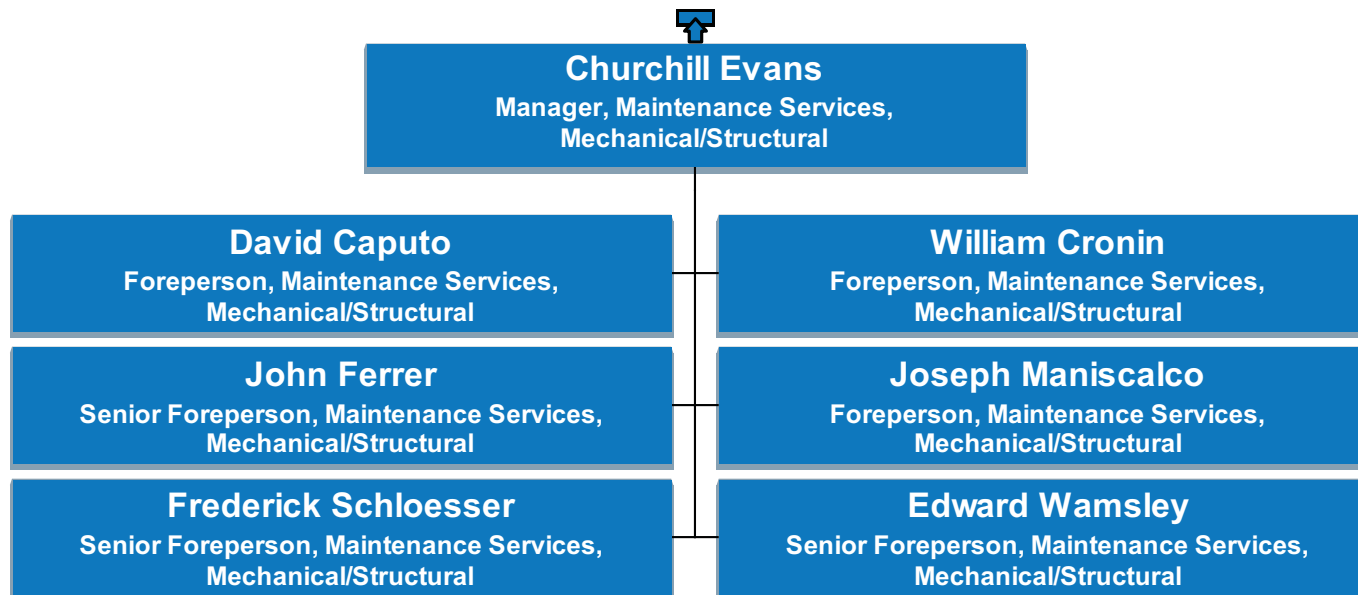
# US Operations



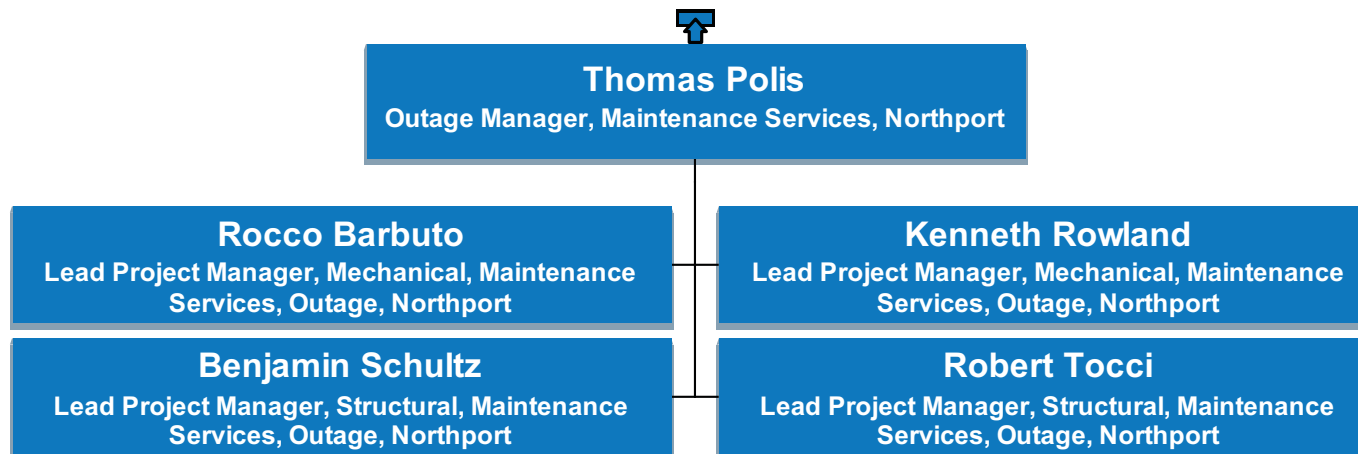
# US Operations



# US Operations

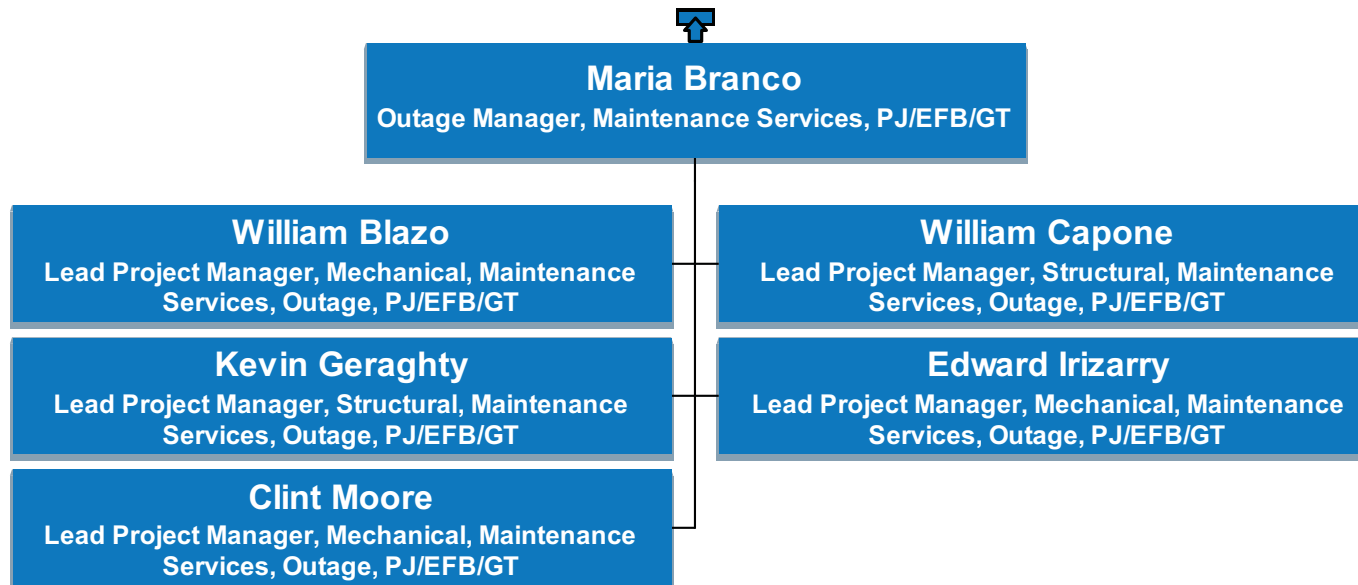


# US Operations

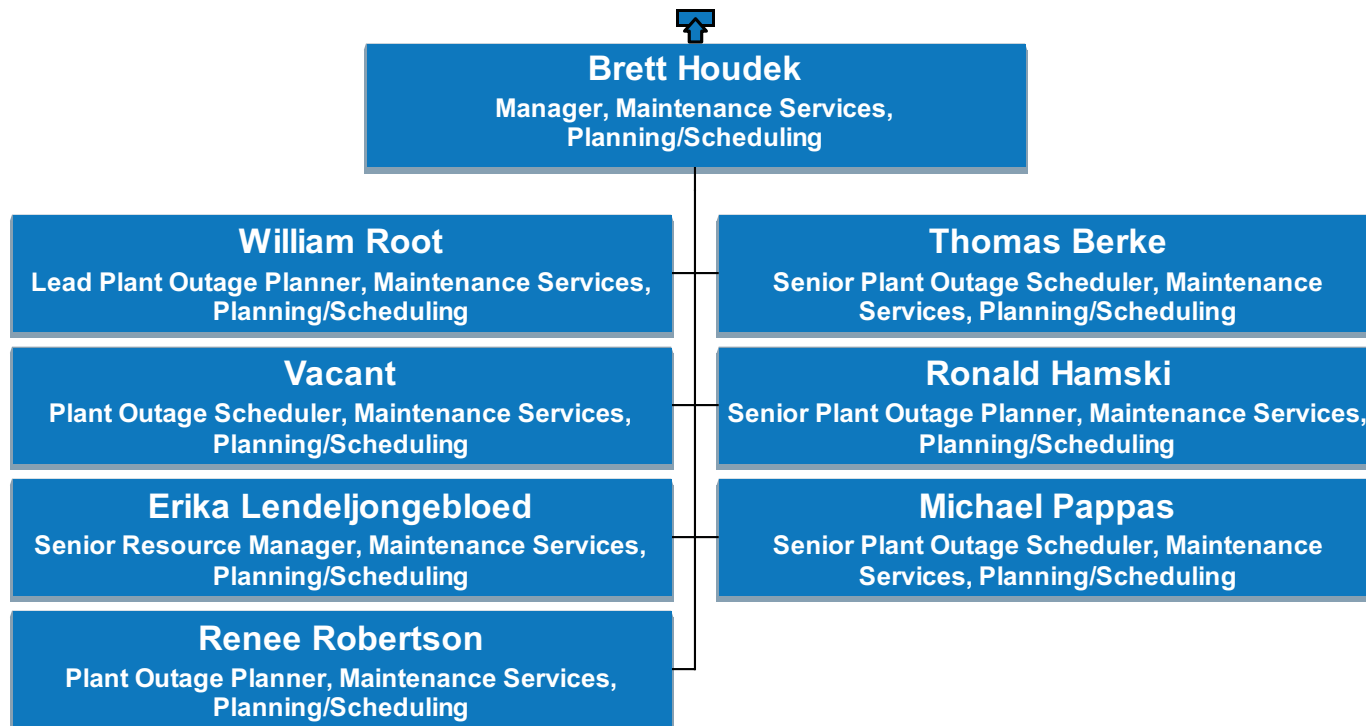




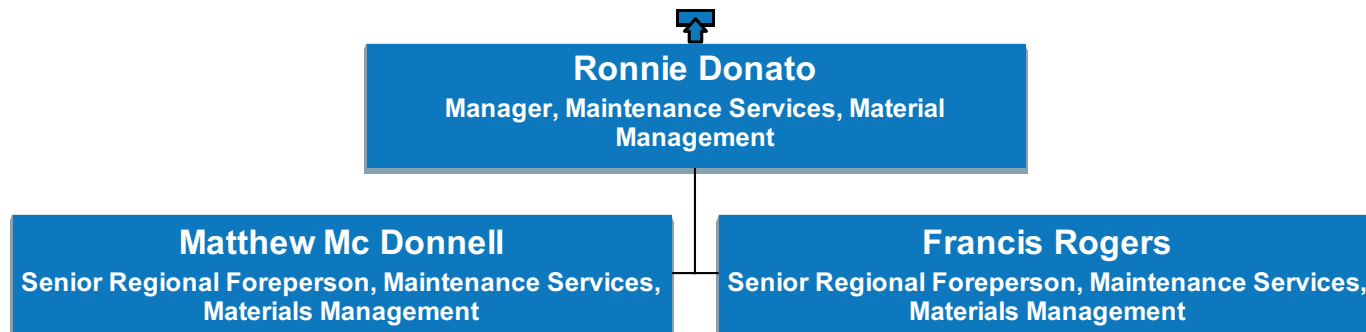
# US Operations



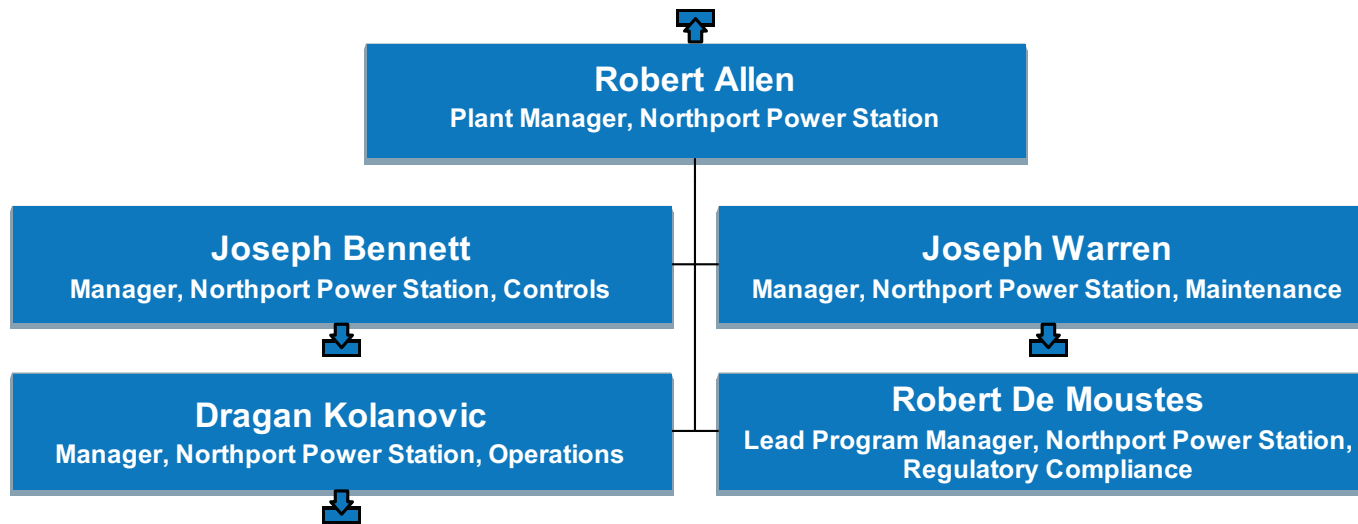
# US Operations



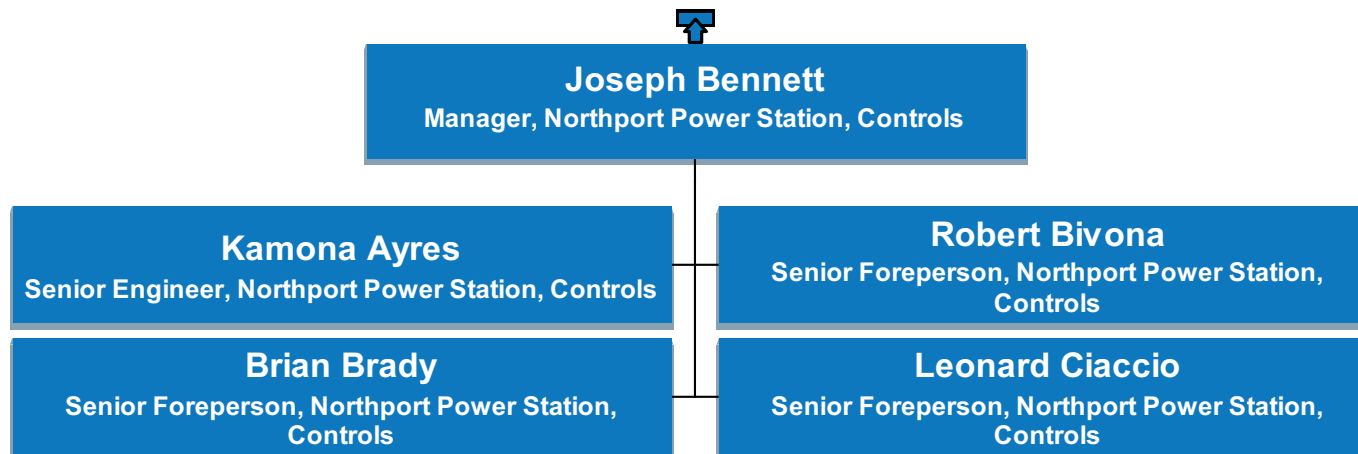
# US Operations



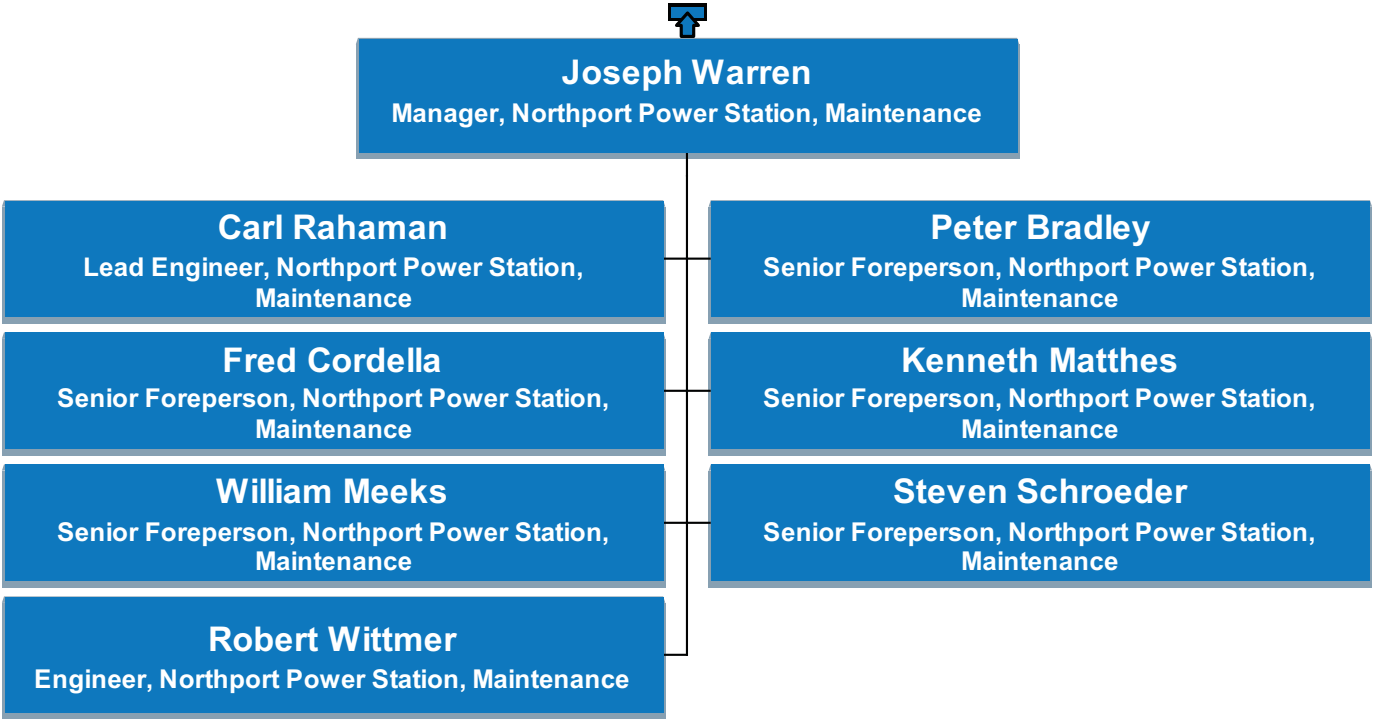
# US Operations



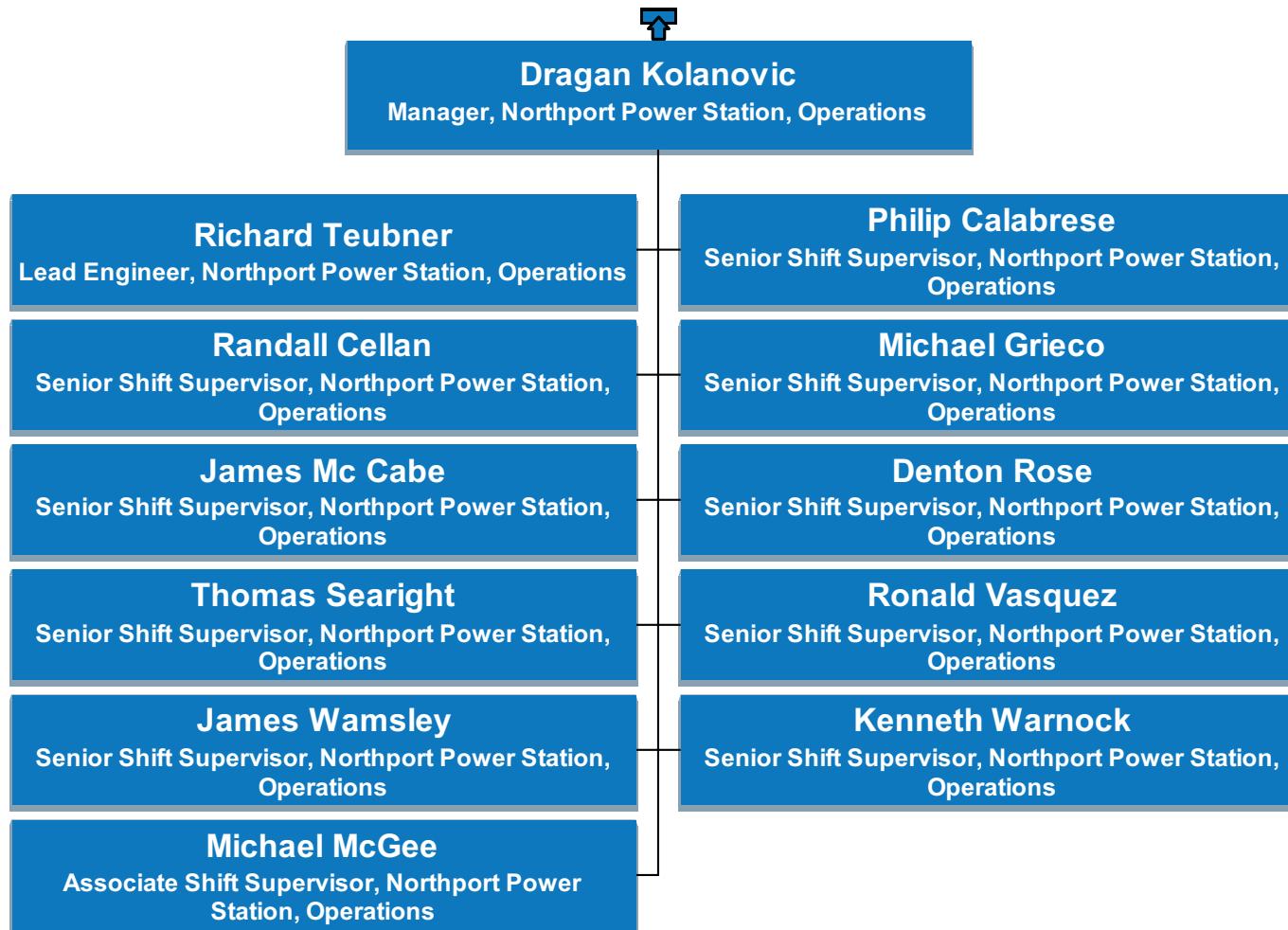
# US Operations



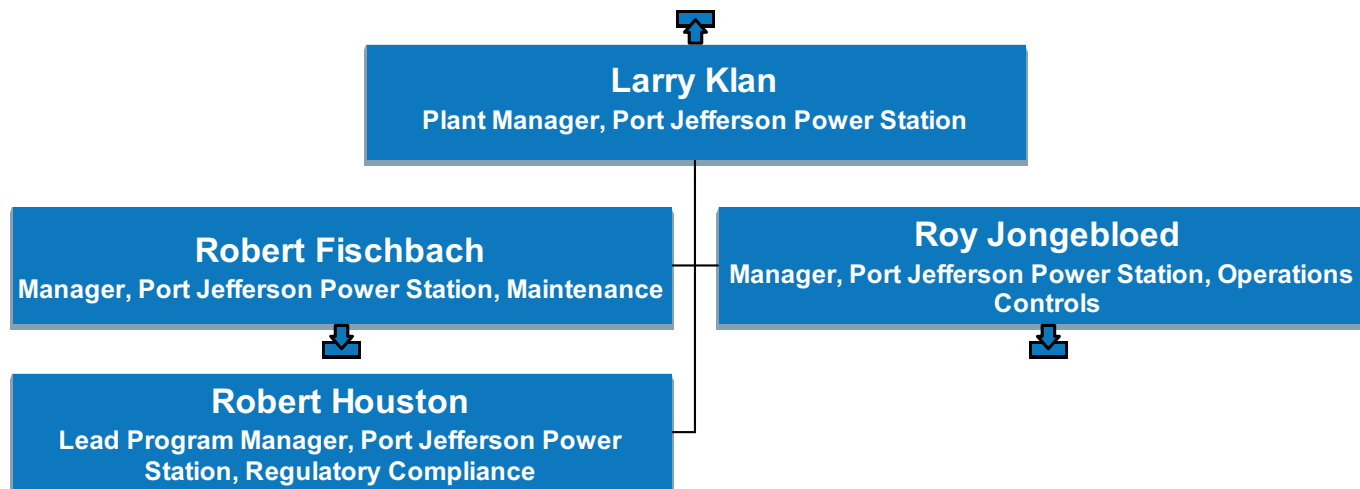
# US Operations



# US Operations

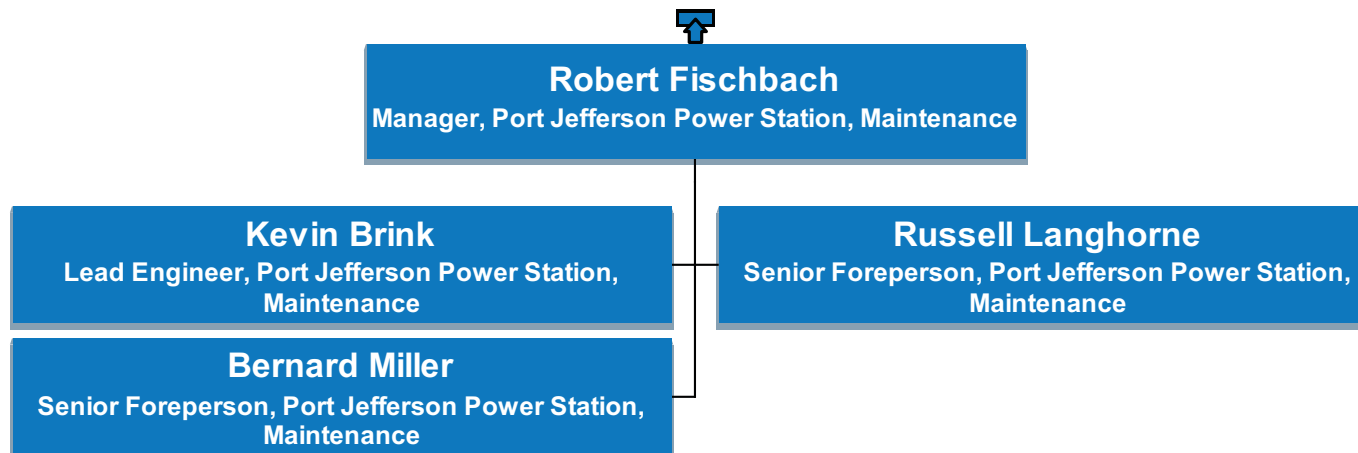


# US Operations

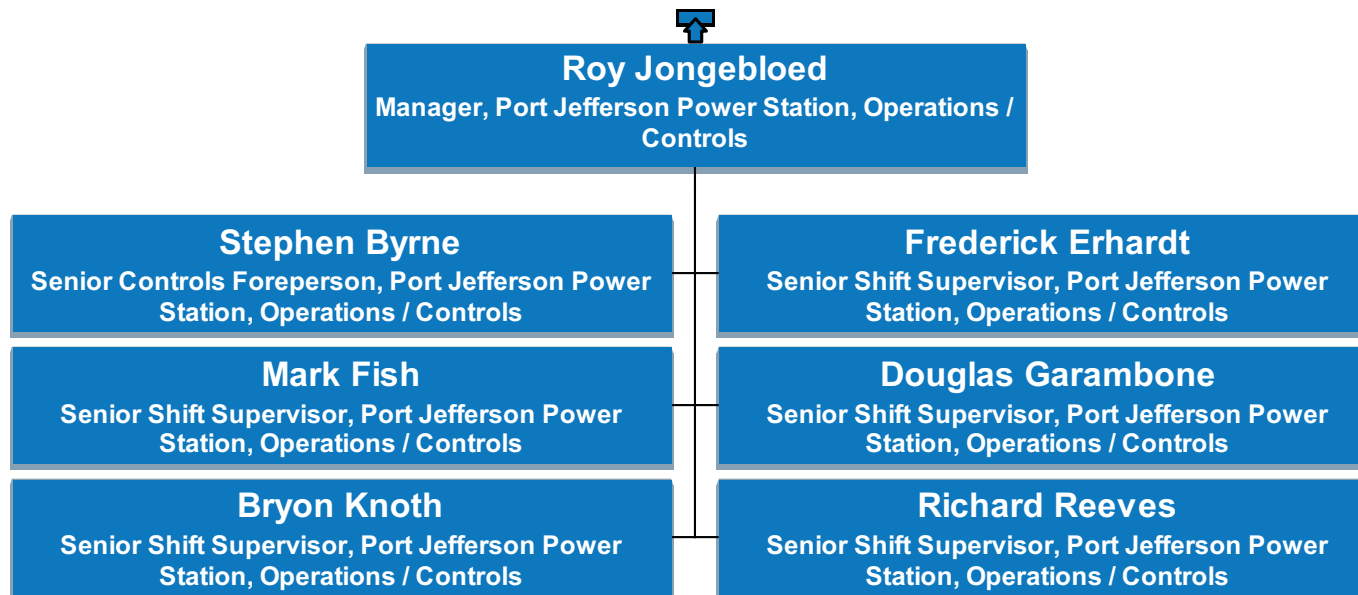




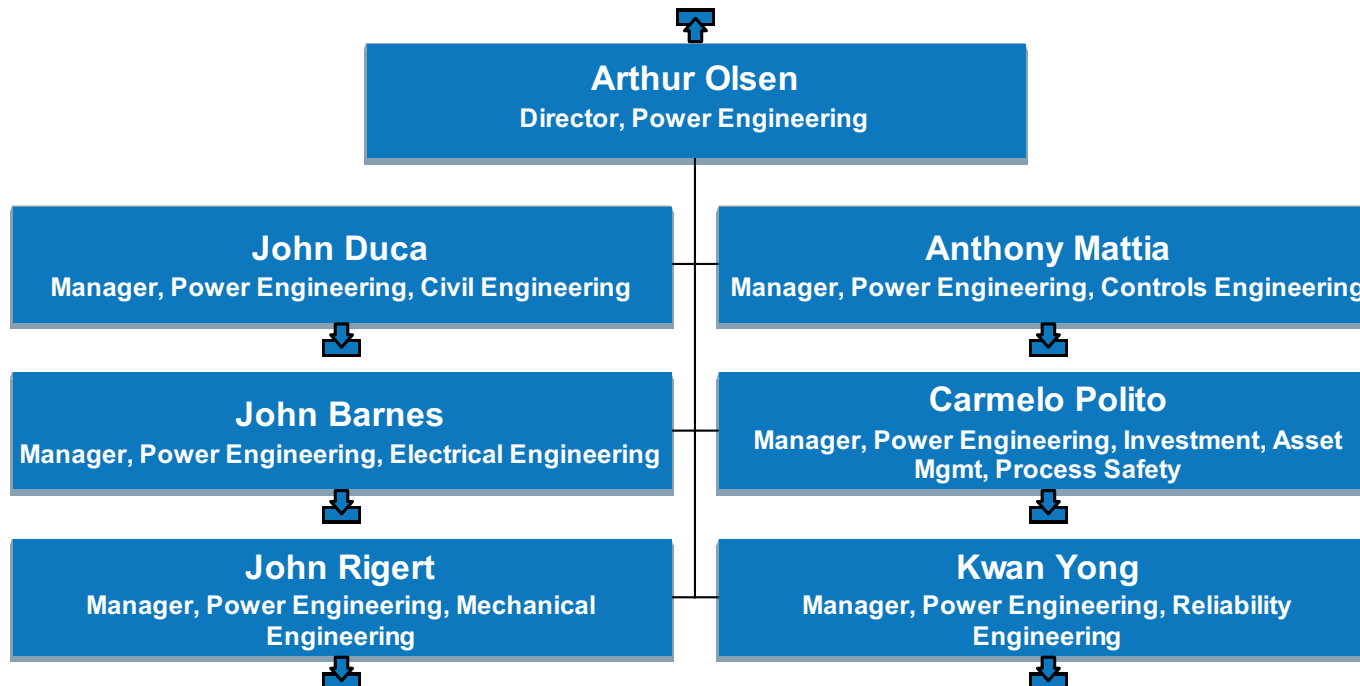
# US Operations



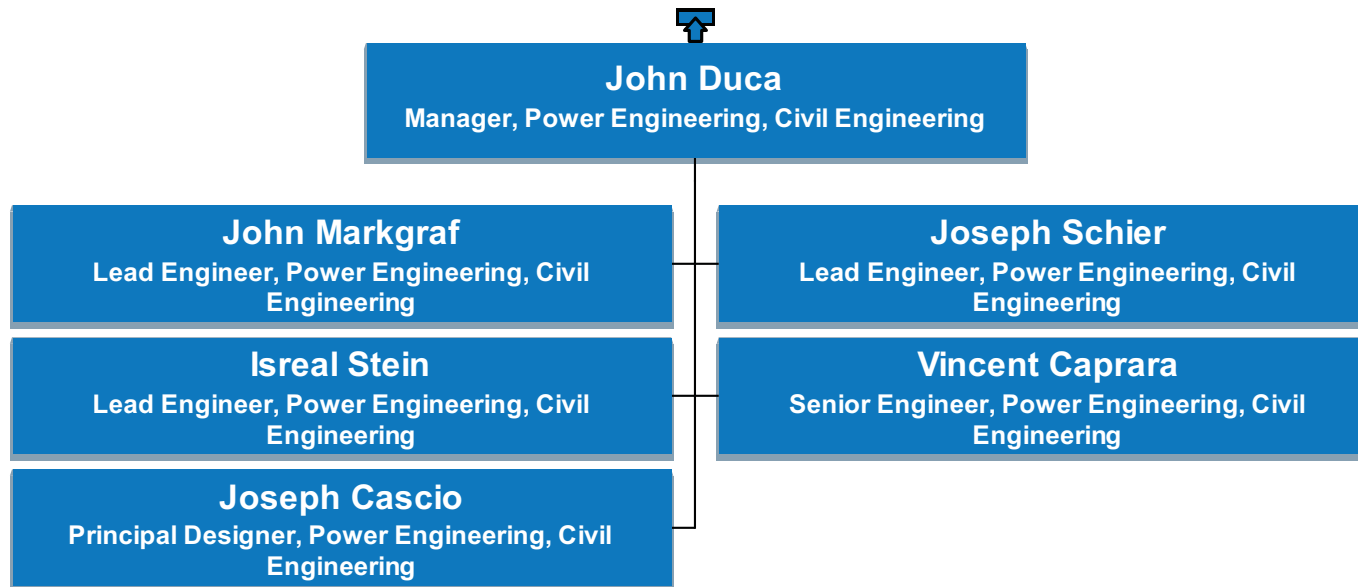
# US Operations



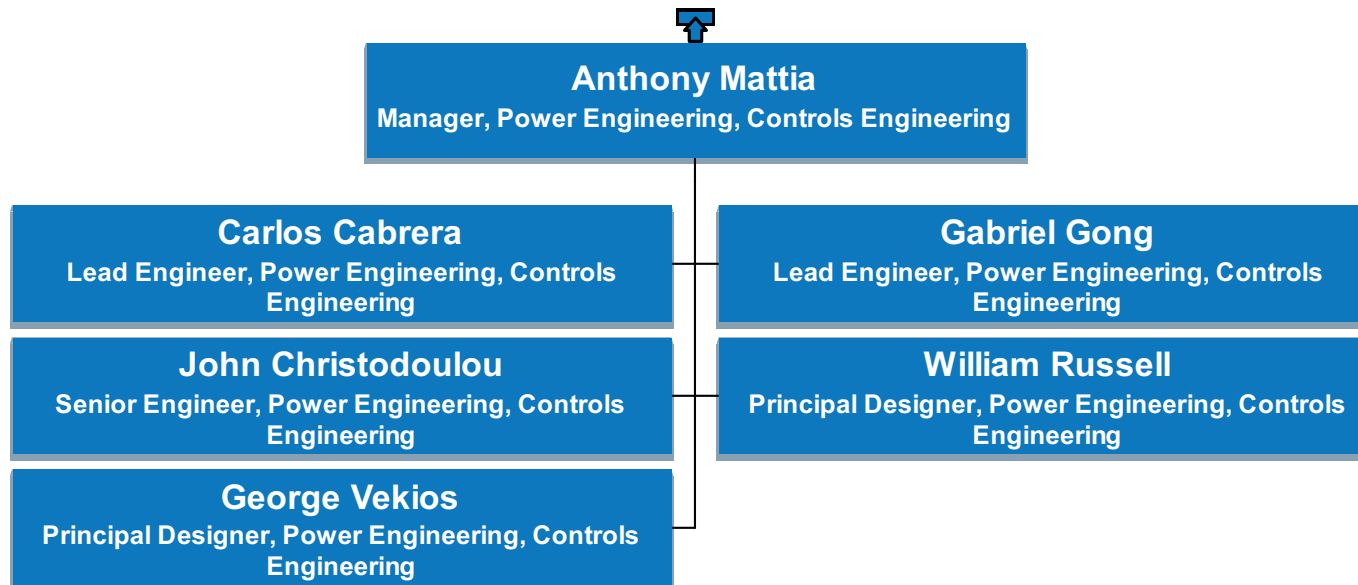
# US Operations



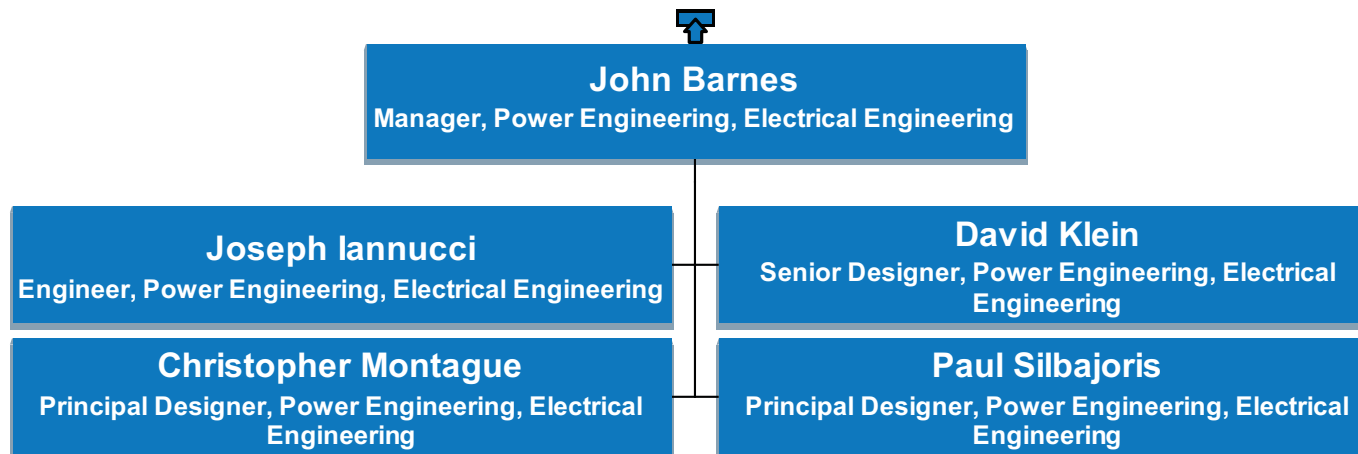
# US Operations



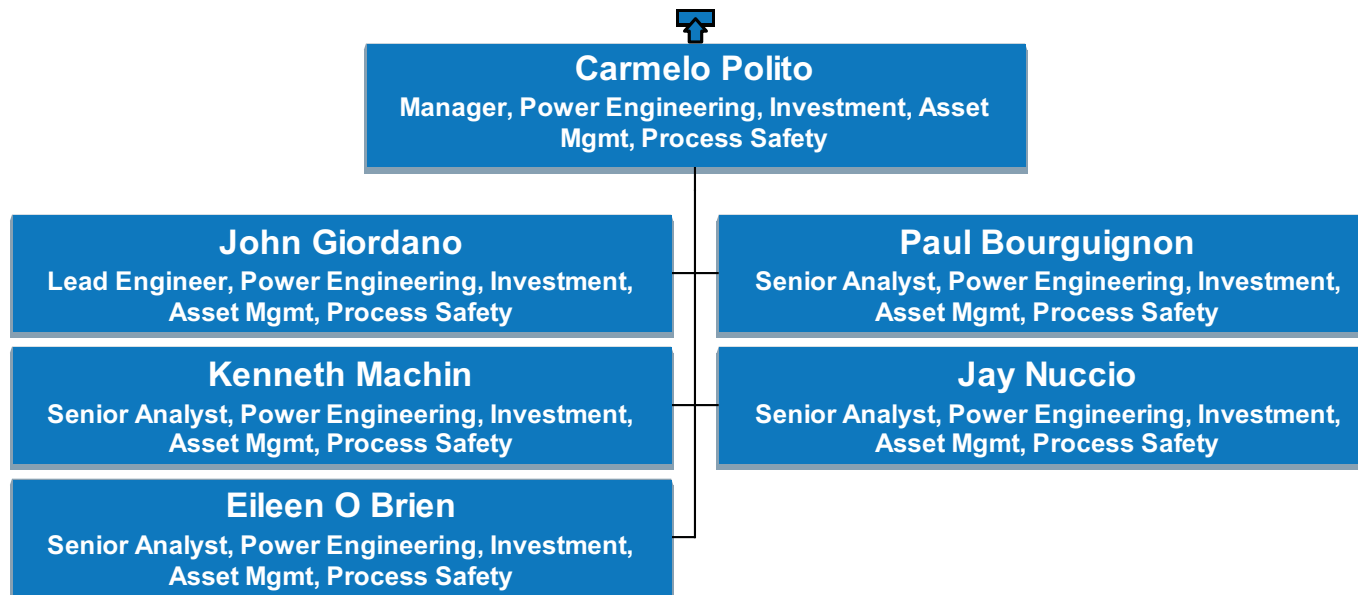
# US Operations



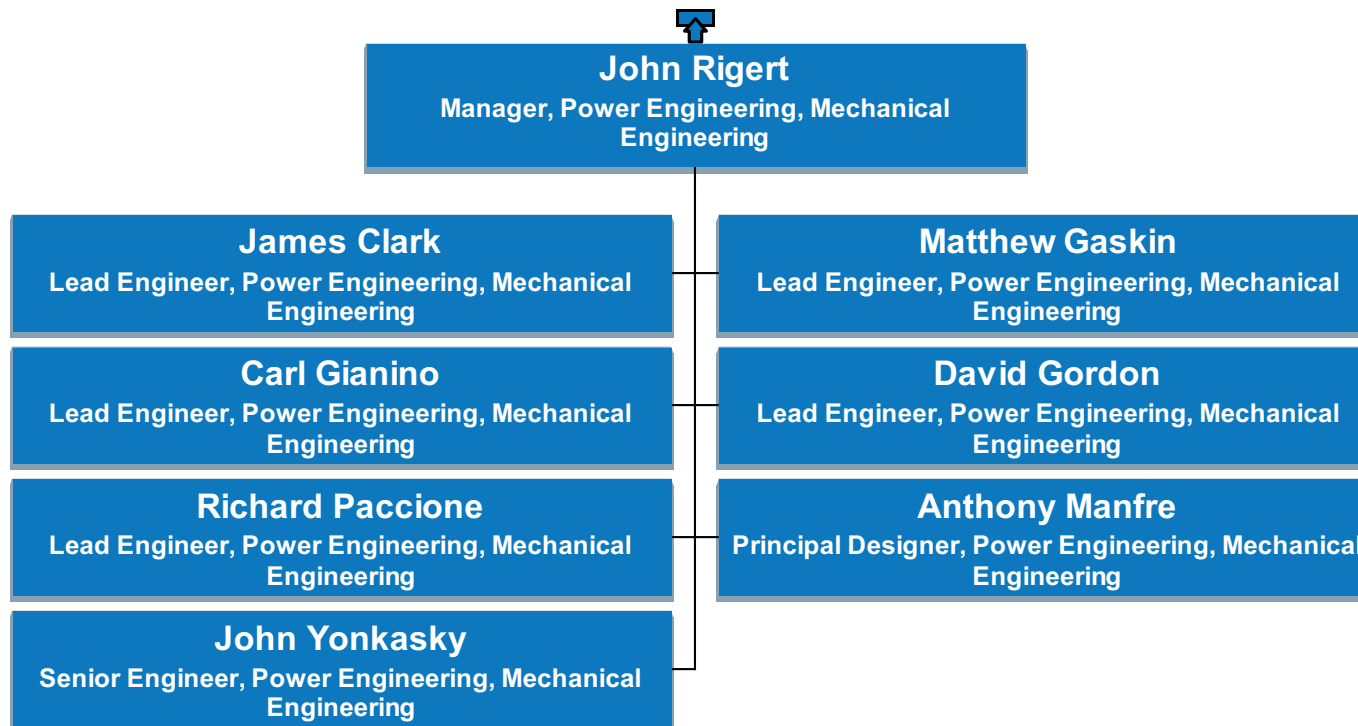
# US Operations



# US Operations

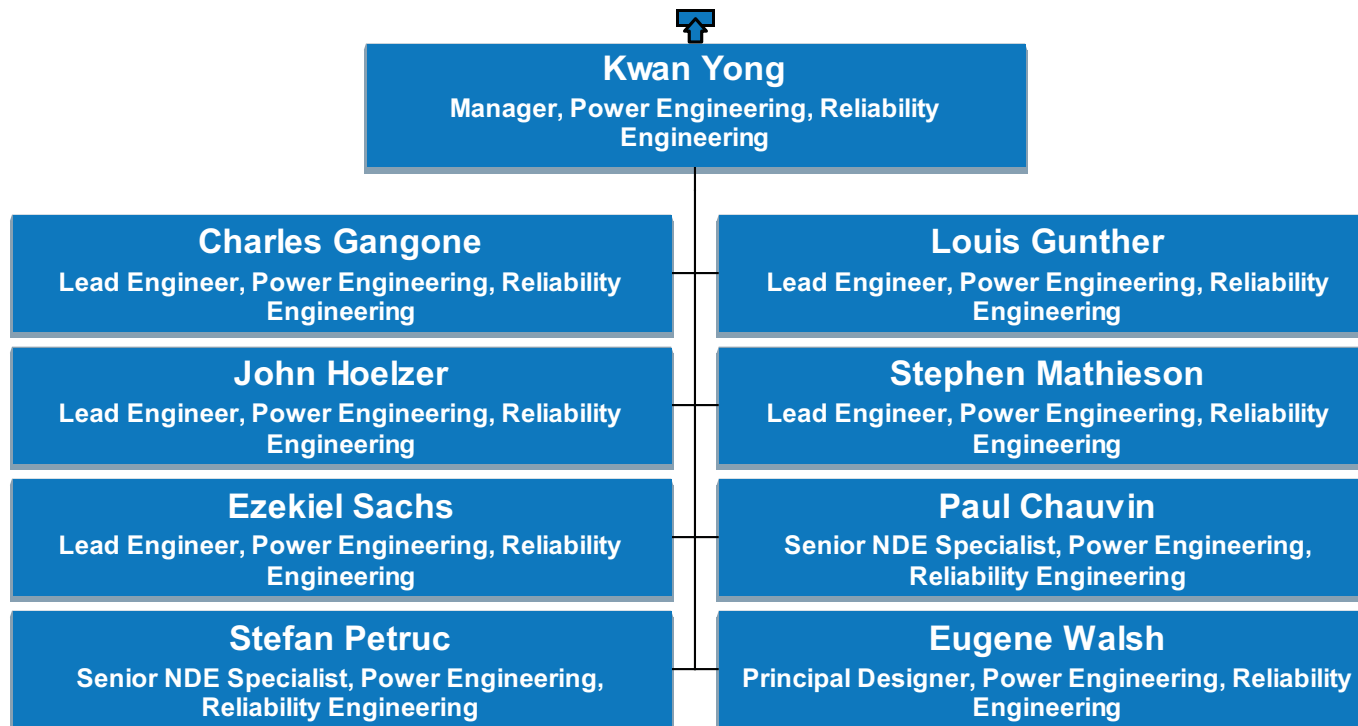


# US Operations

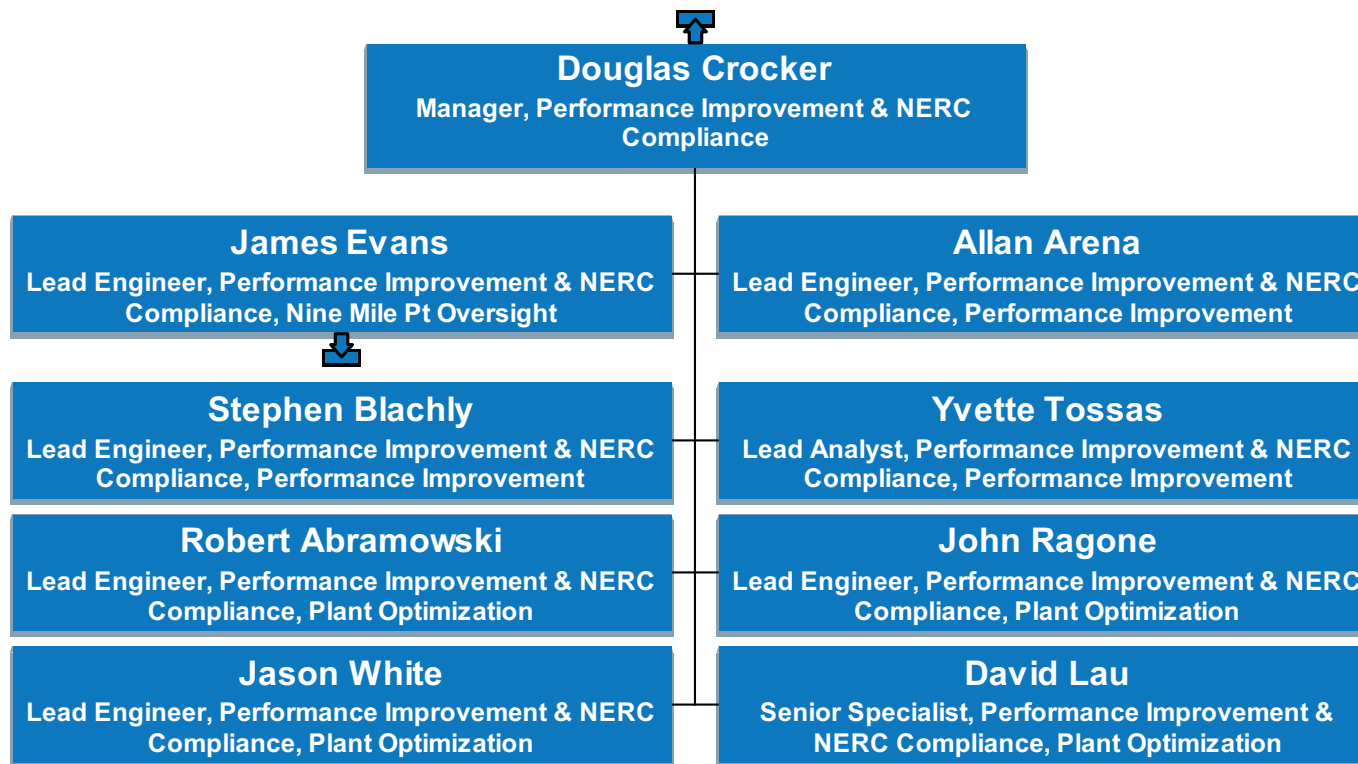




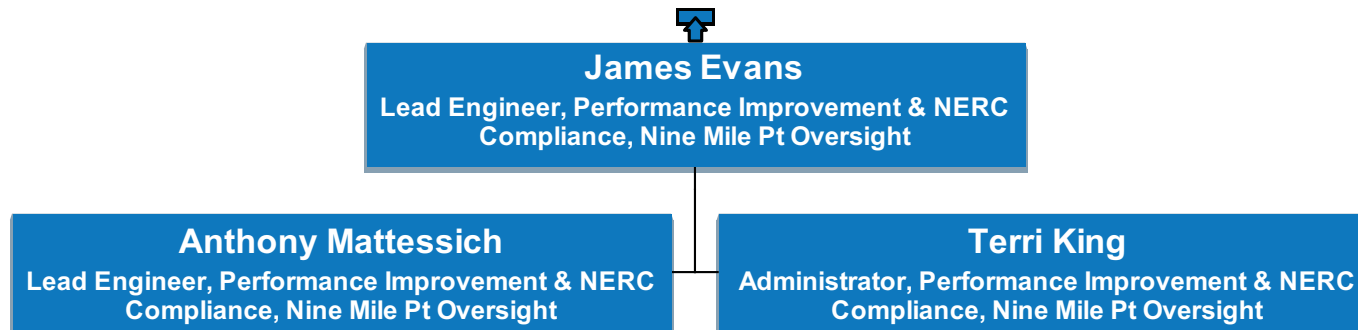
# US Operations



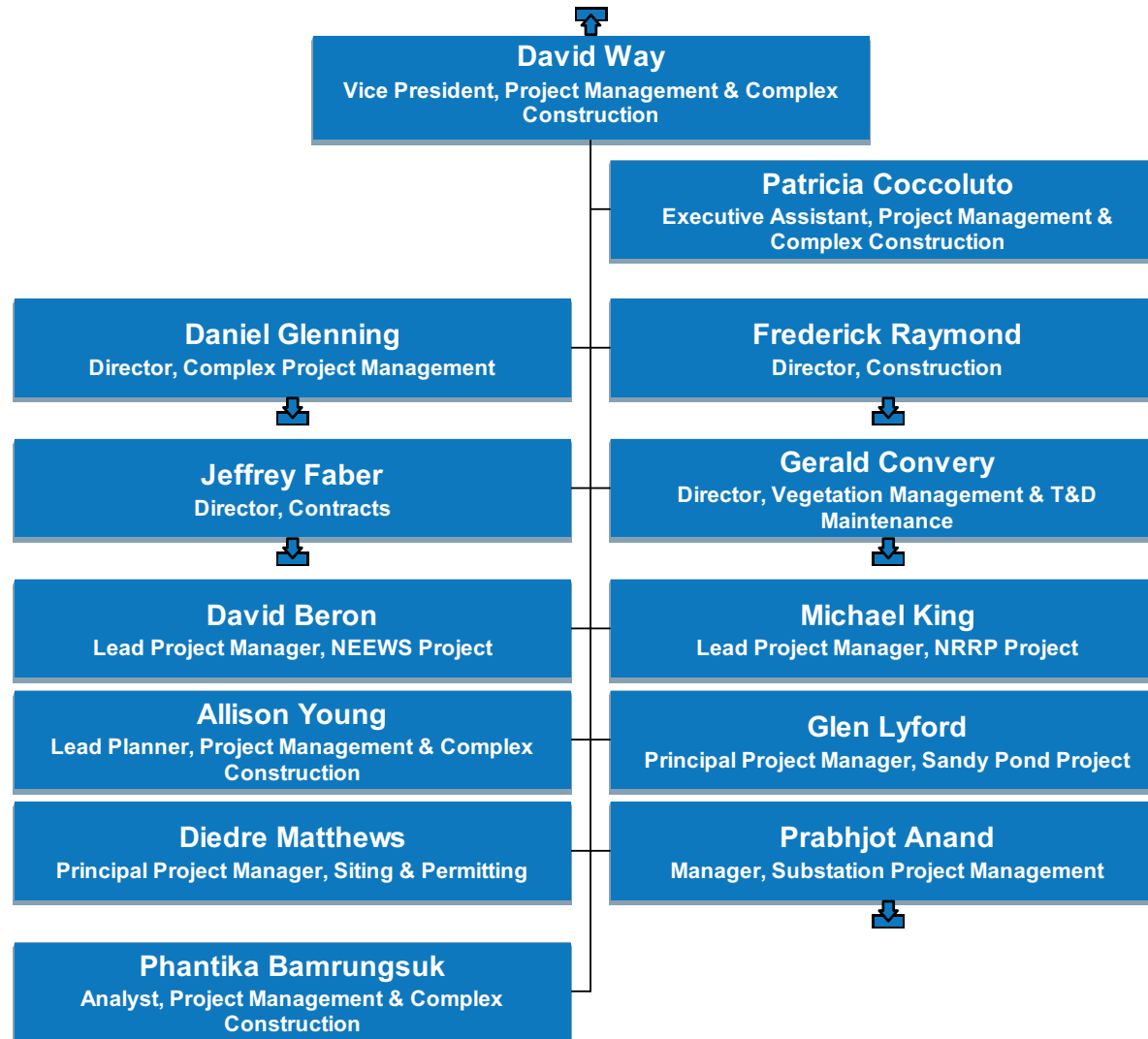
# US Operations



# US Operations

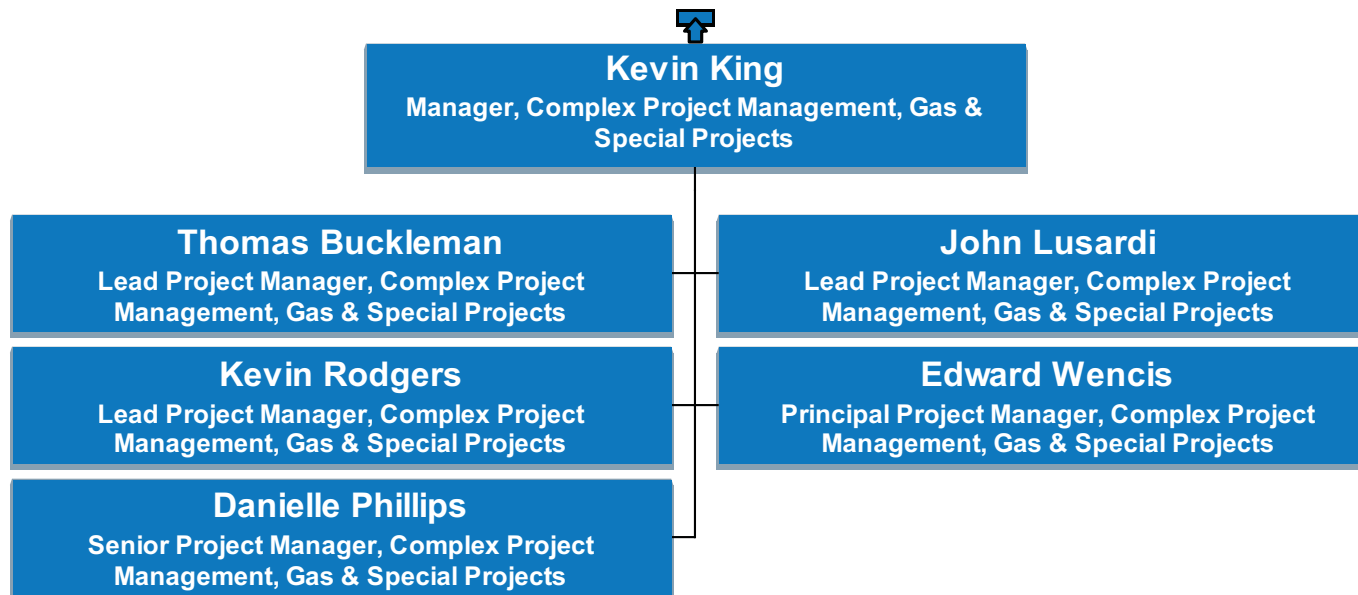


# US Operations

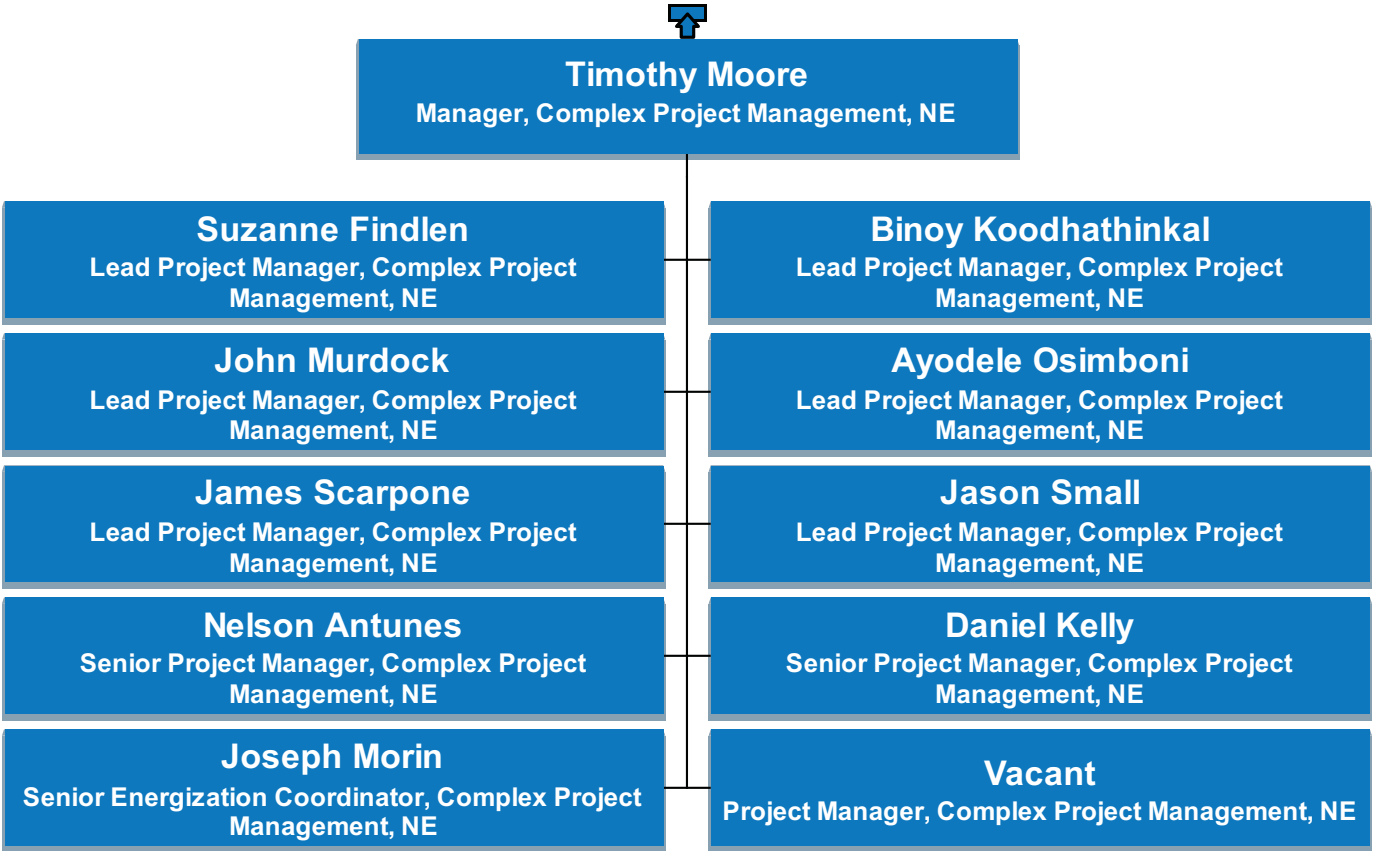




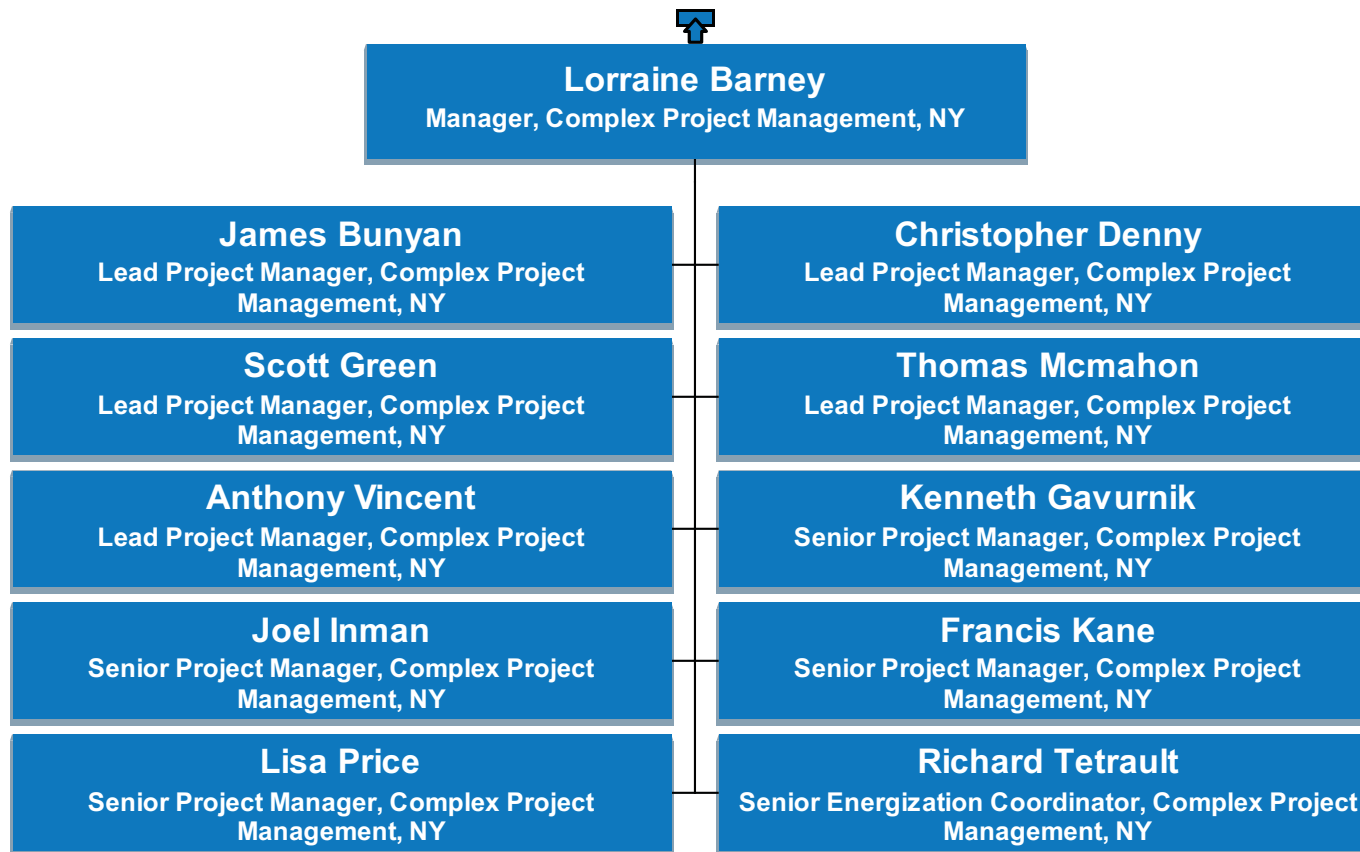
# US Operations



# US Operations

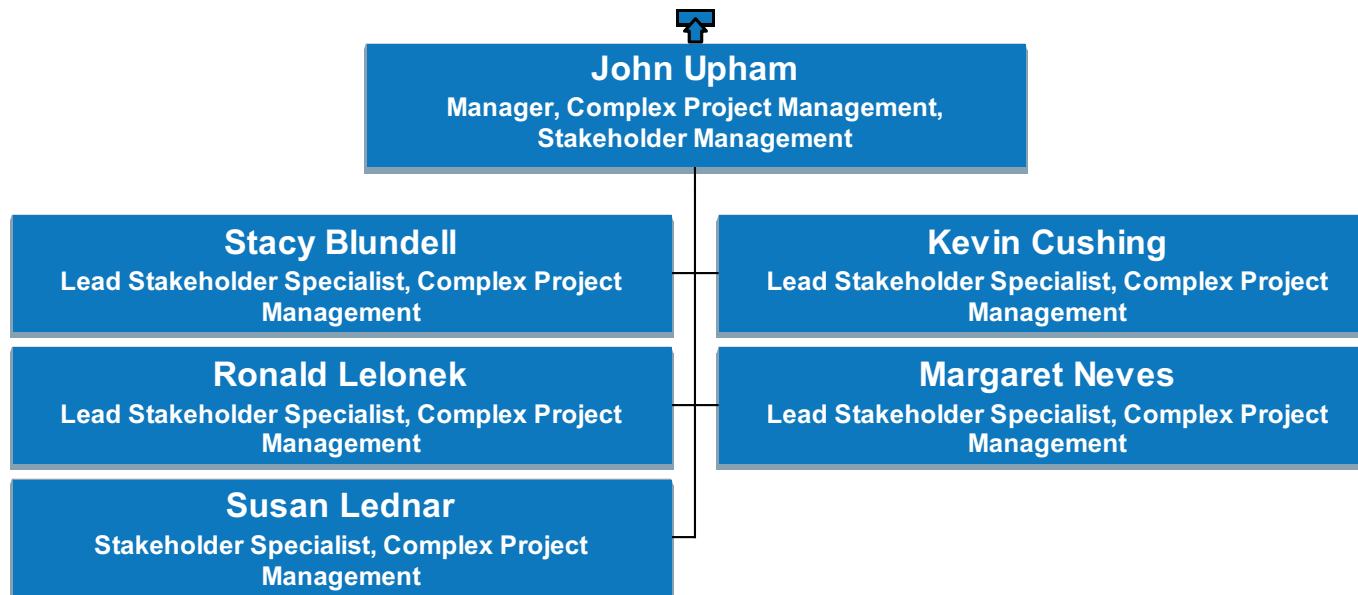


# US Operations

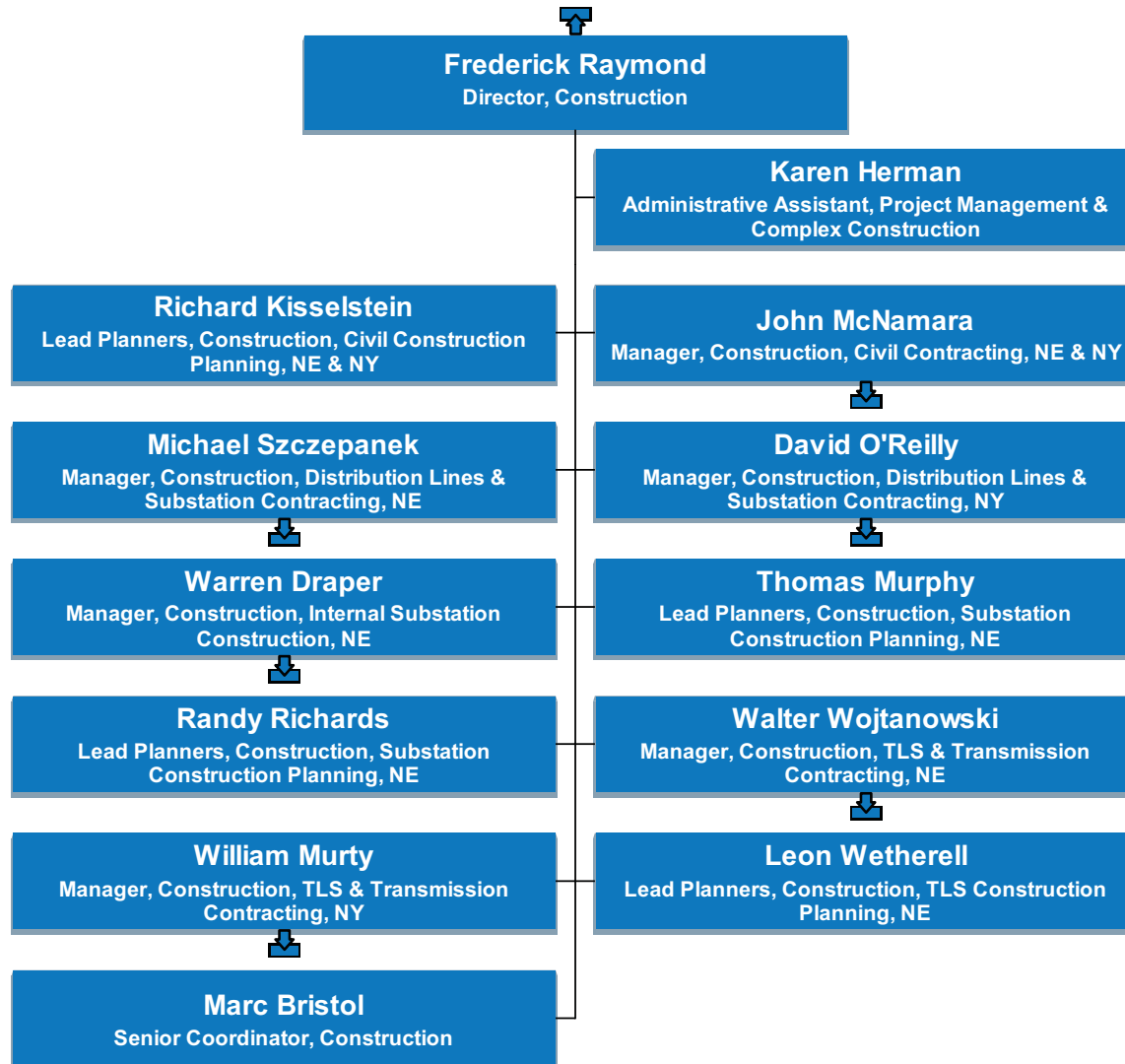




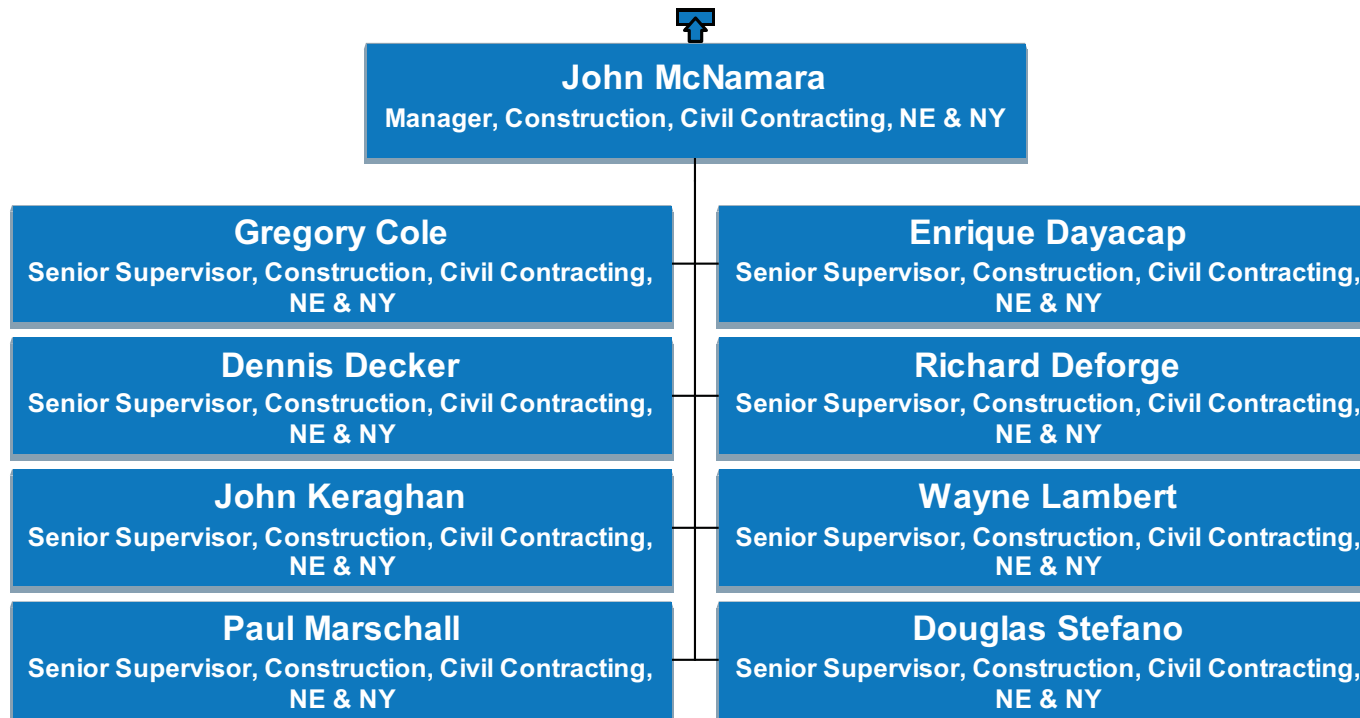
# US Operations



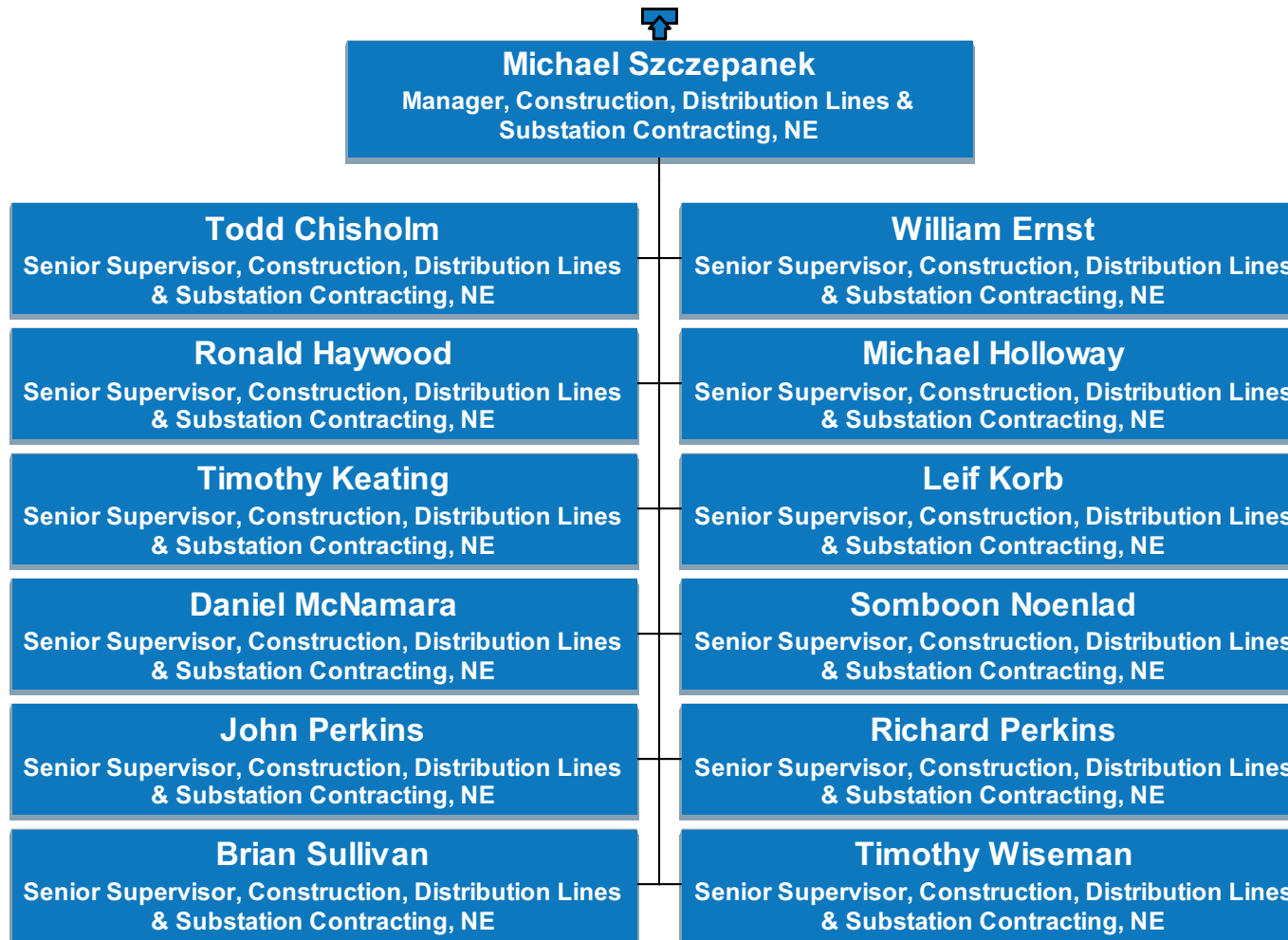
# US Operations



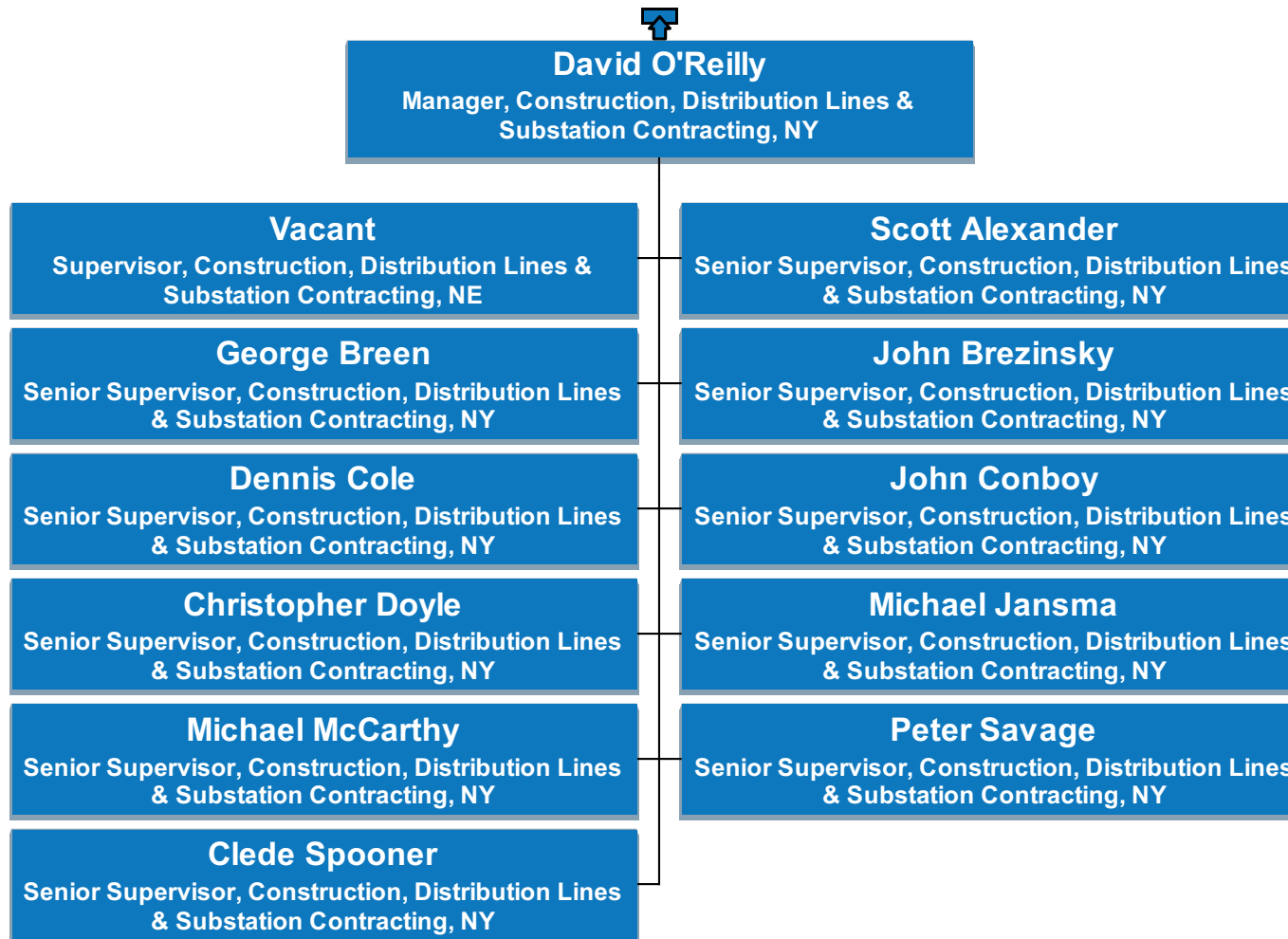
# US Operations



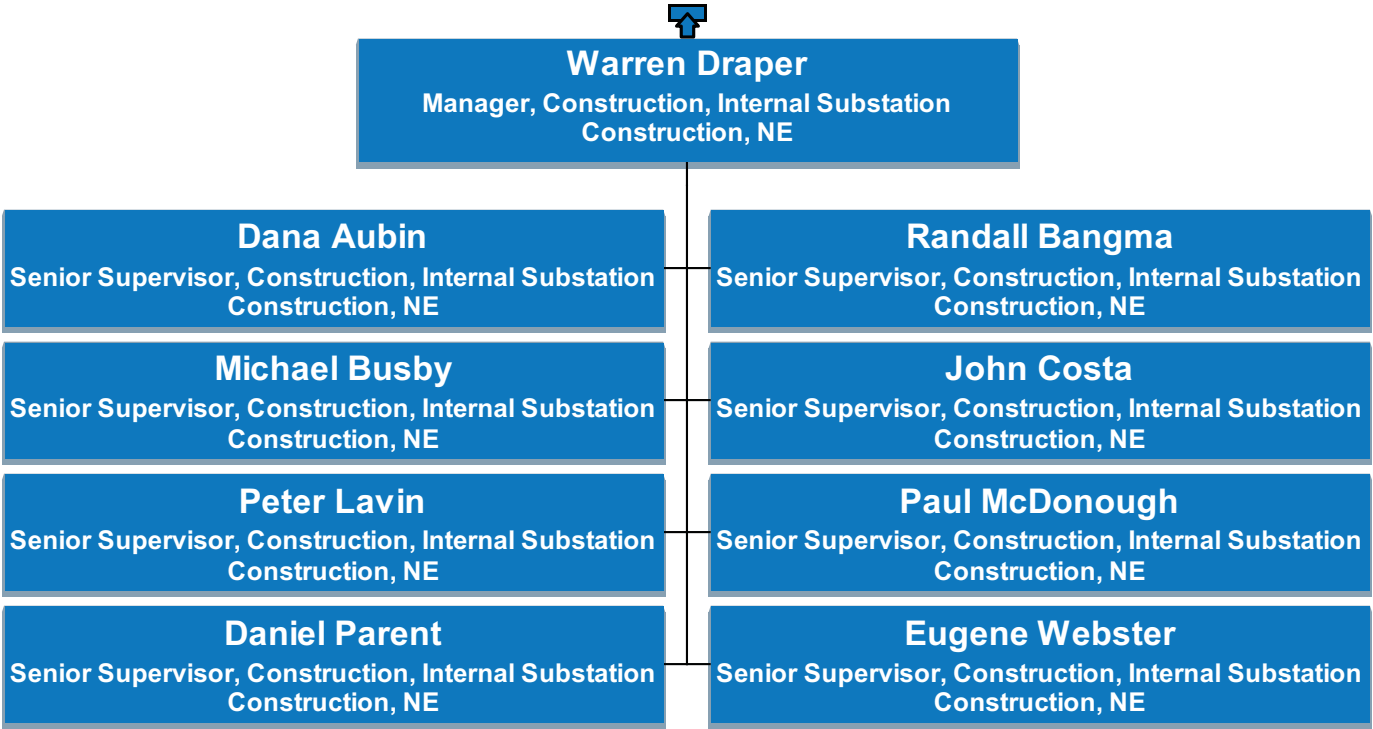
# US Operations



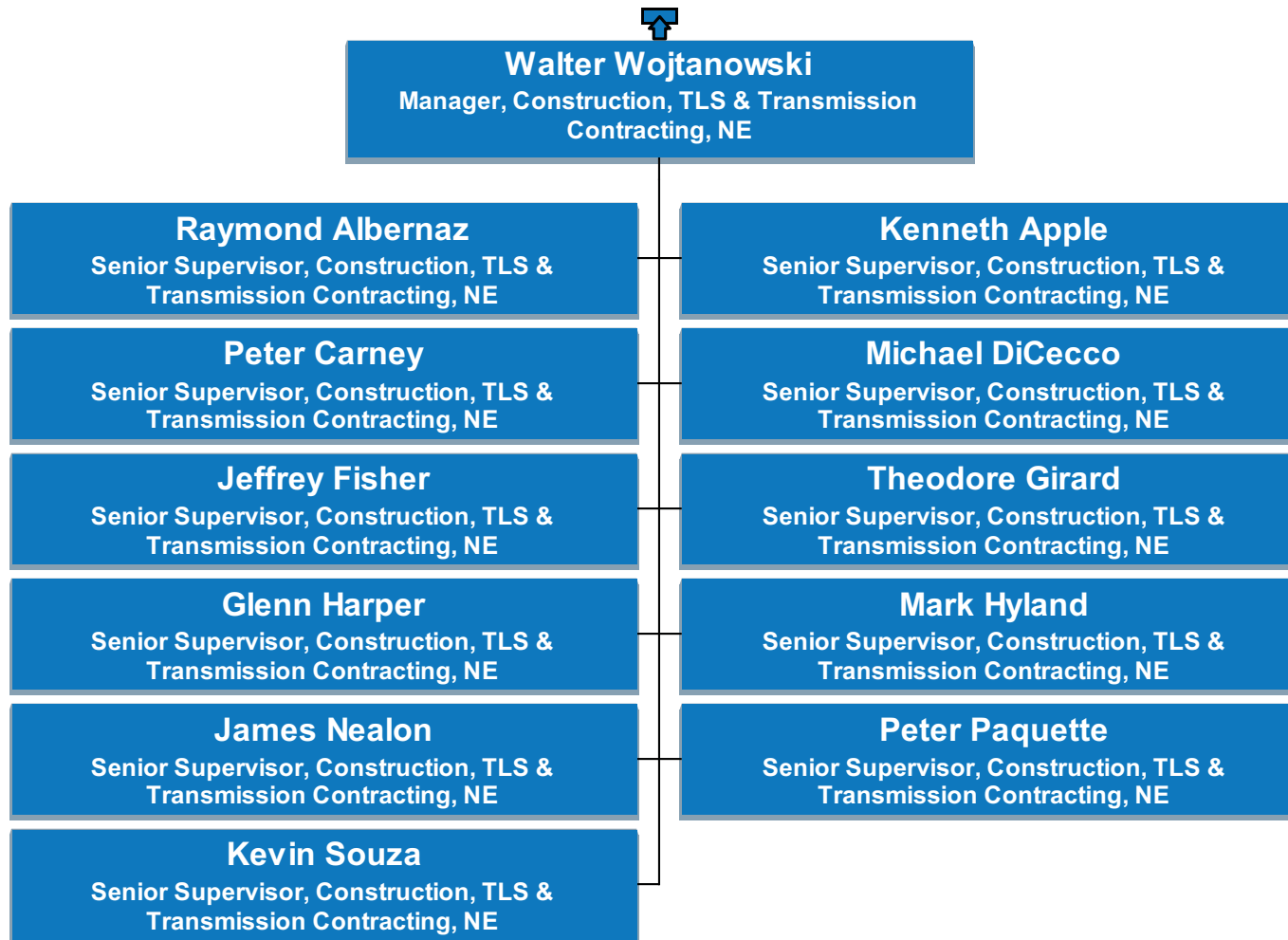
# US Operations



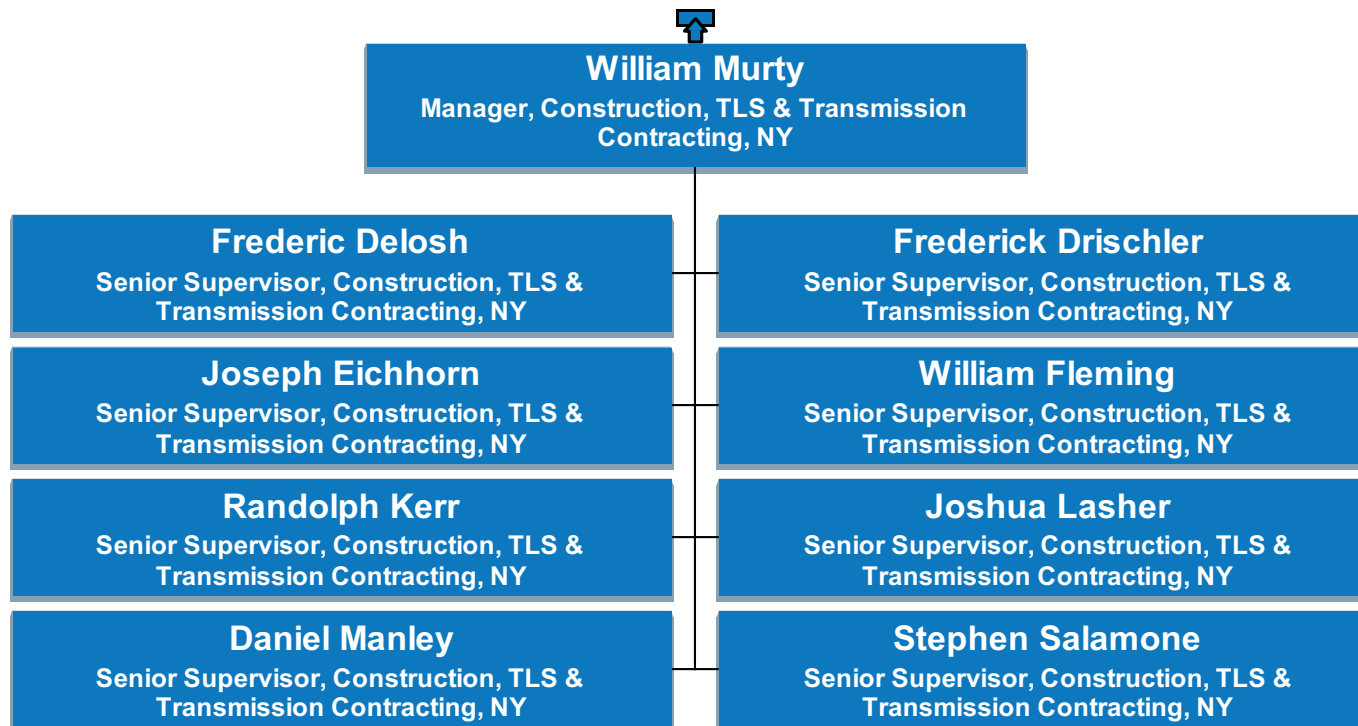
# US Operations



# US Operations

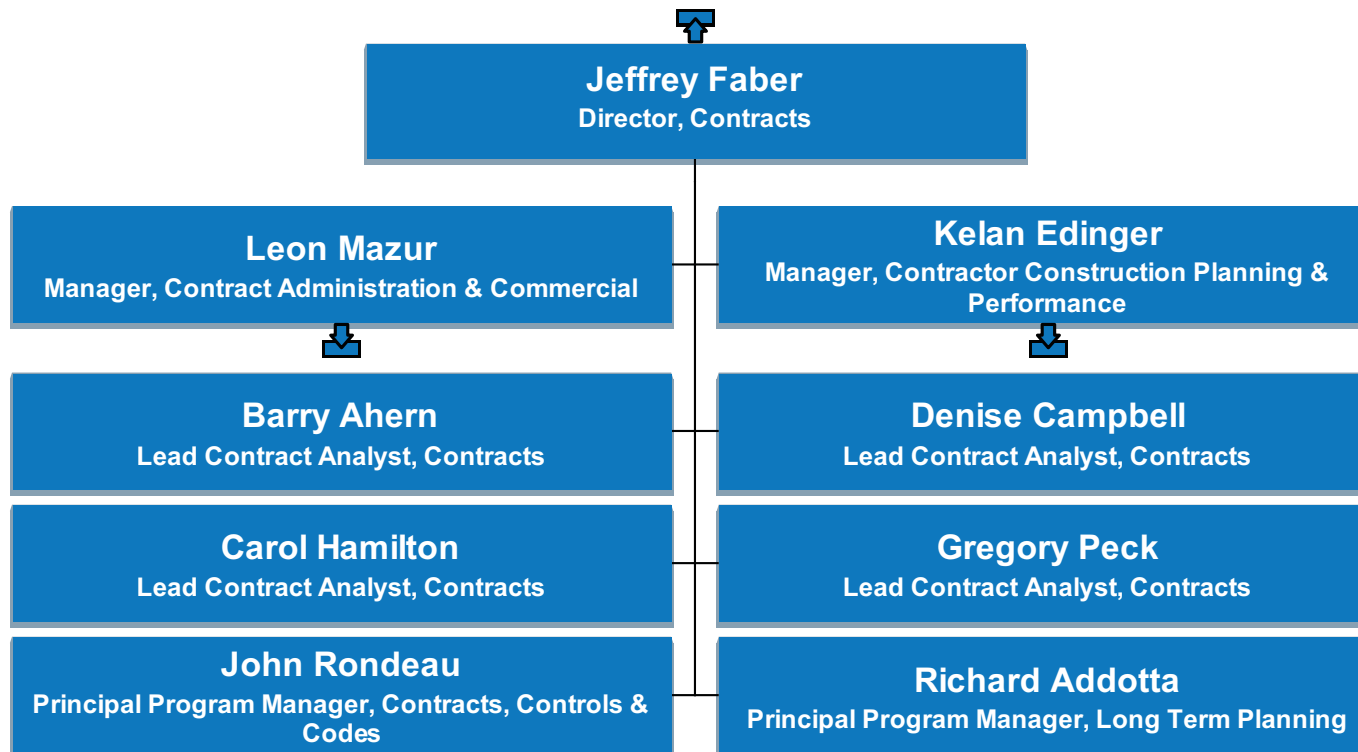


# US Operations

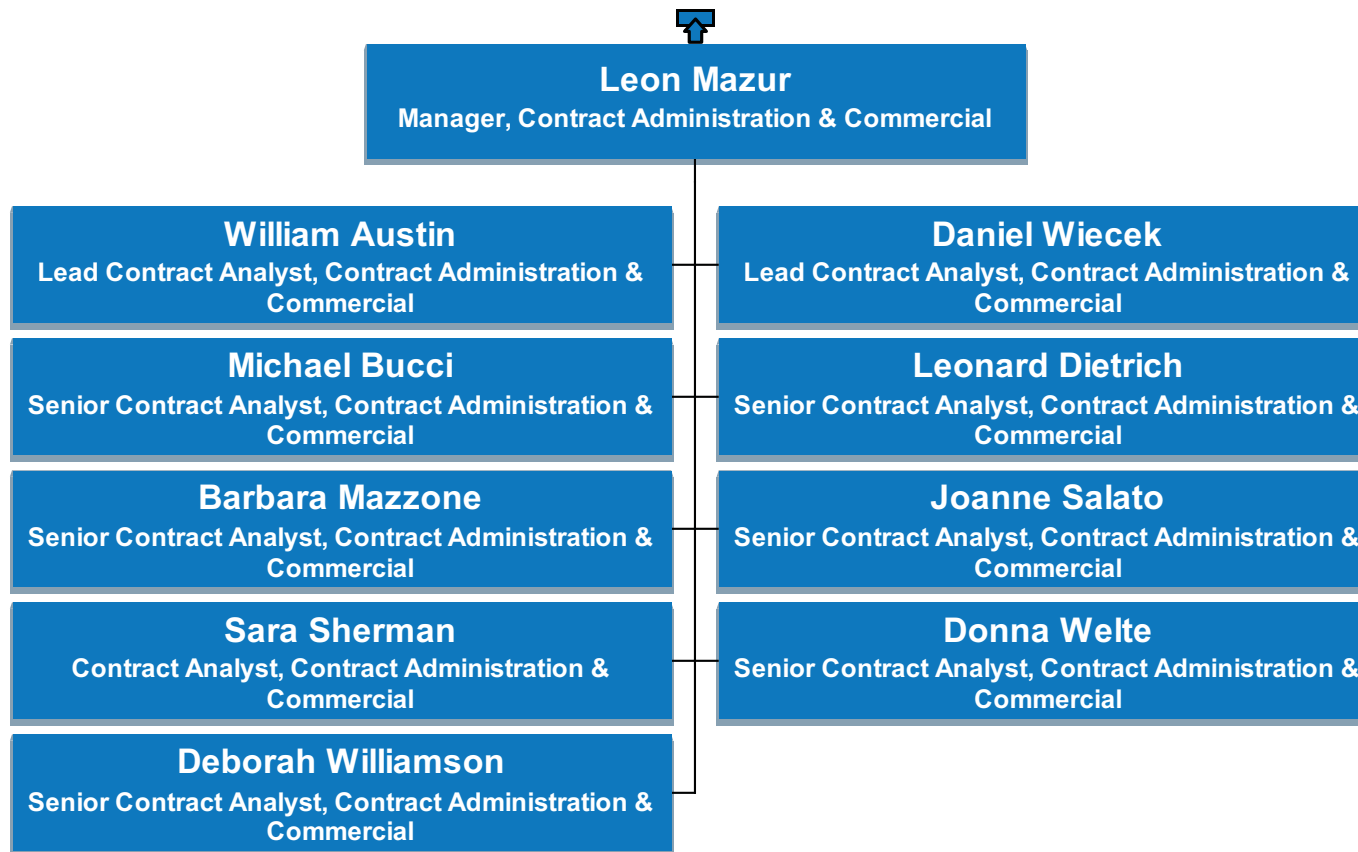




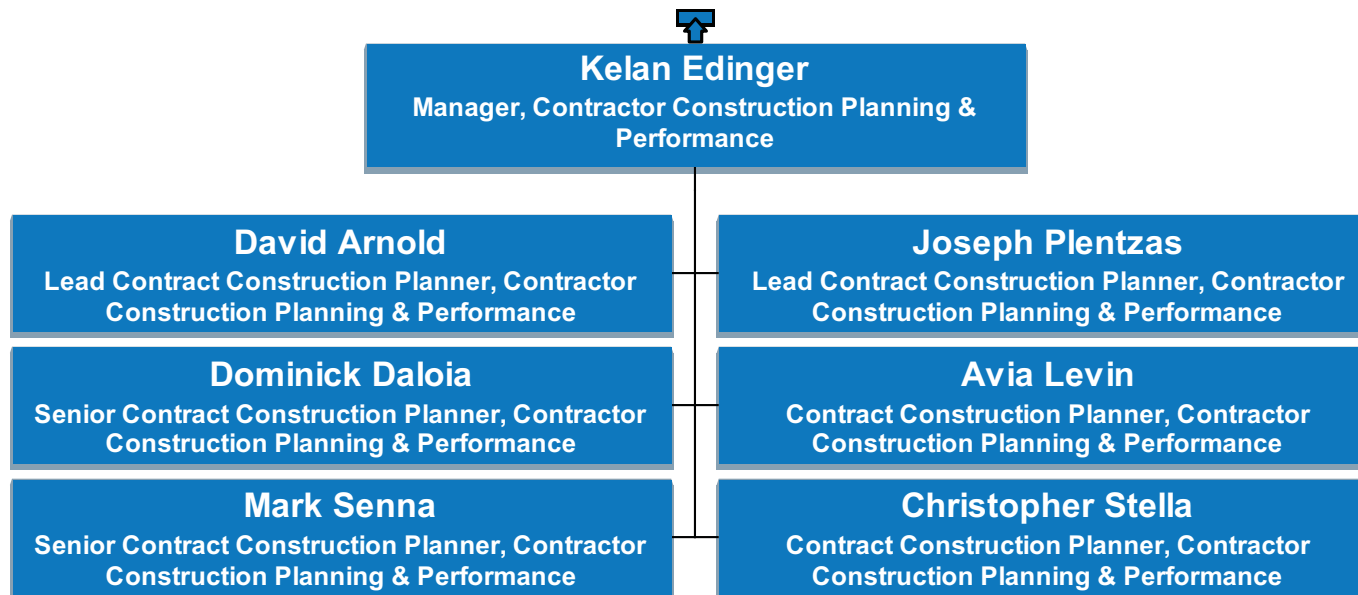
# US Operations



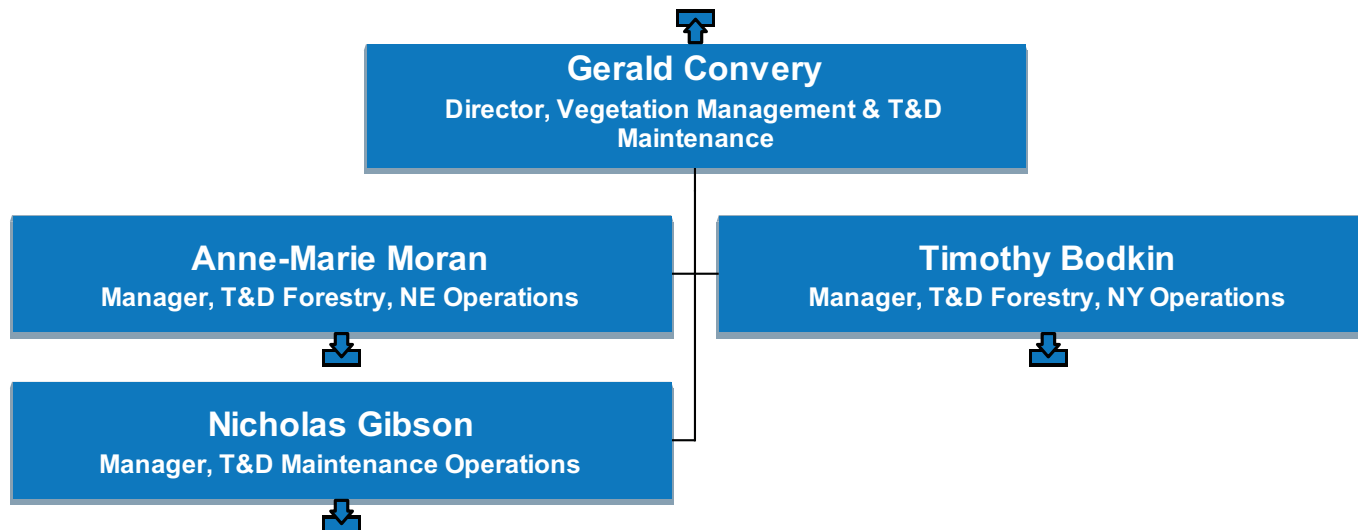
# US Operations



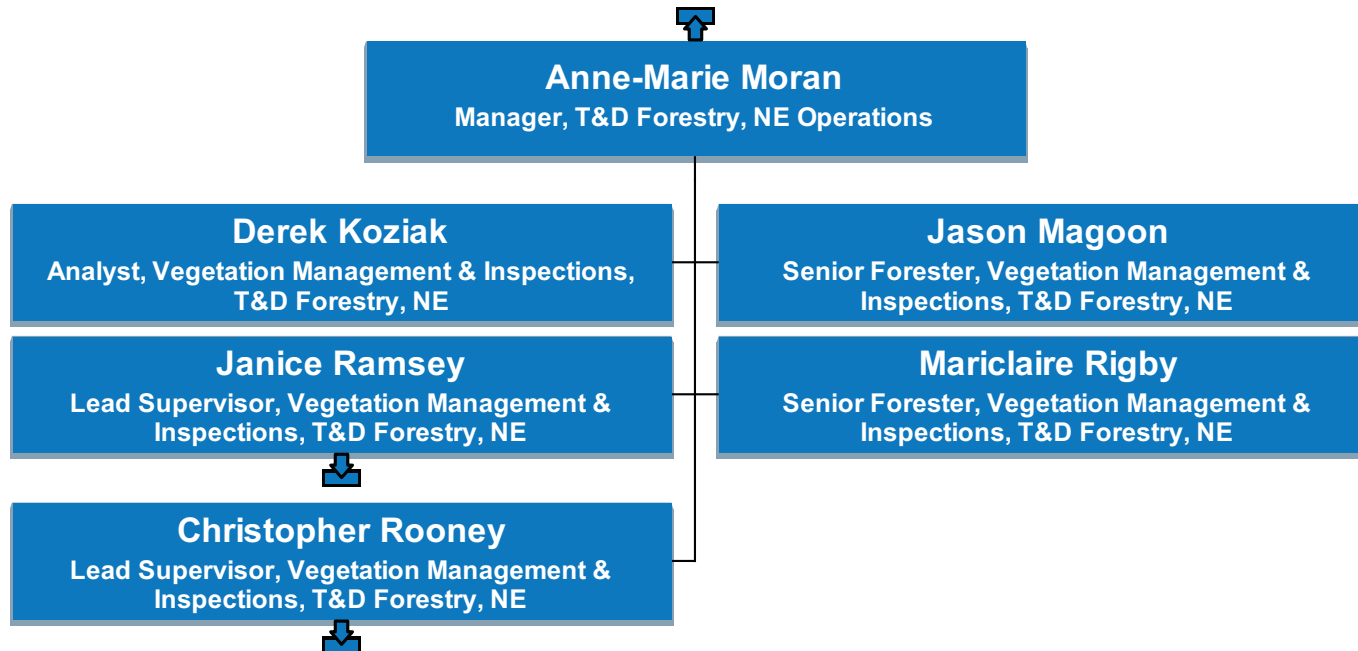
# US Operations



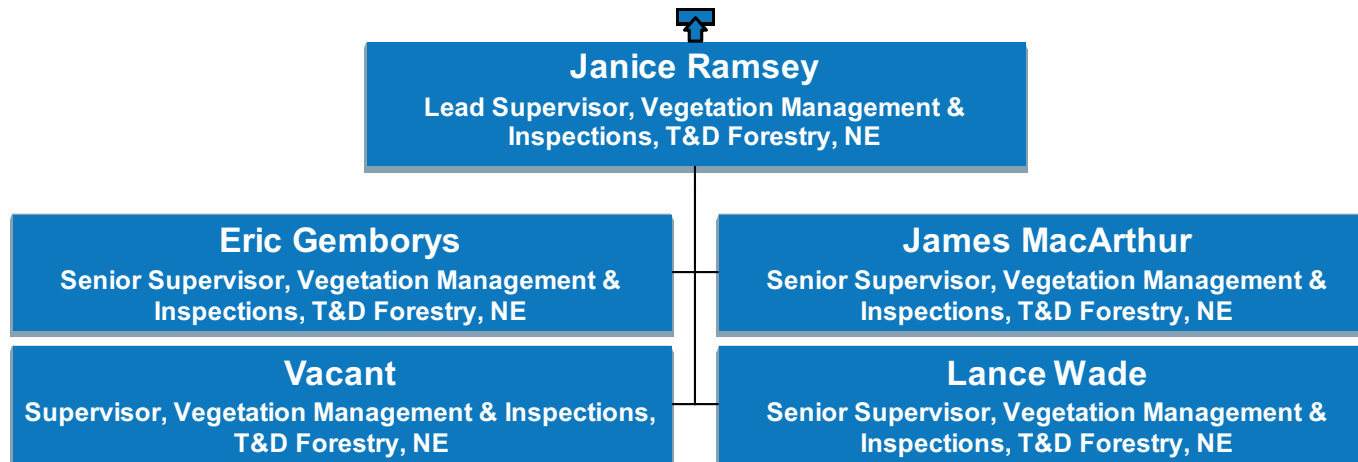
# US Operations



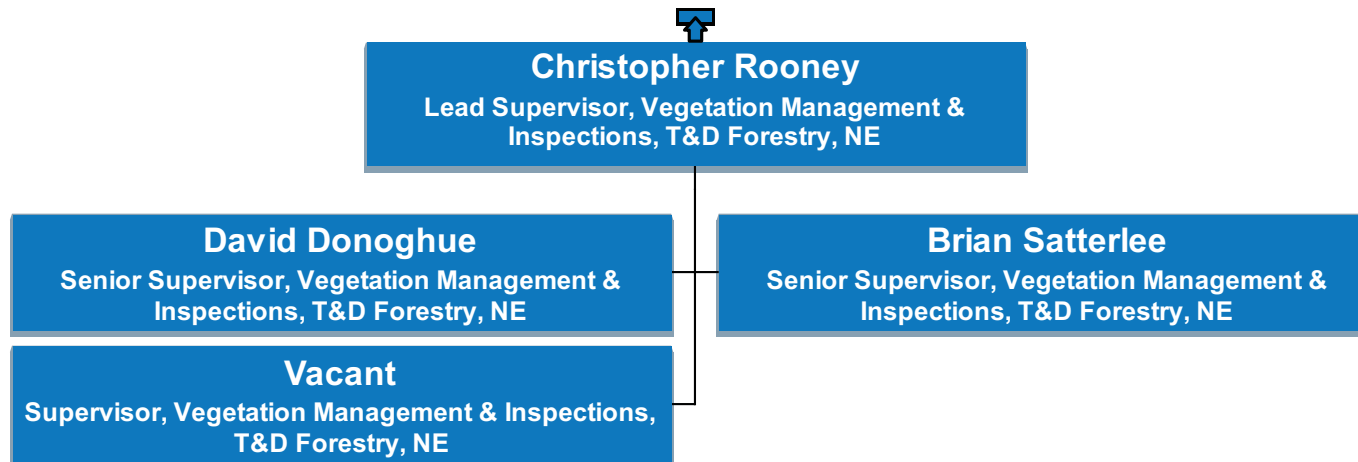
# US Operations



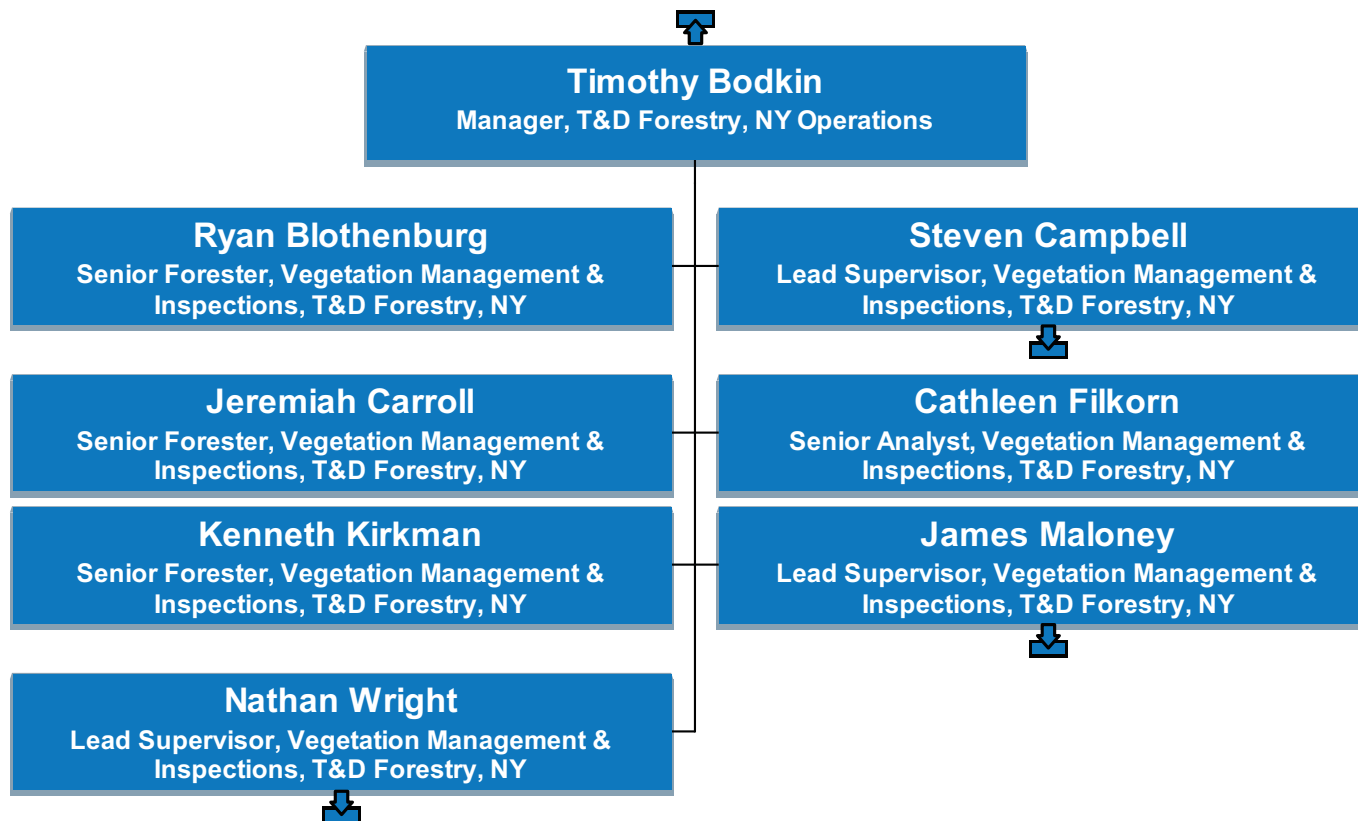
# US Operations



# US Operations

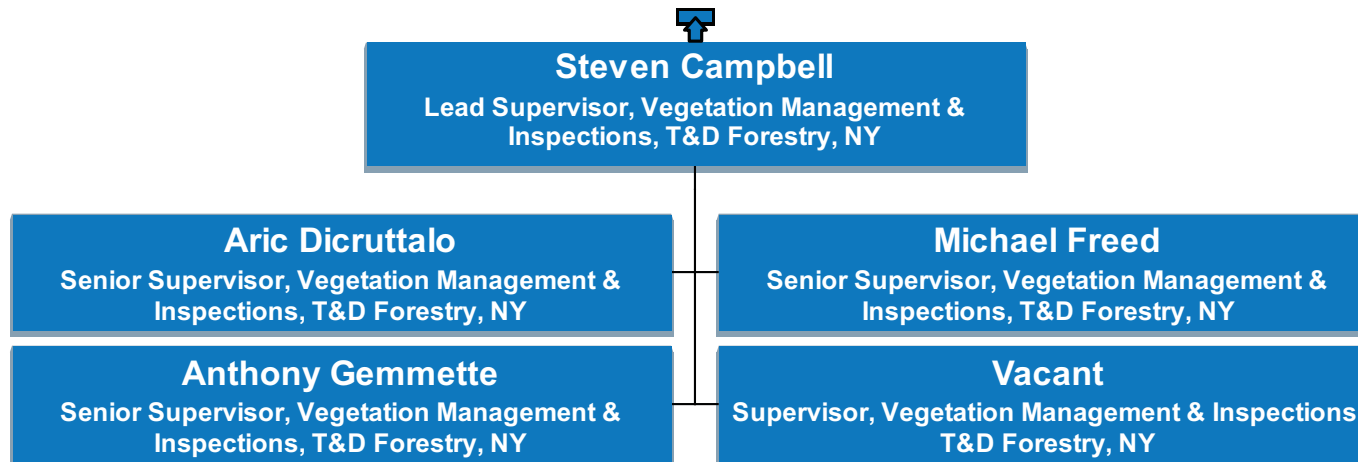


# US Operations

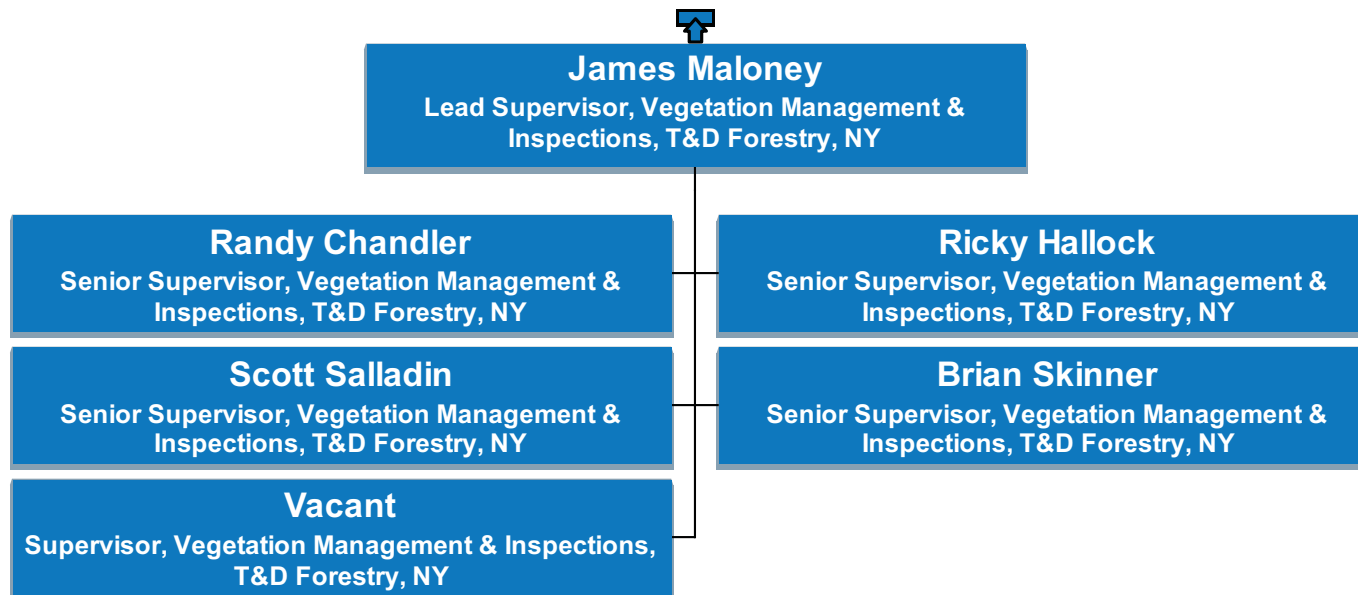




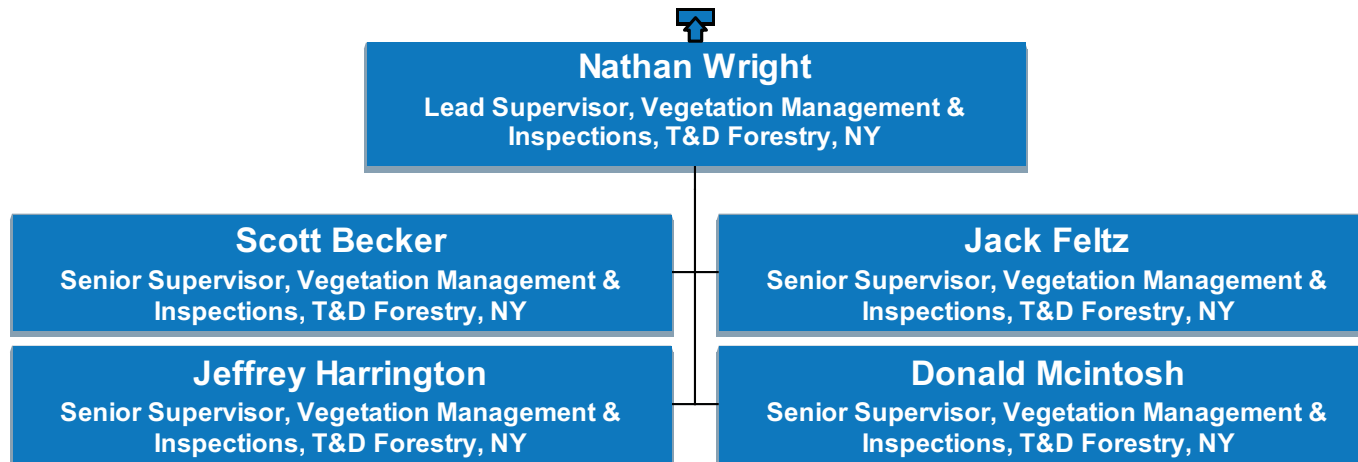
# US Operations



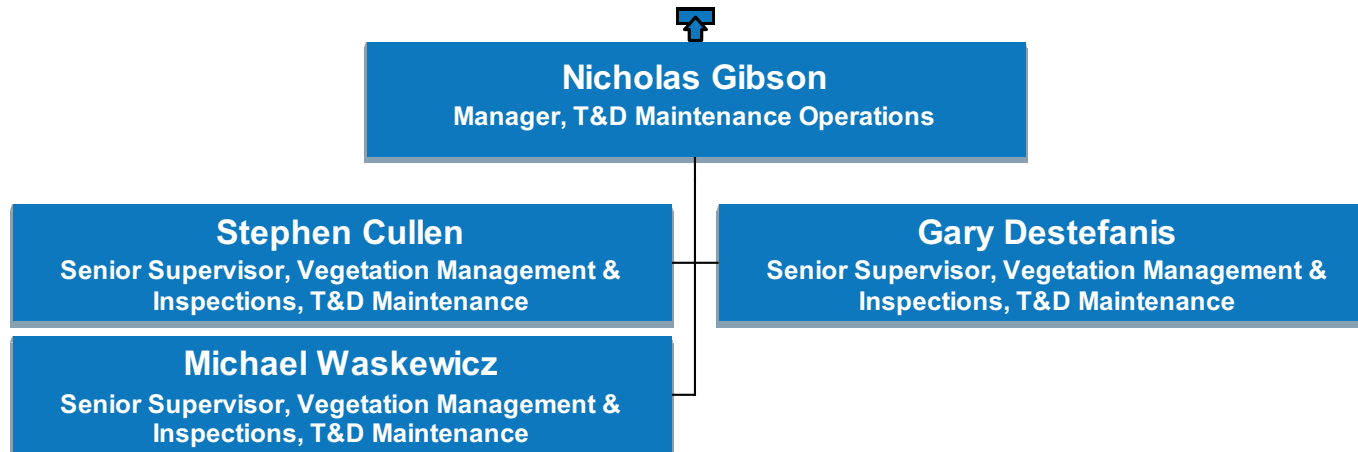
# US Operations



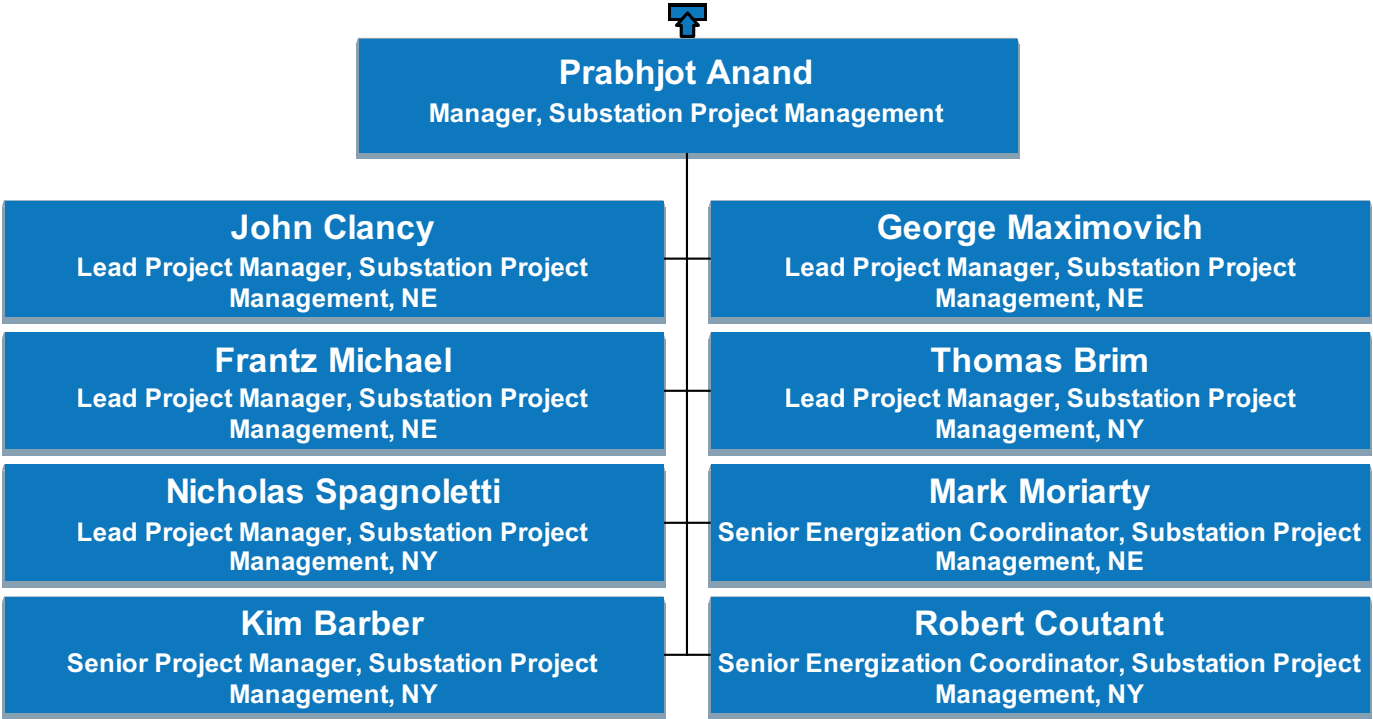
# US Operations



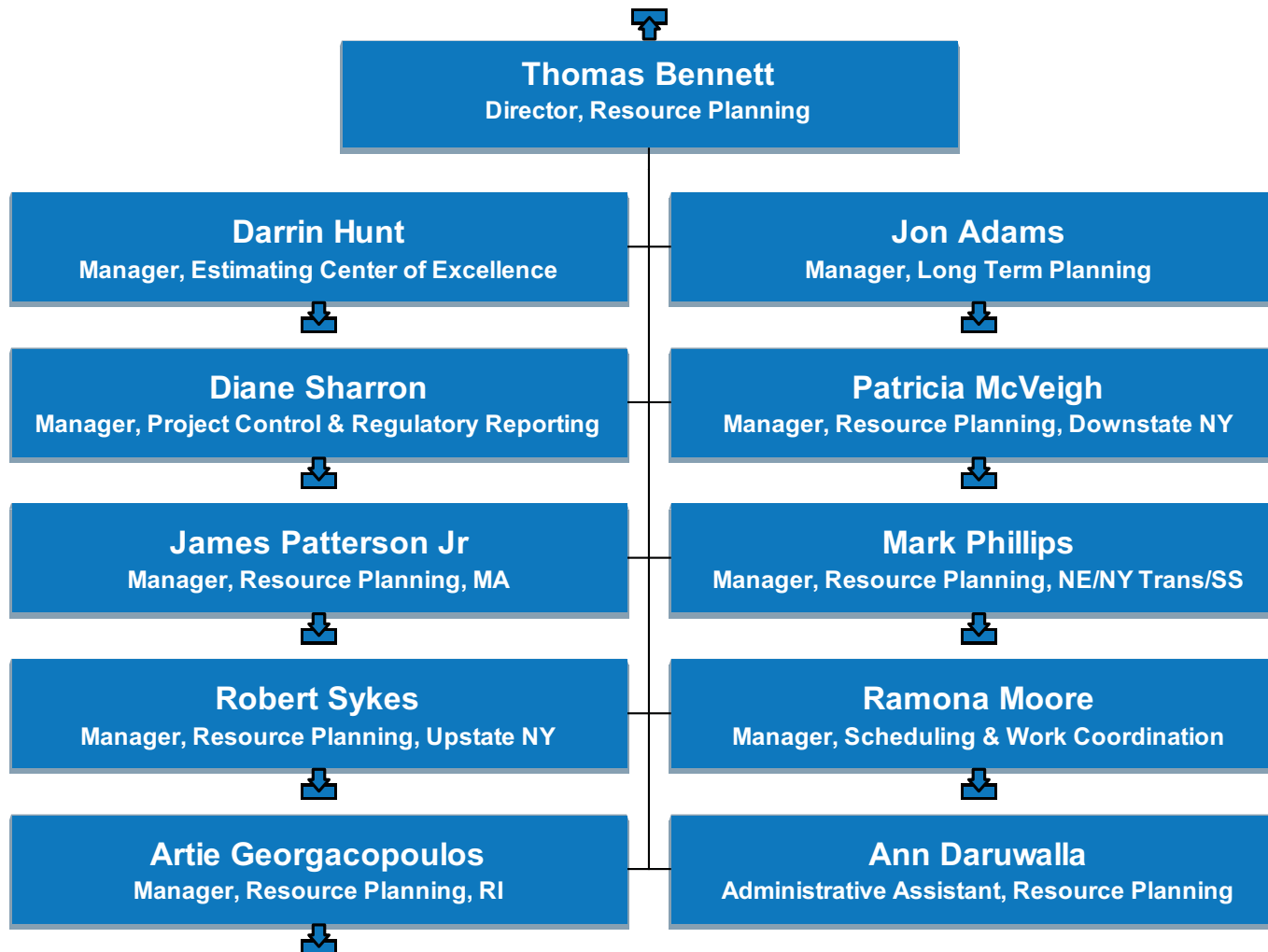
# US Operations



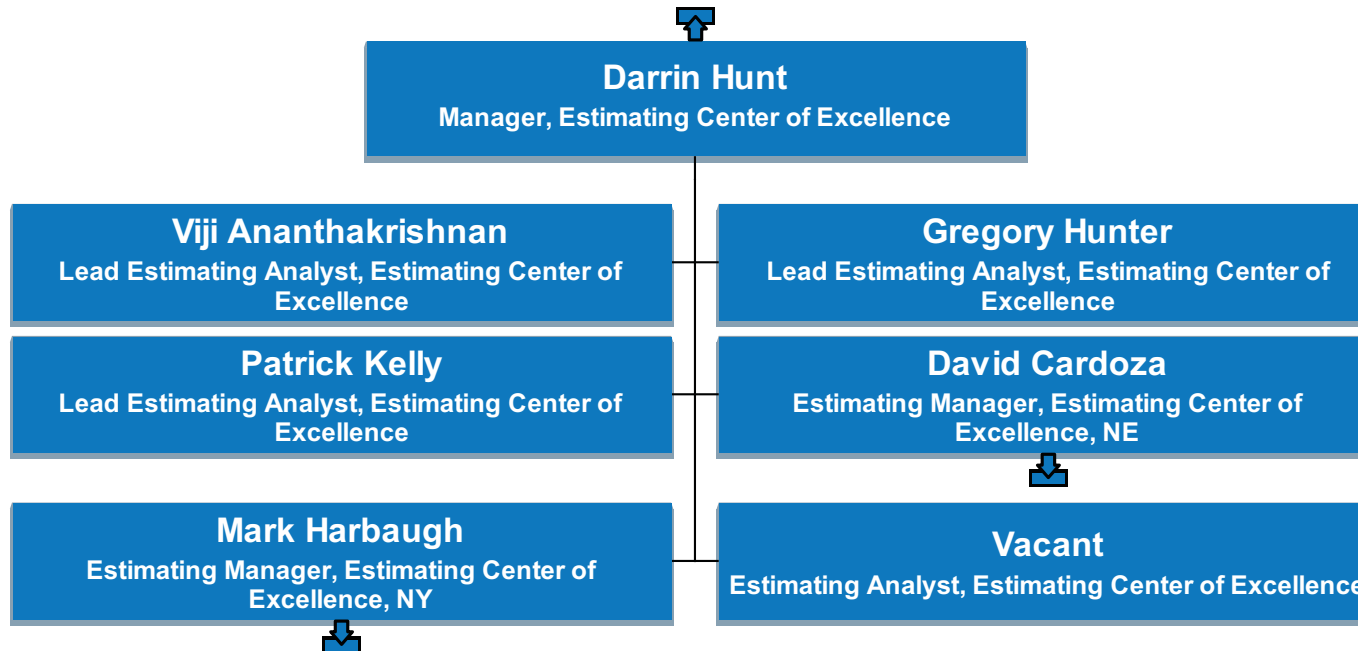
# US Operations



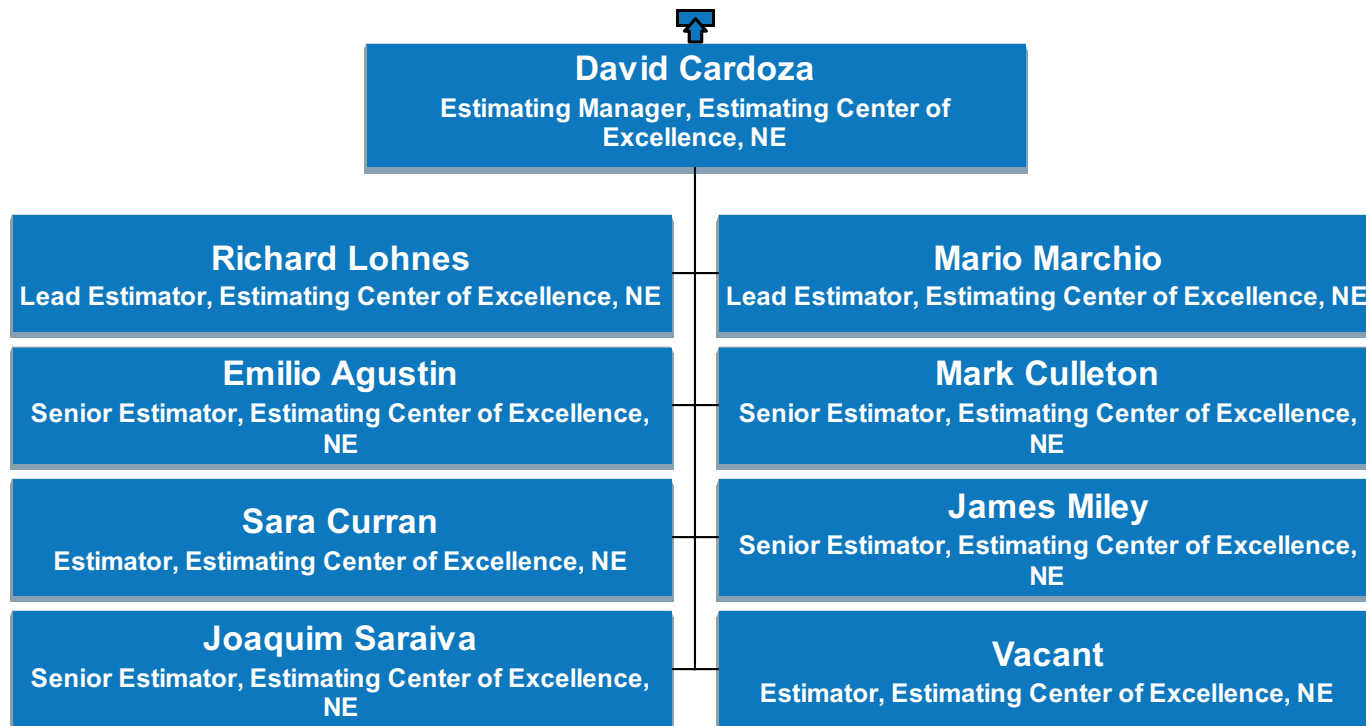
# US Operations



# US Operations

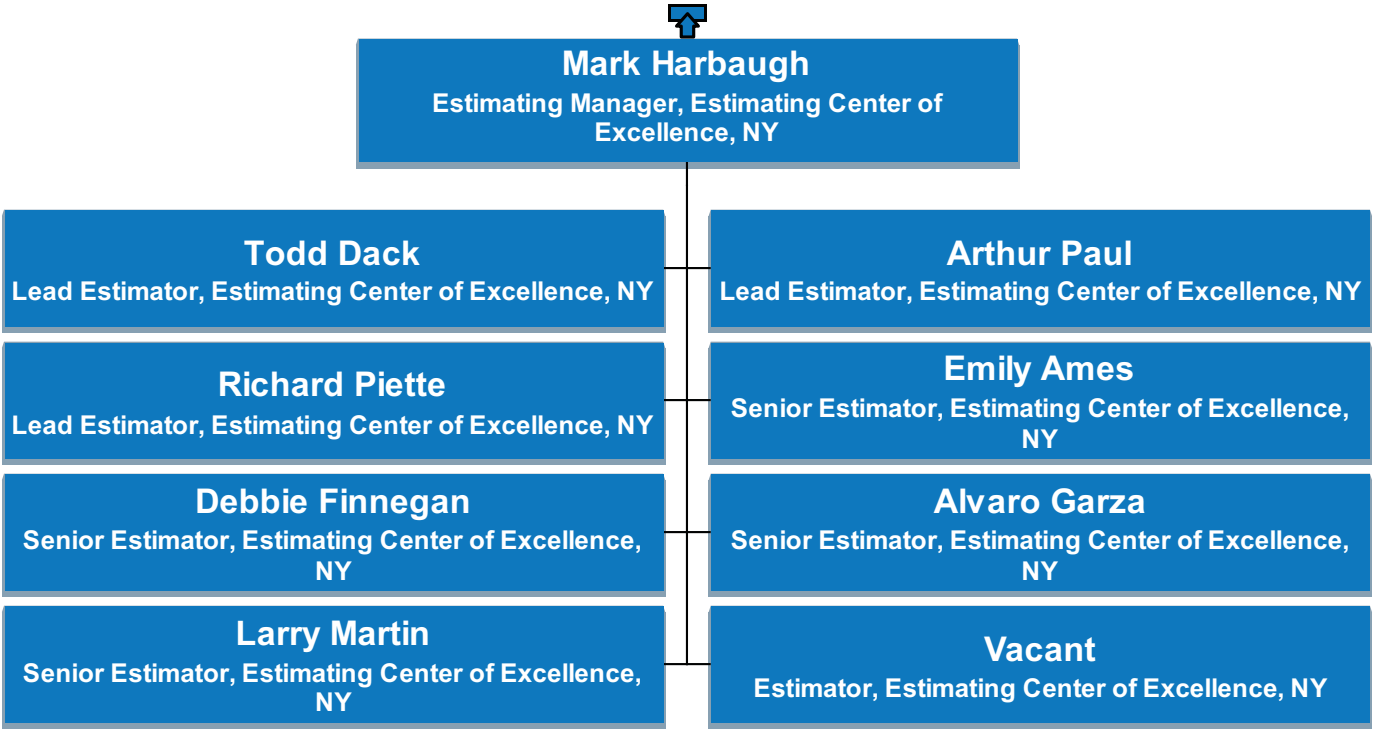


# US Operations

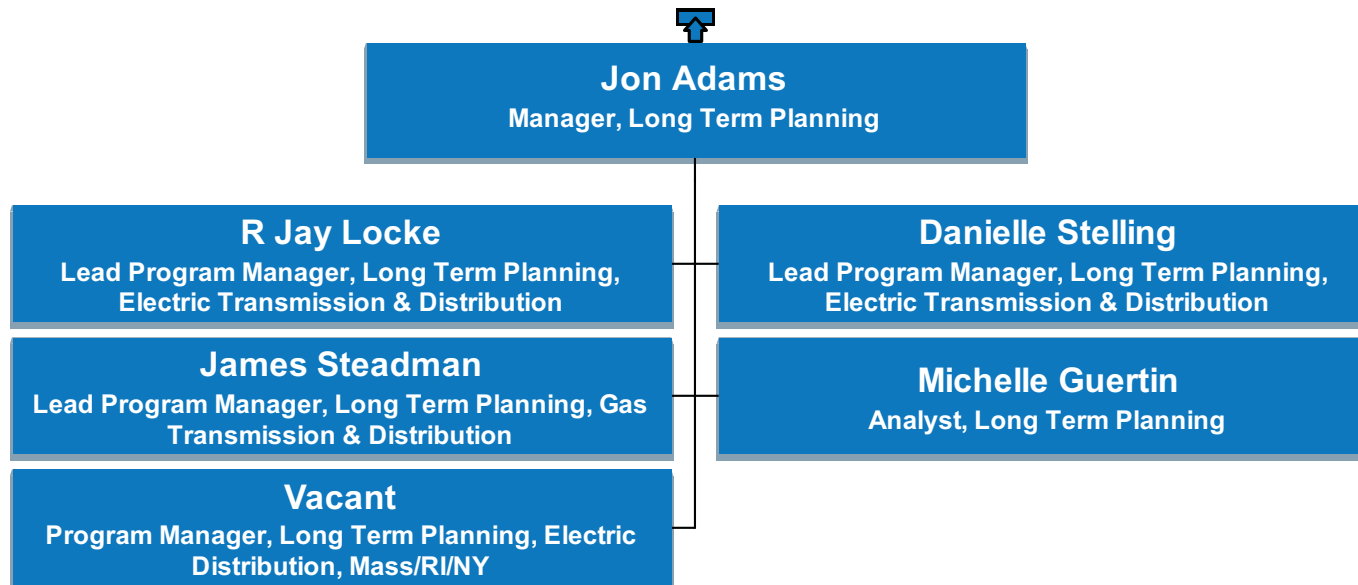




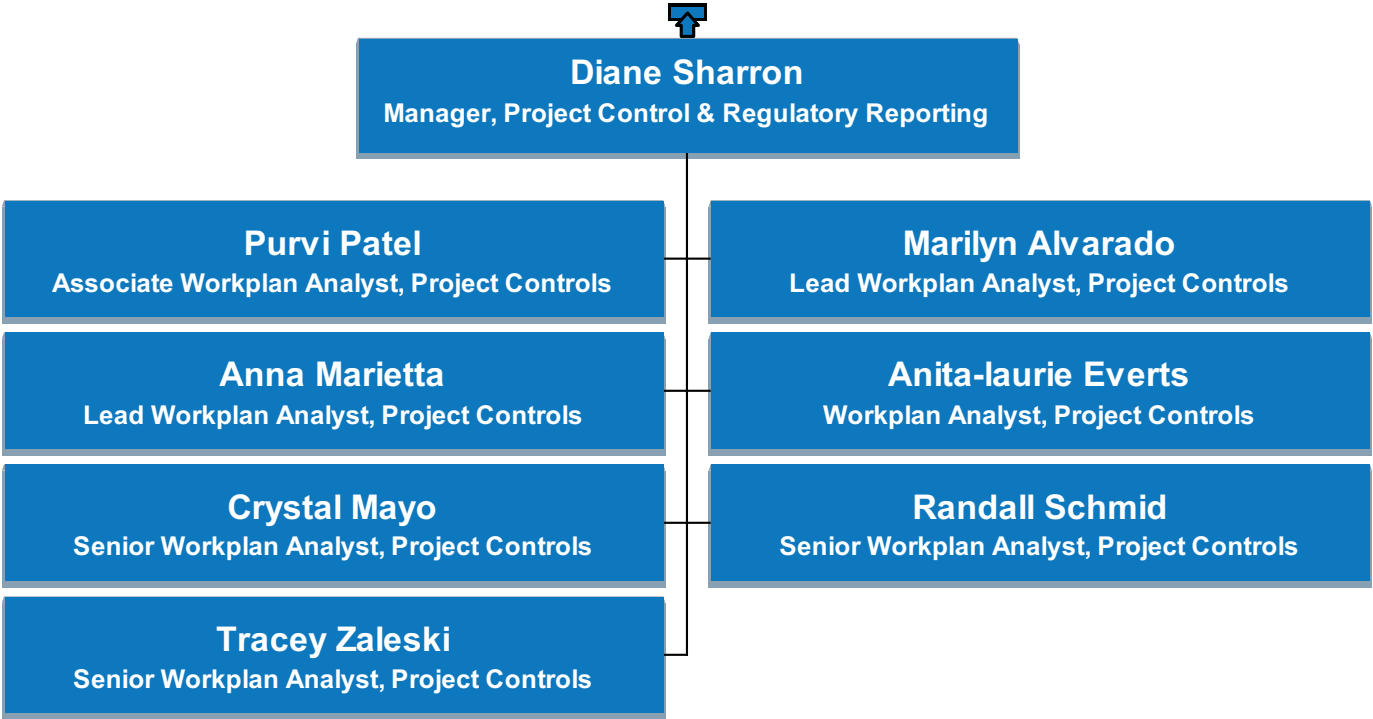
# US Operations



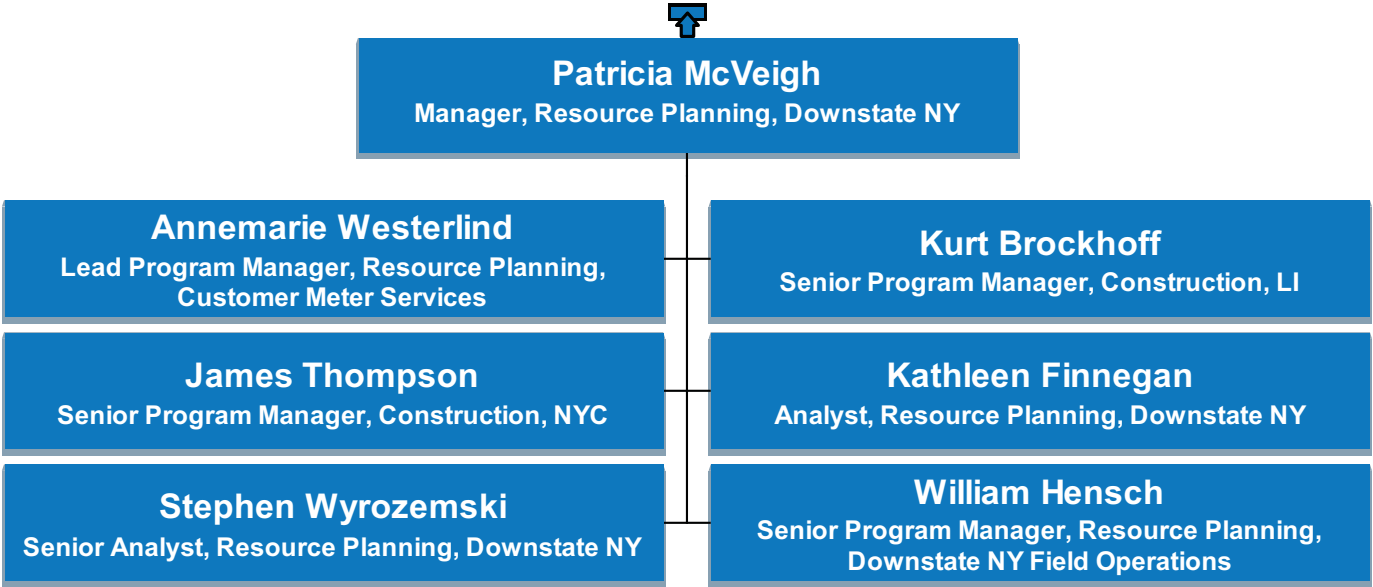
# US Operations



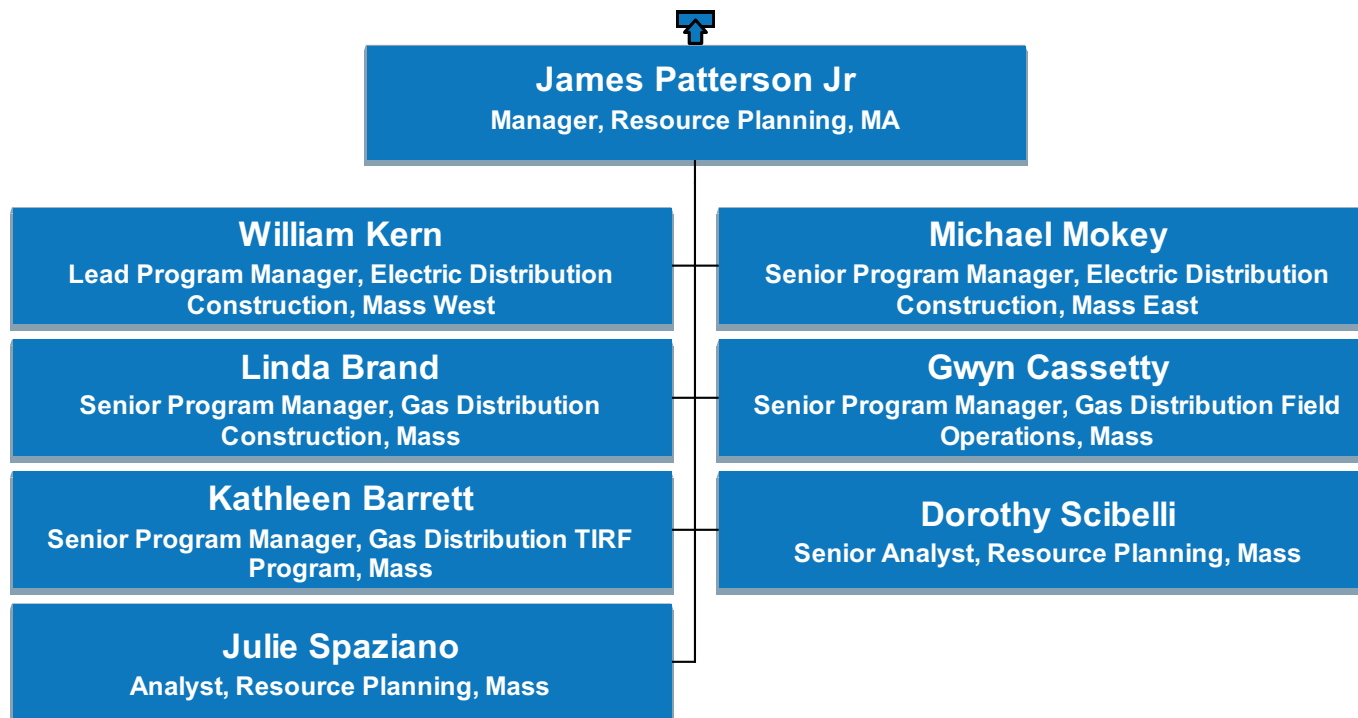
# US Operations



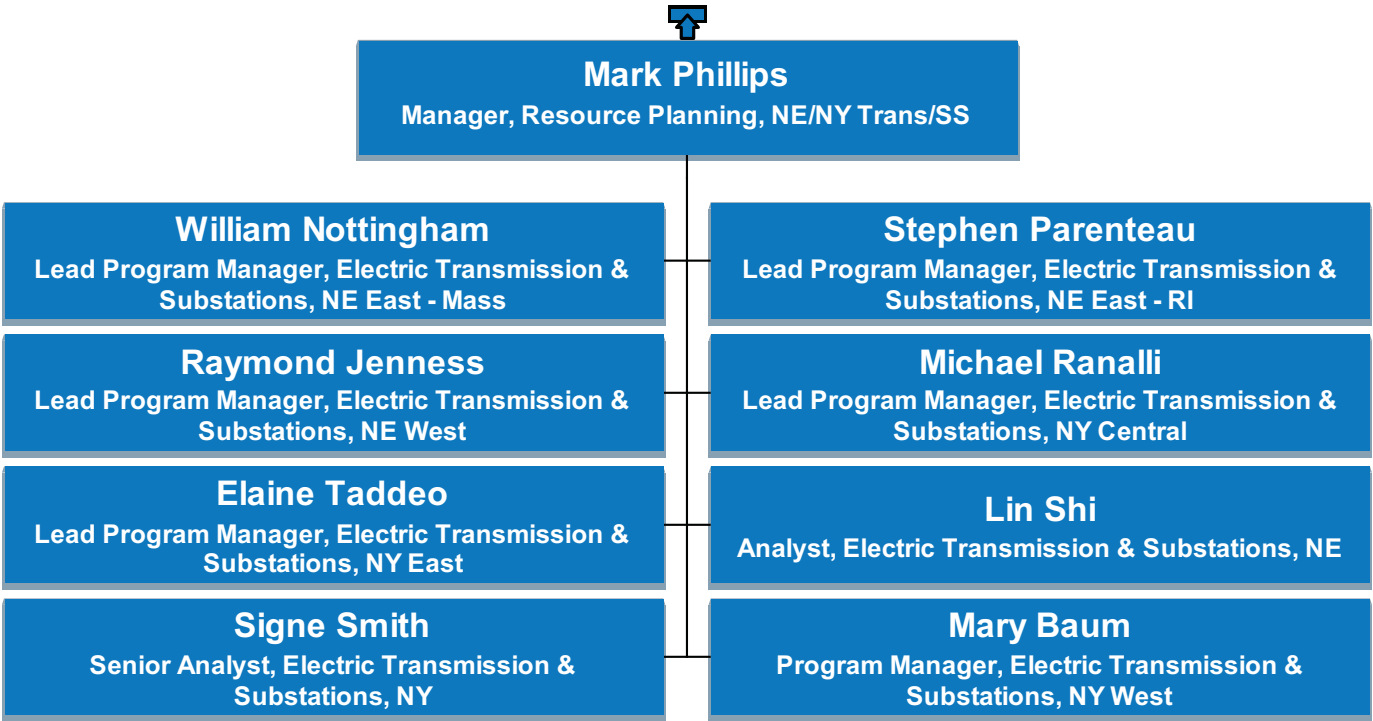
# US Operations



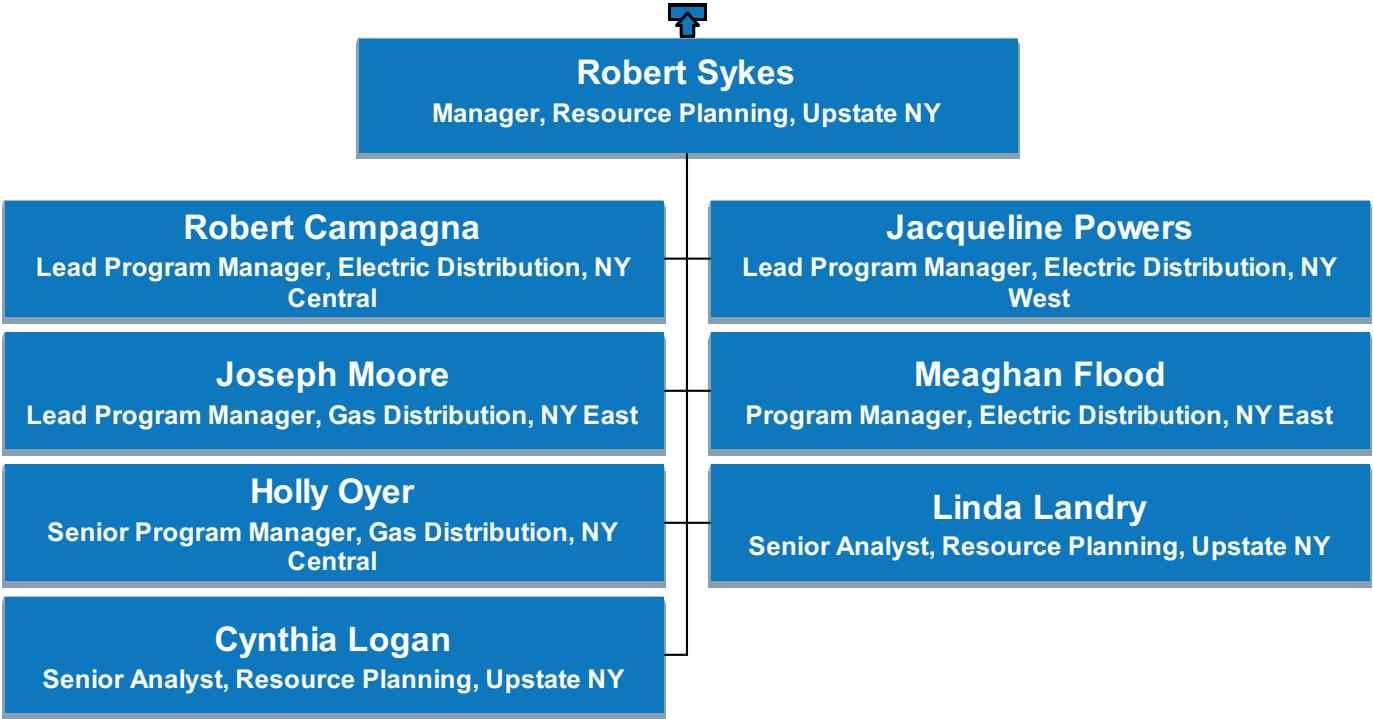
# US Operations



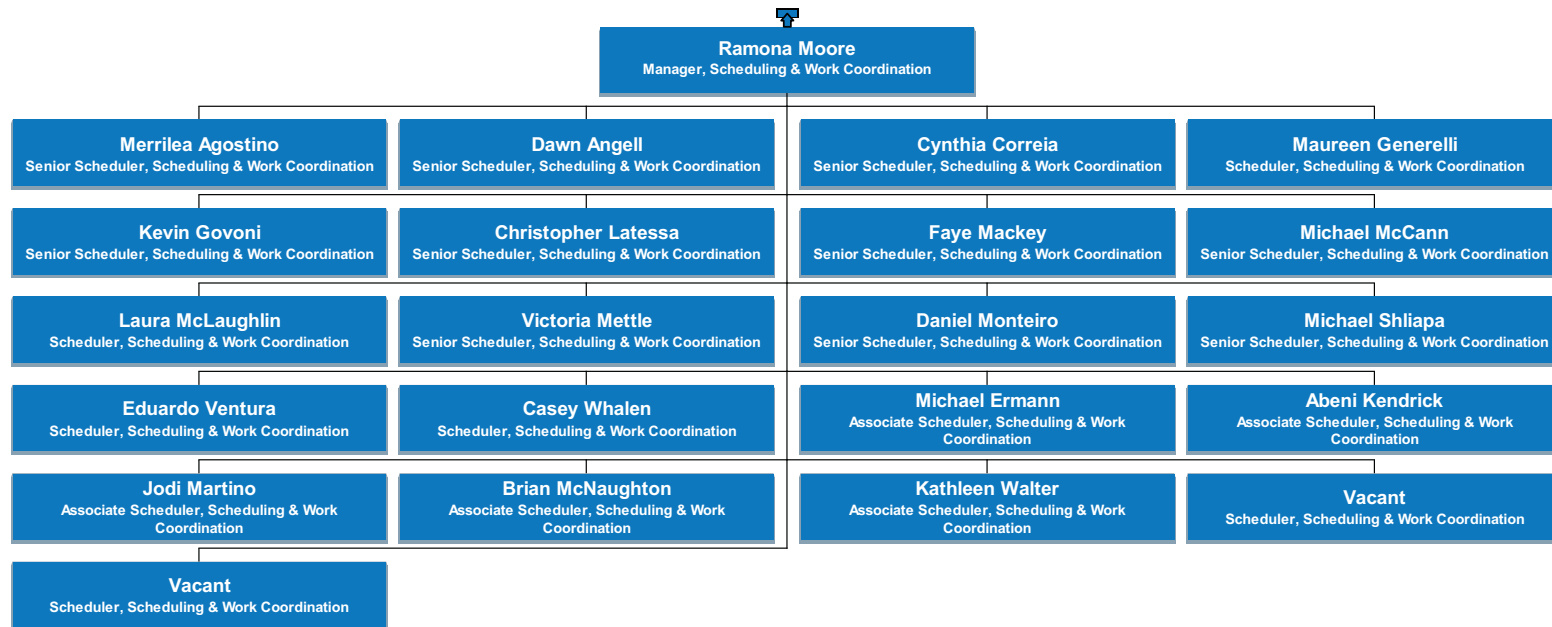
# US Operations



# US Operations

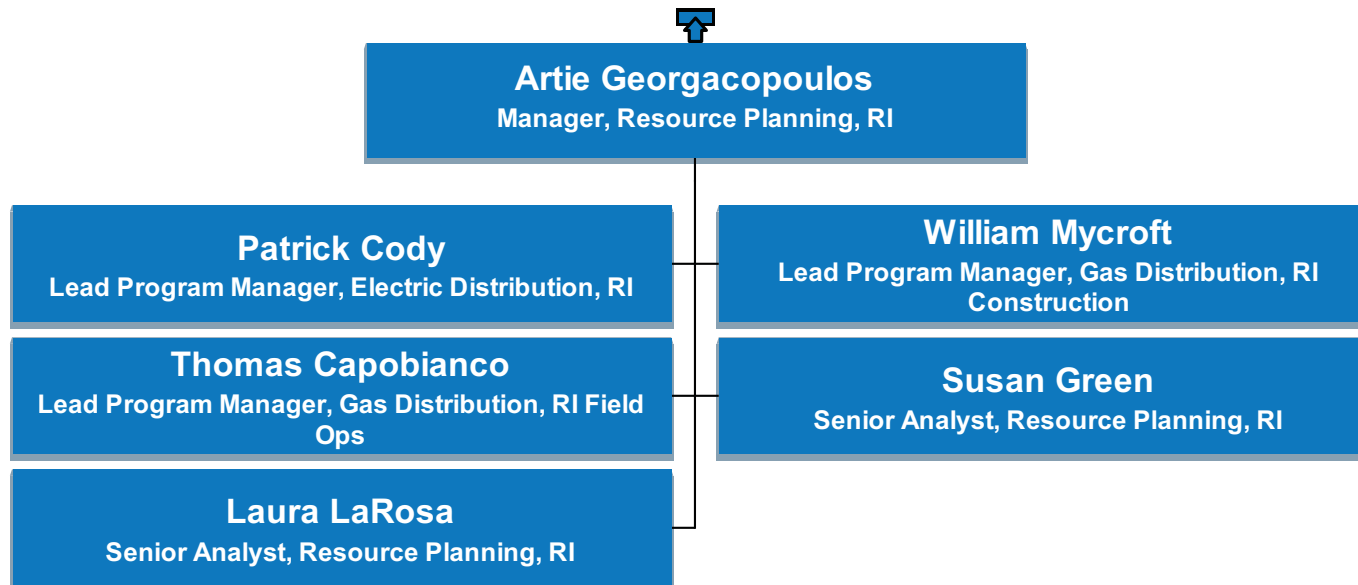


# US Operations

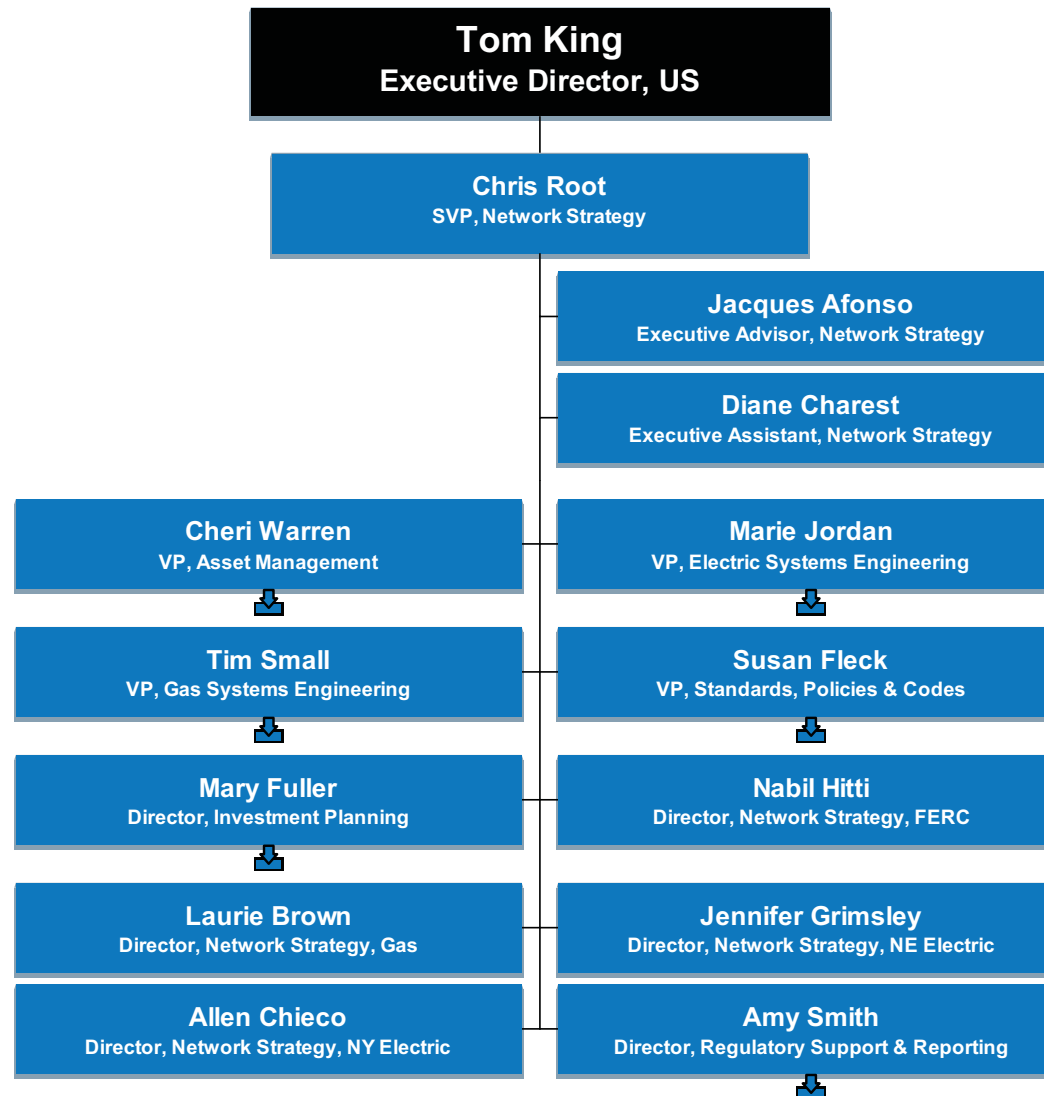




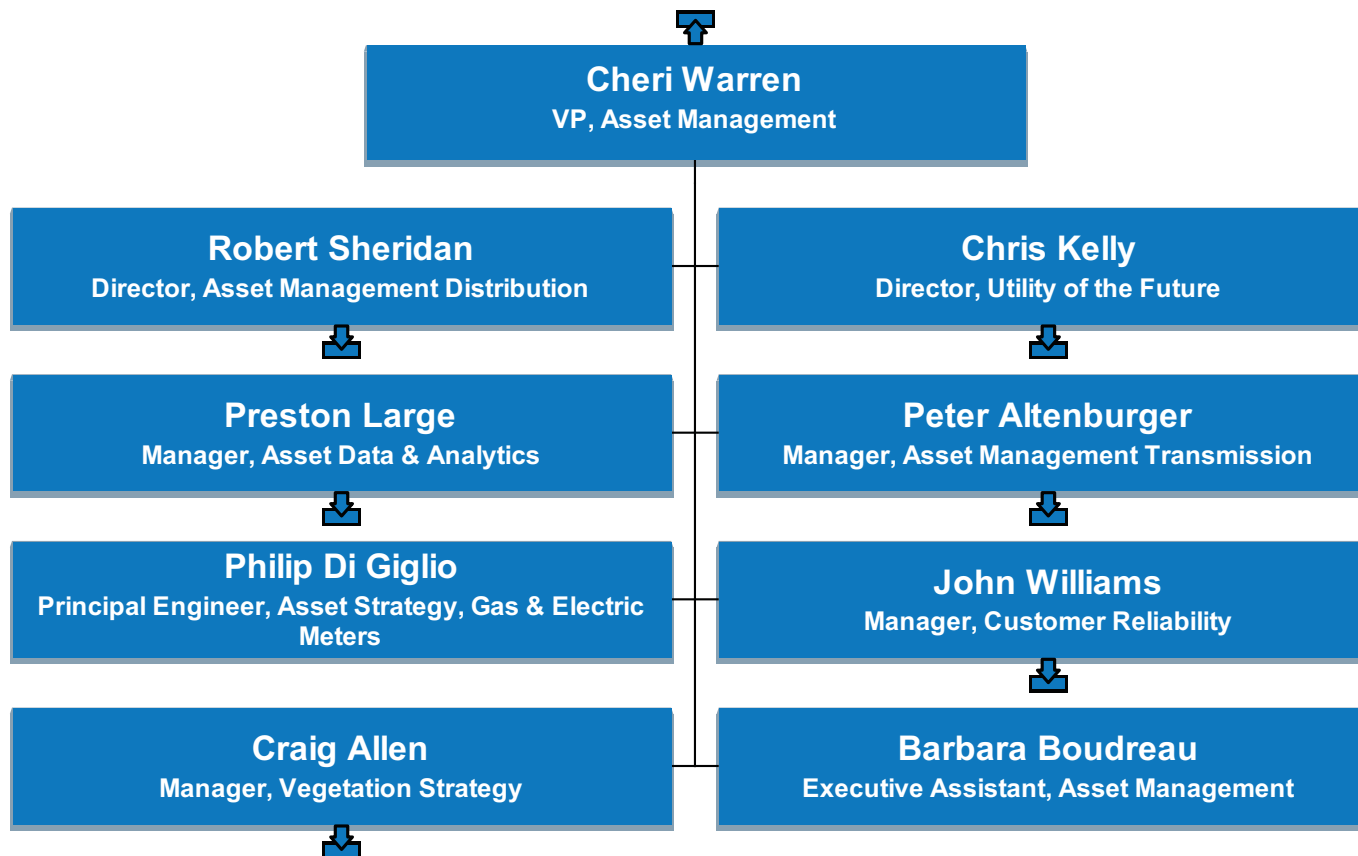
# US Operations



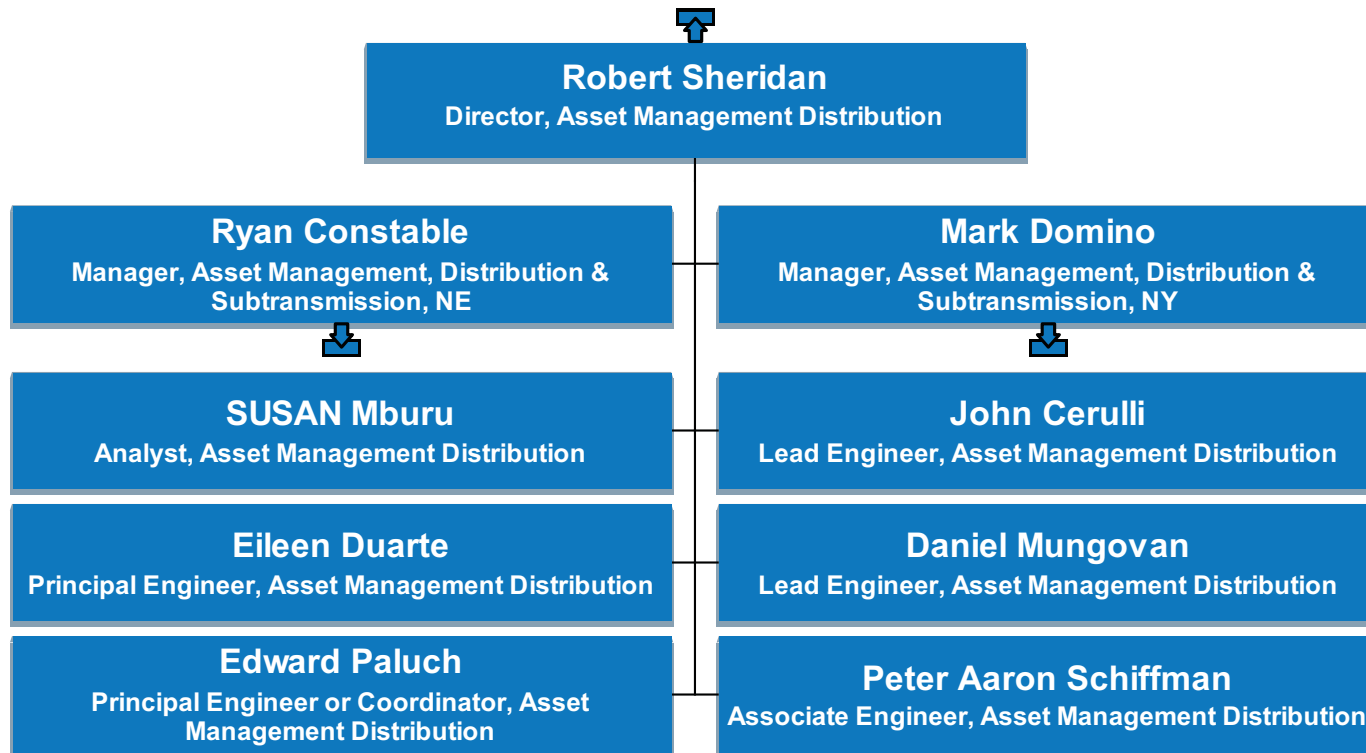
# US Network Strategy



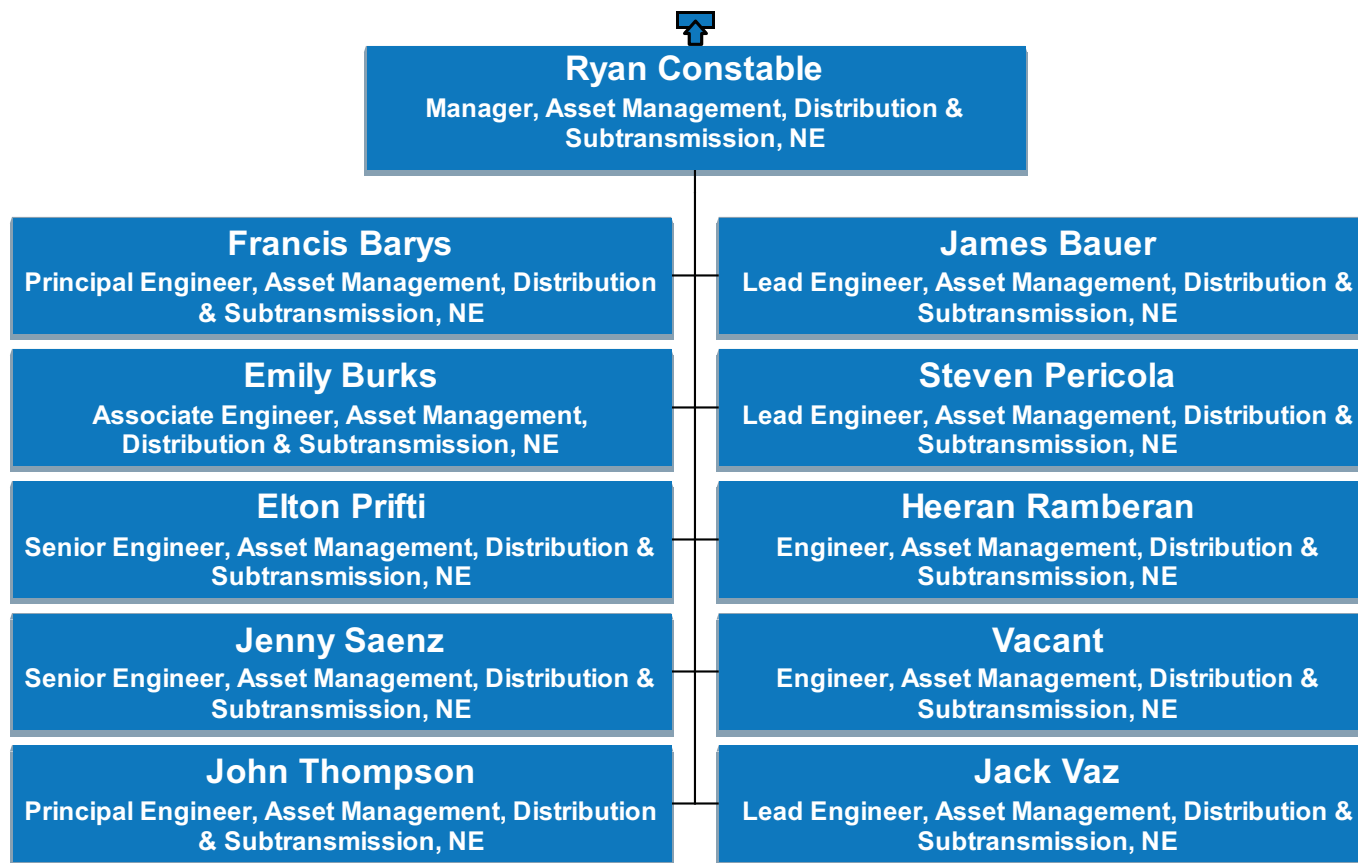
# US Network Strategy



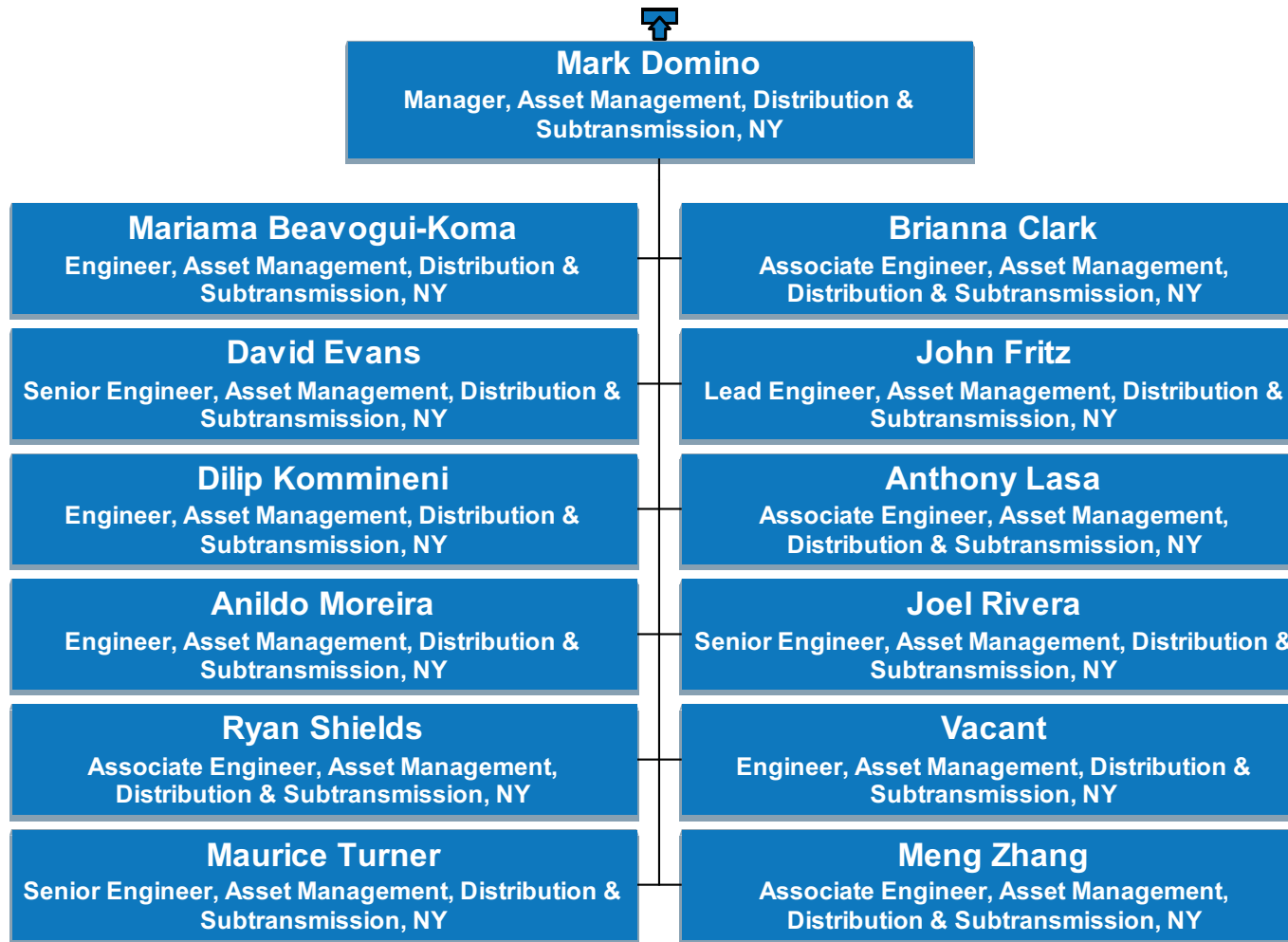
# US Network Strategy



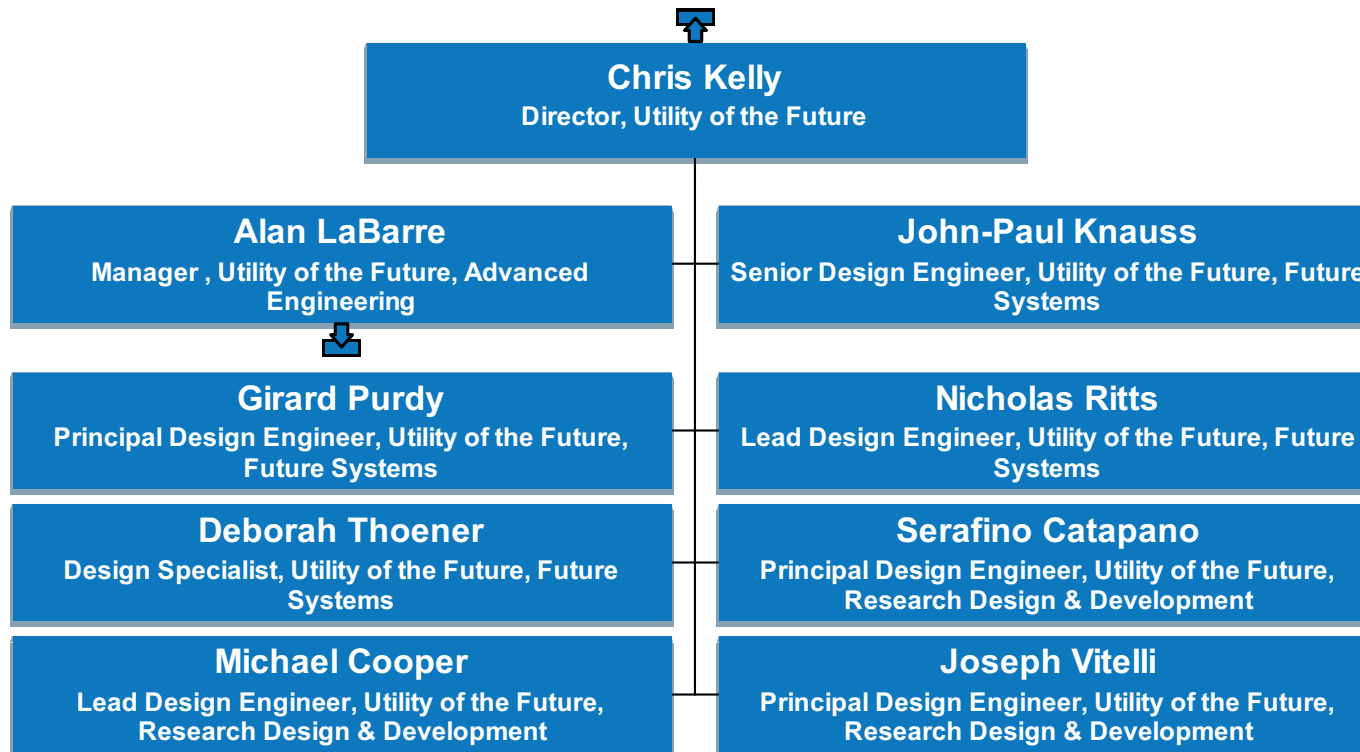
# US Network Strategy



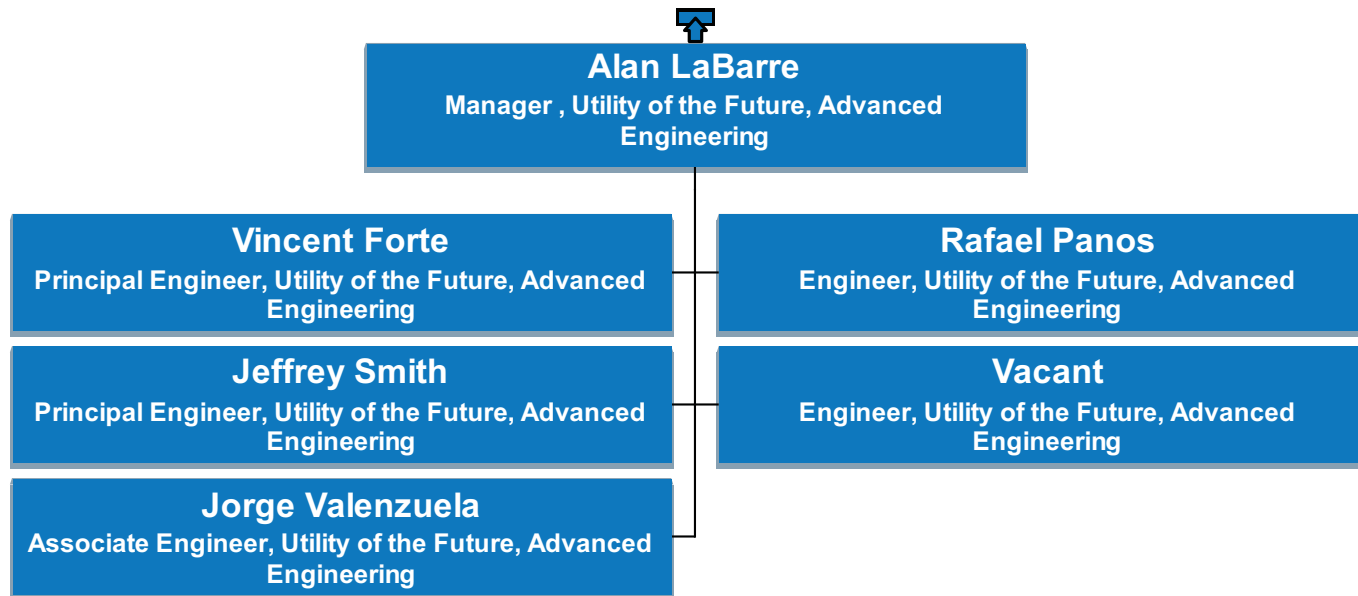
# US Network Strategy



# US Network Strategy

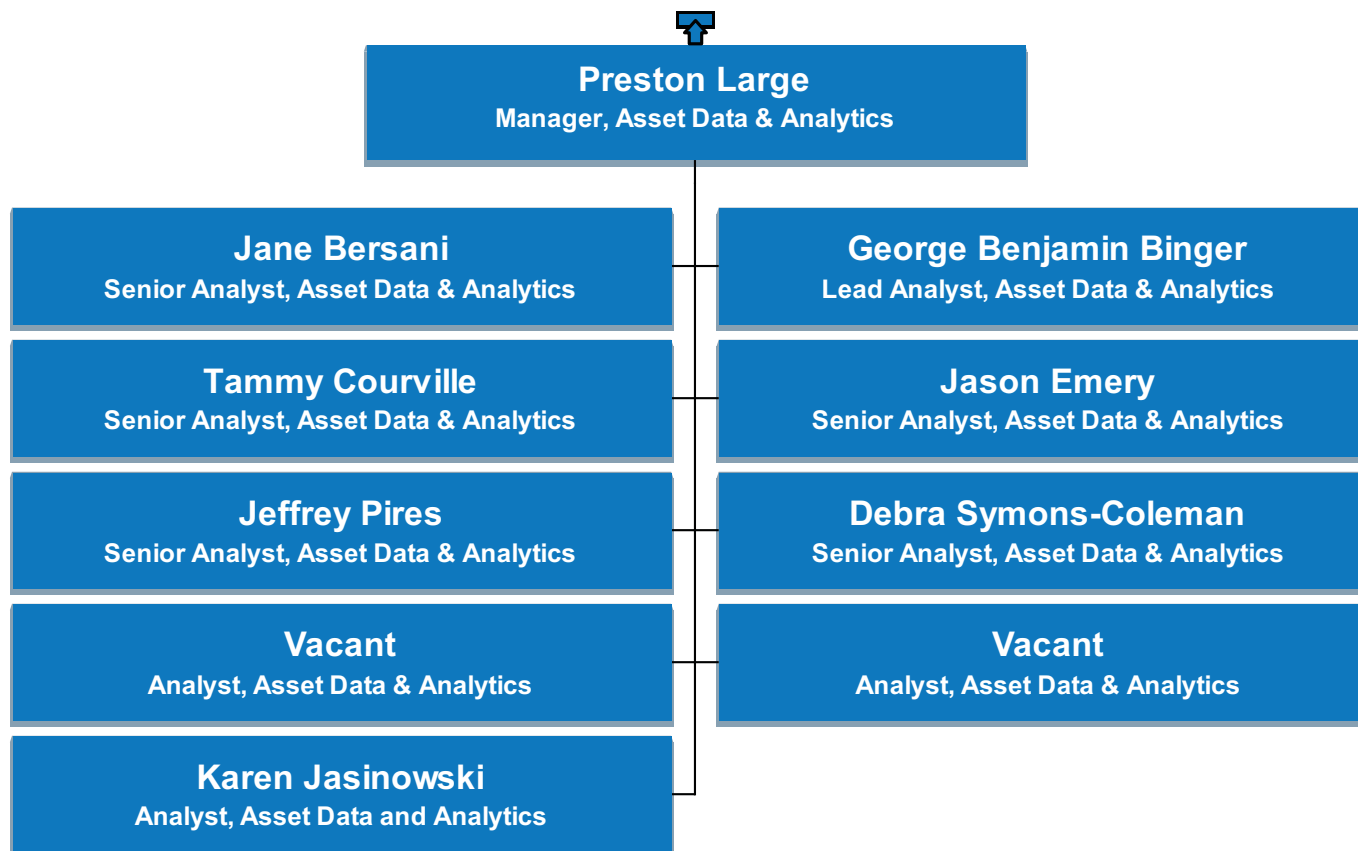


# US Network Strategy

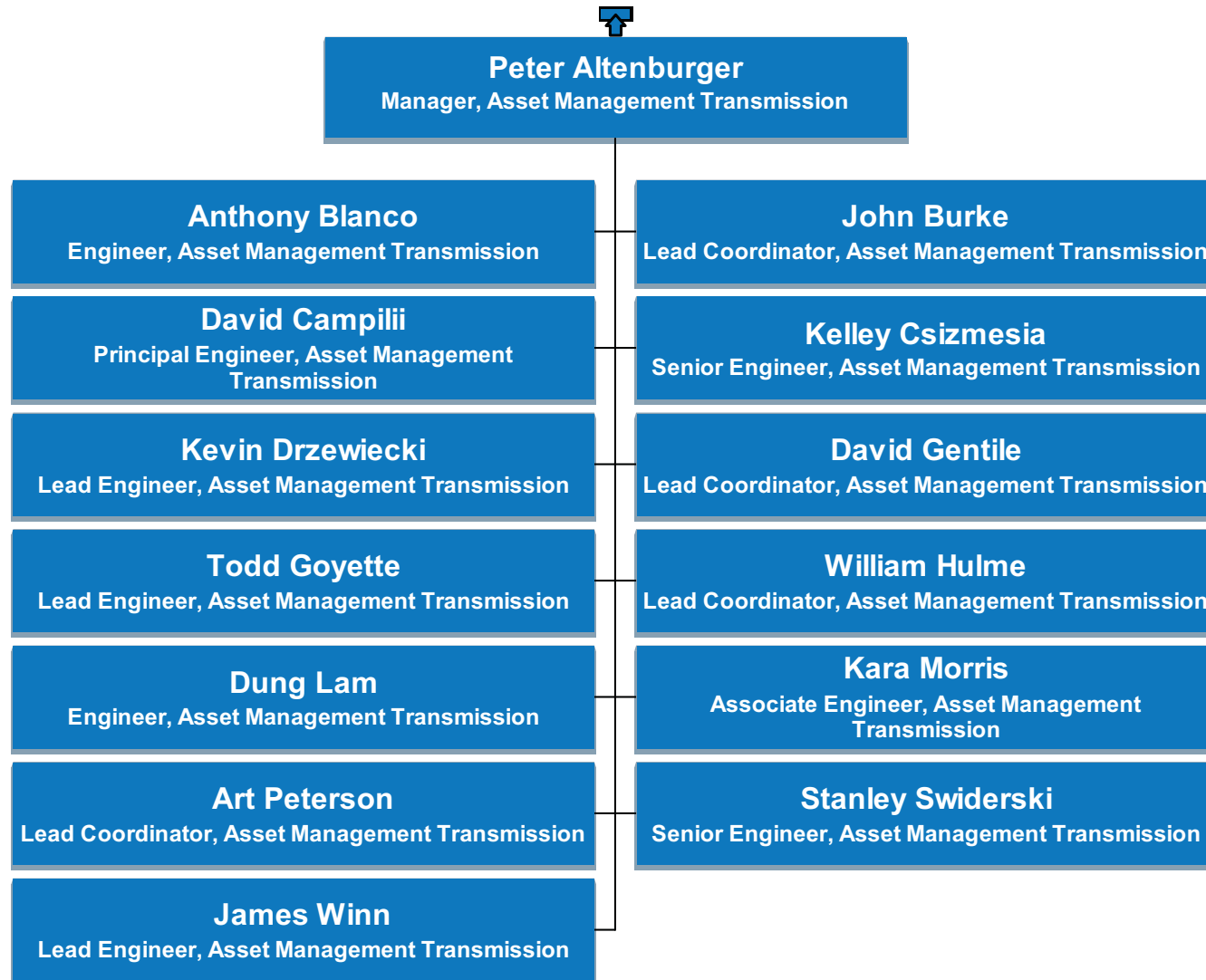




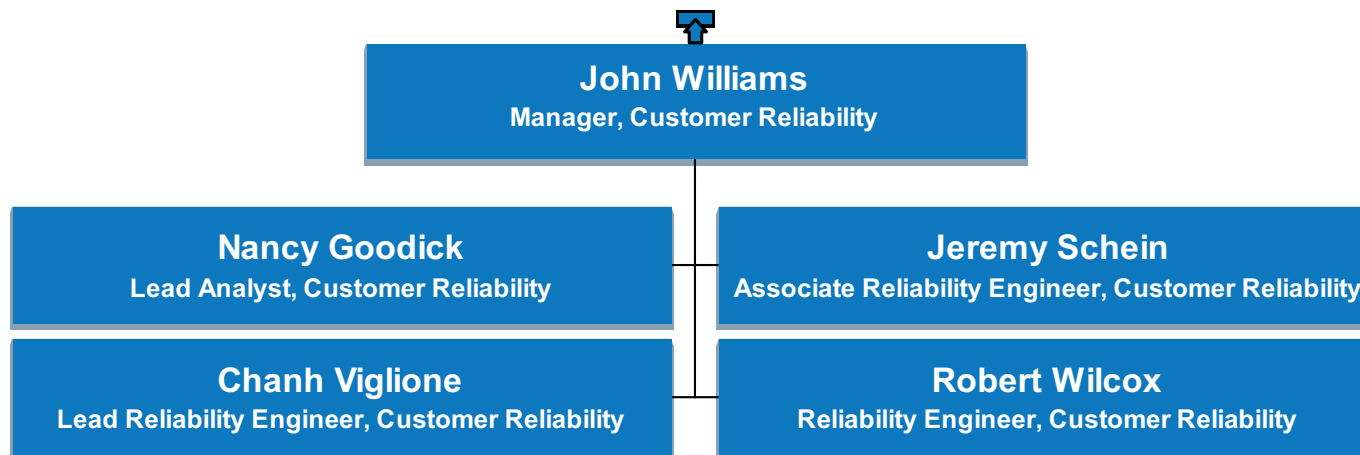
# US Network Strategy



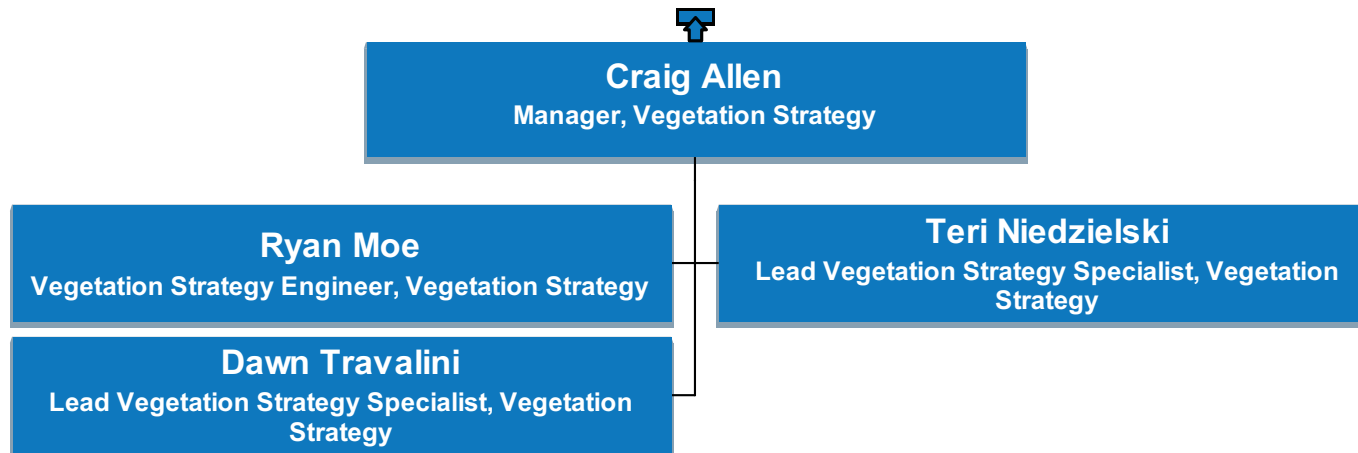
# US Network Strategy



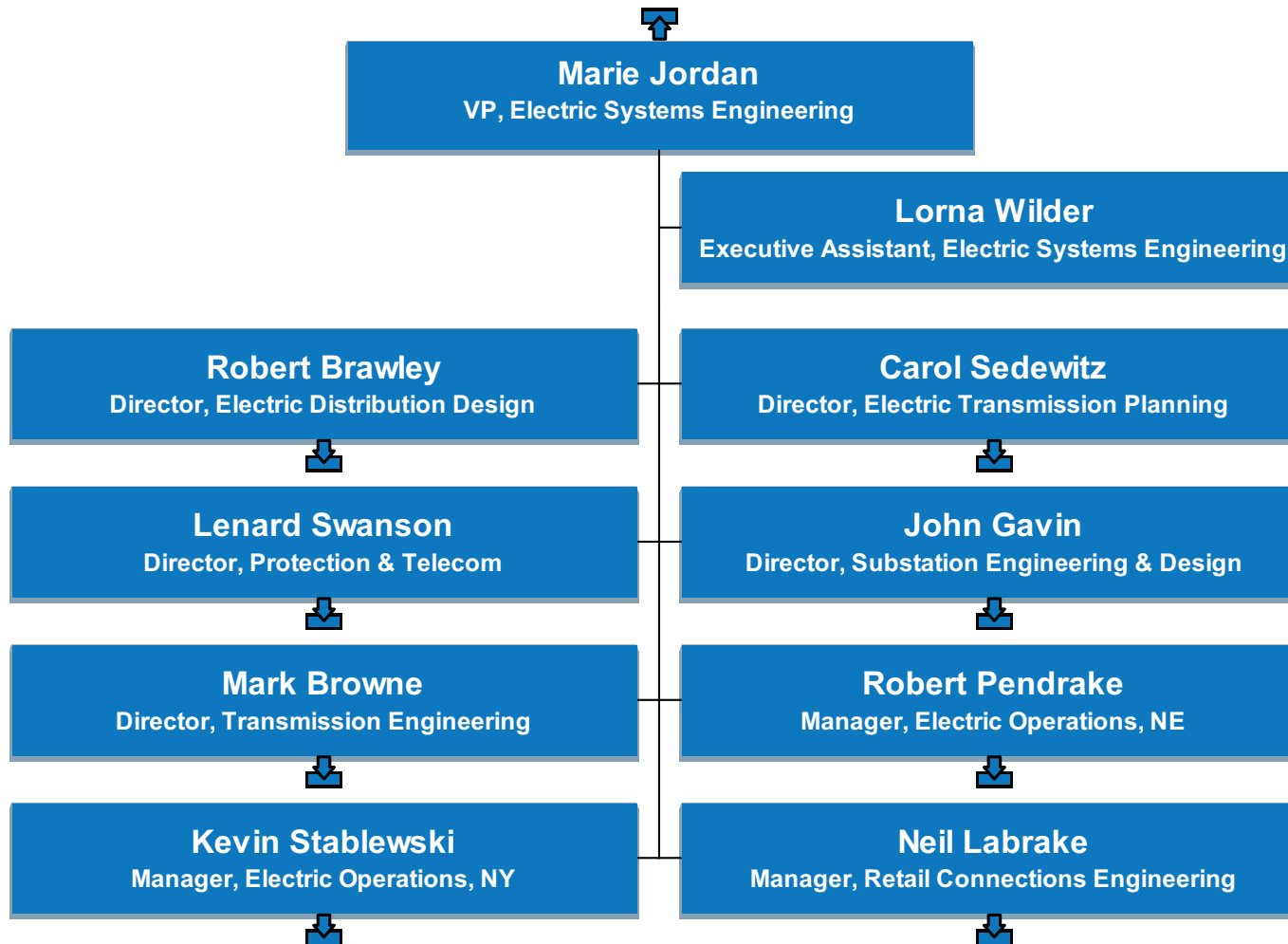
# US Network Strategy



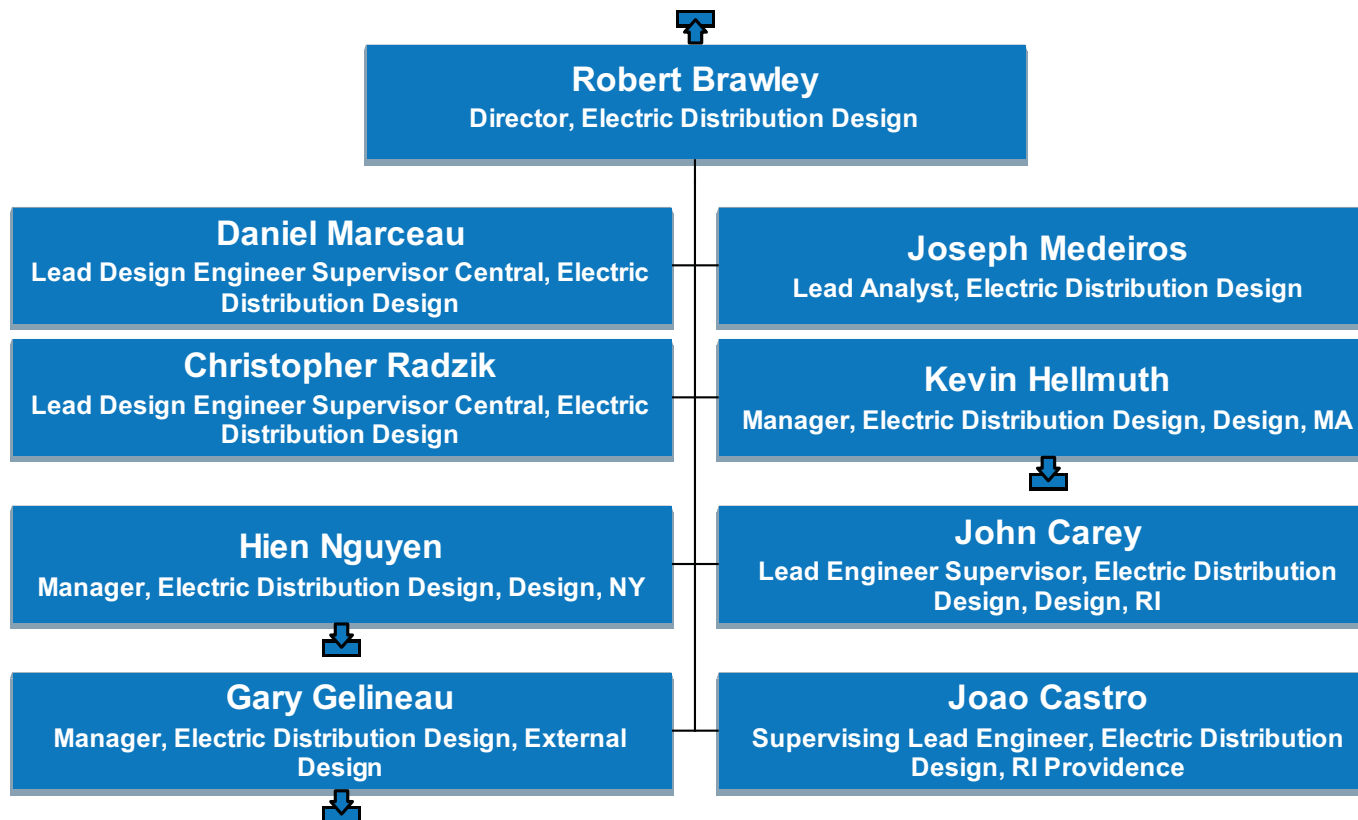
# US Network Strategy



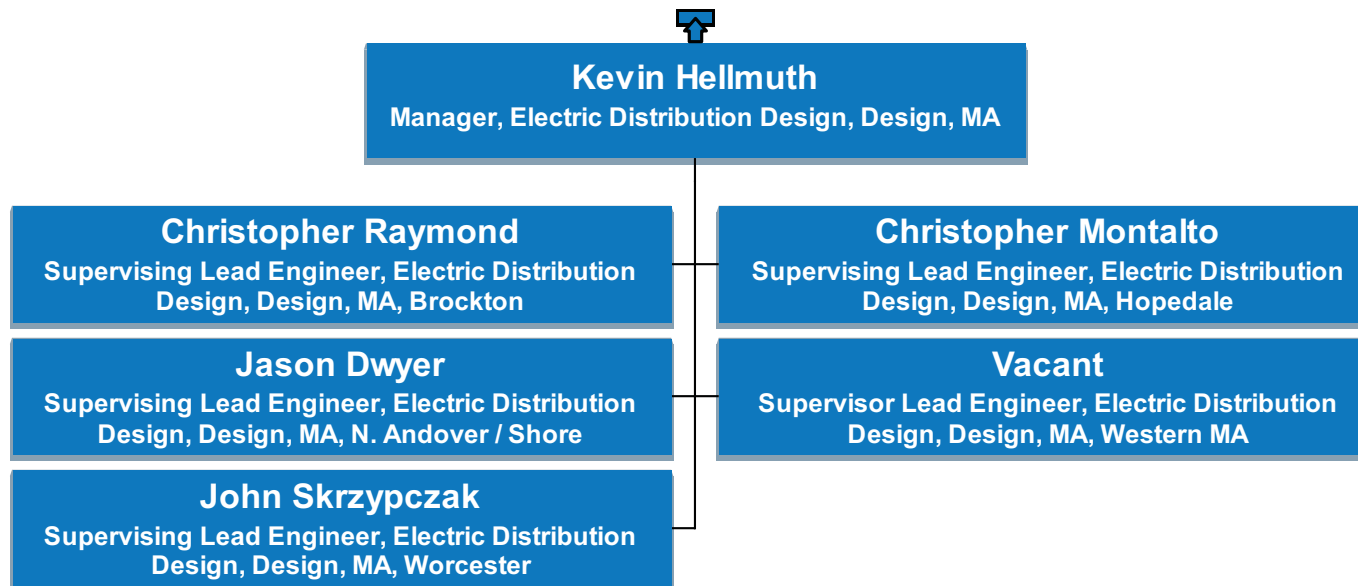
# US Network Strategy



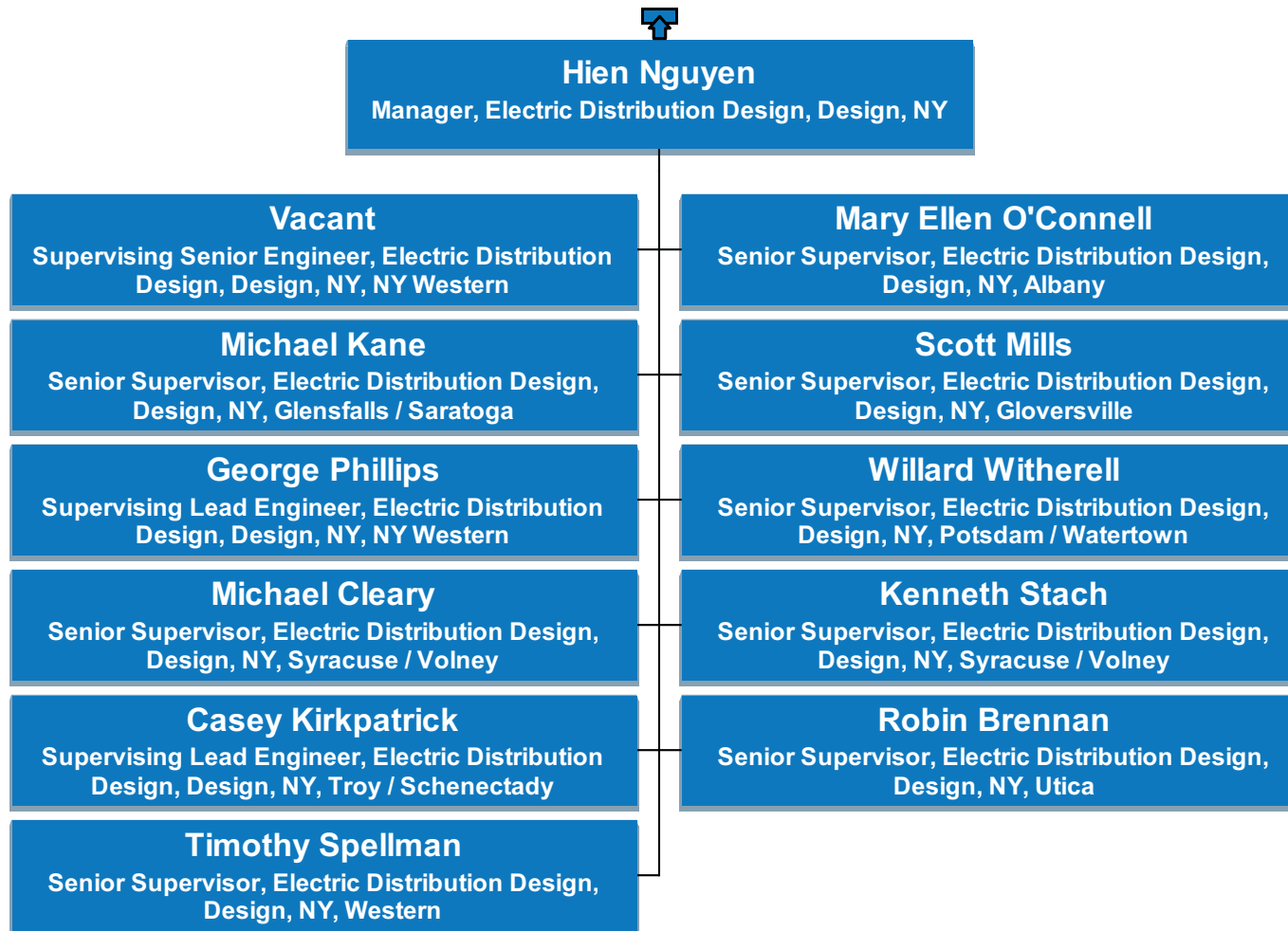
# US Network Strategy



# US Network Strategy

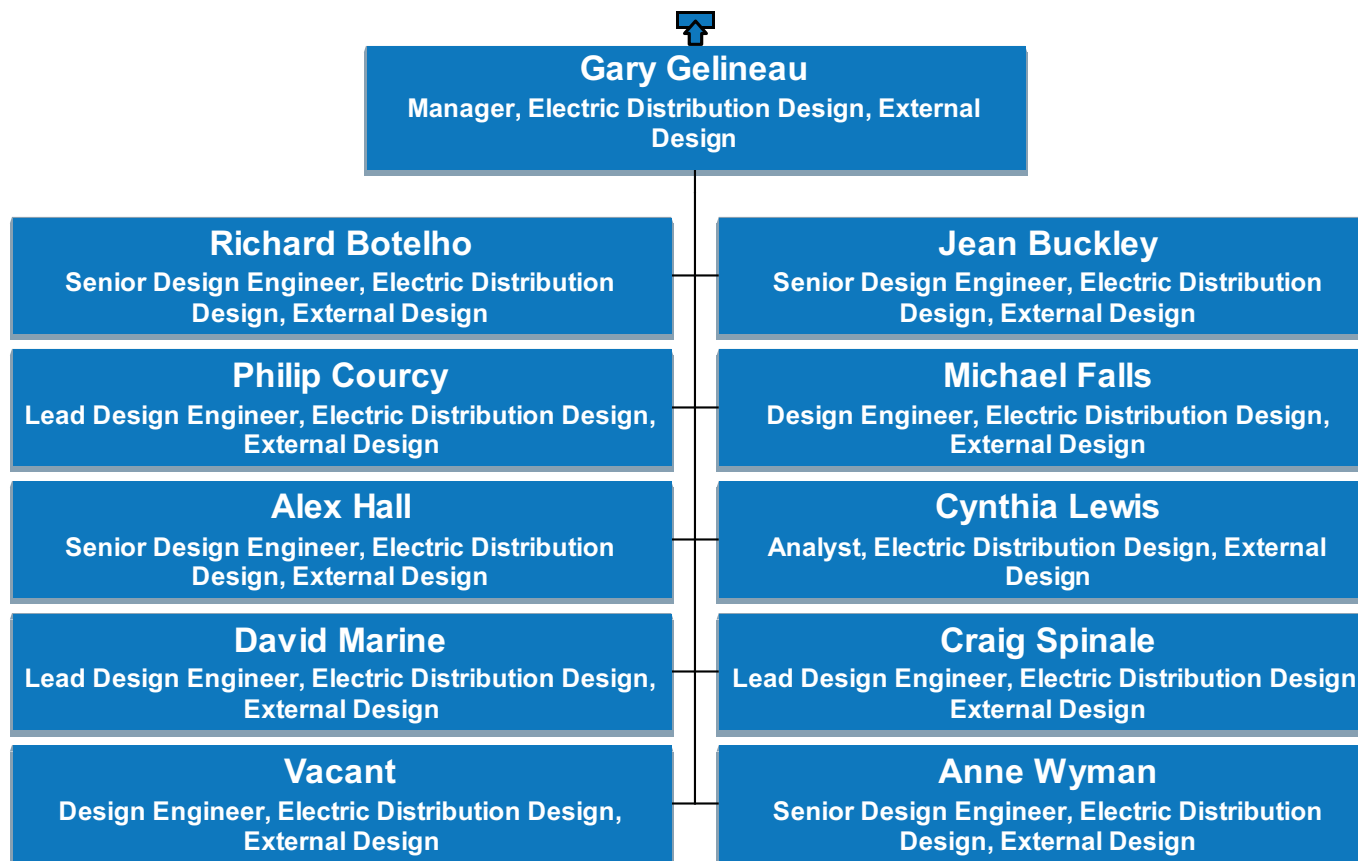


# US Network Strategy

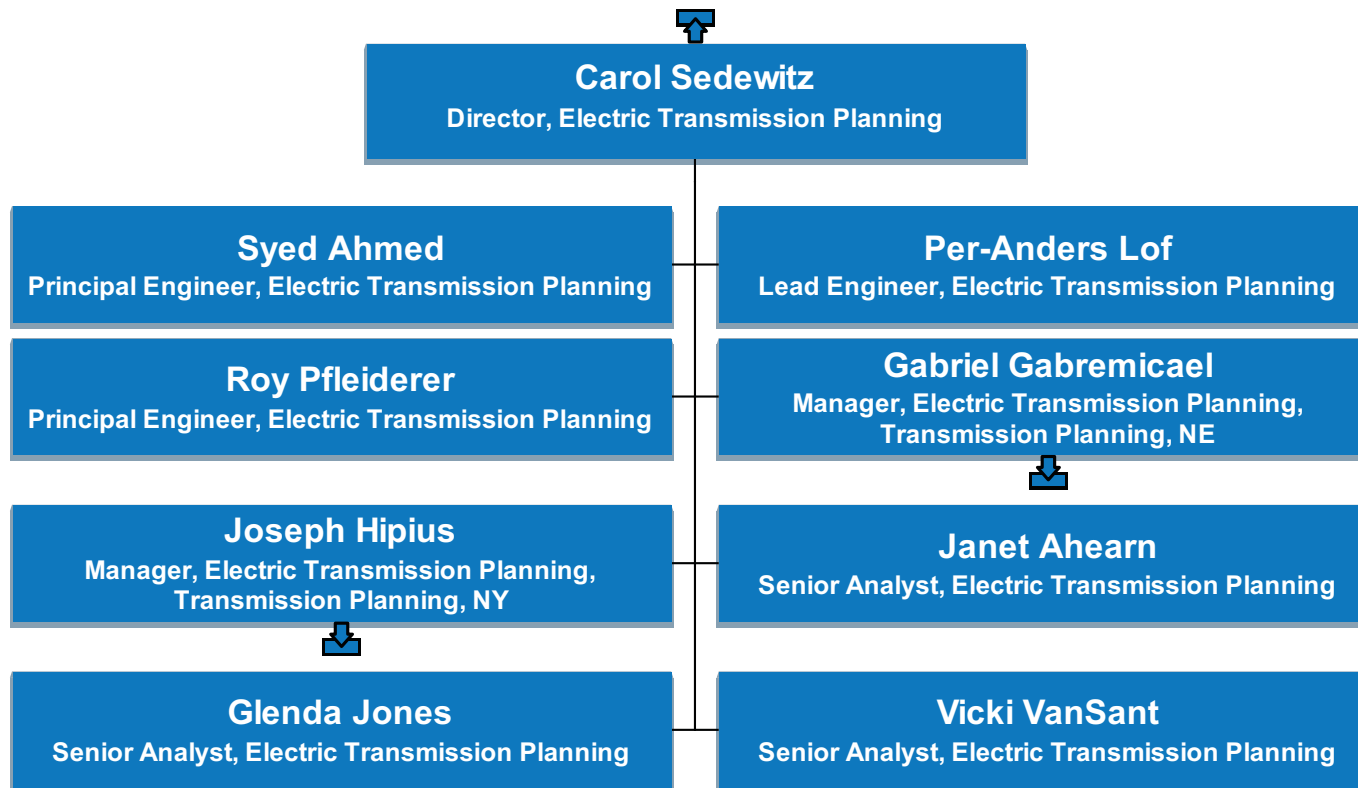




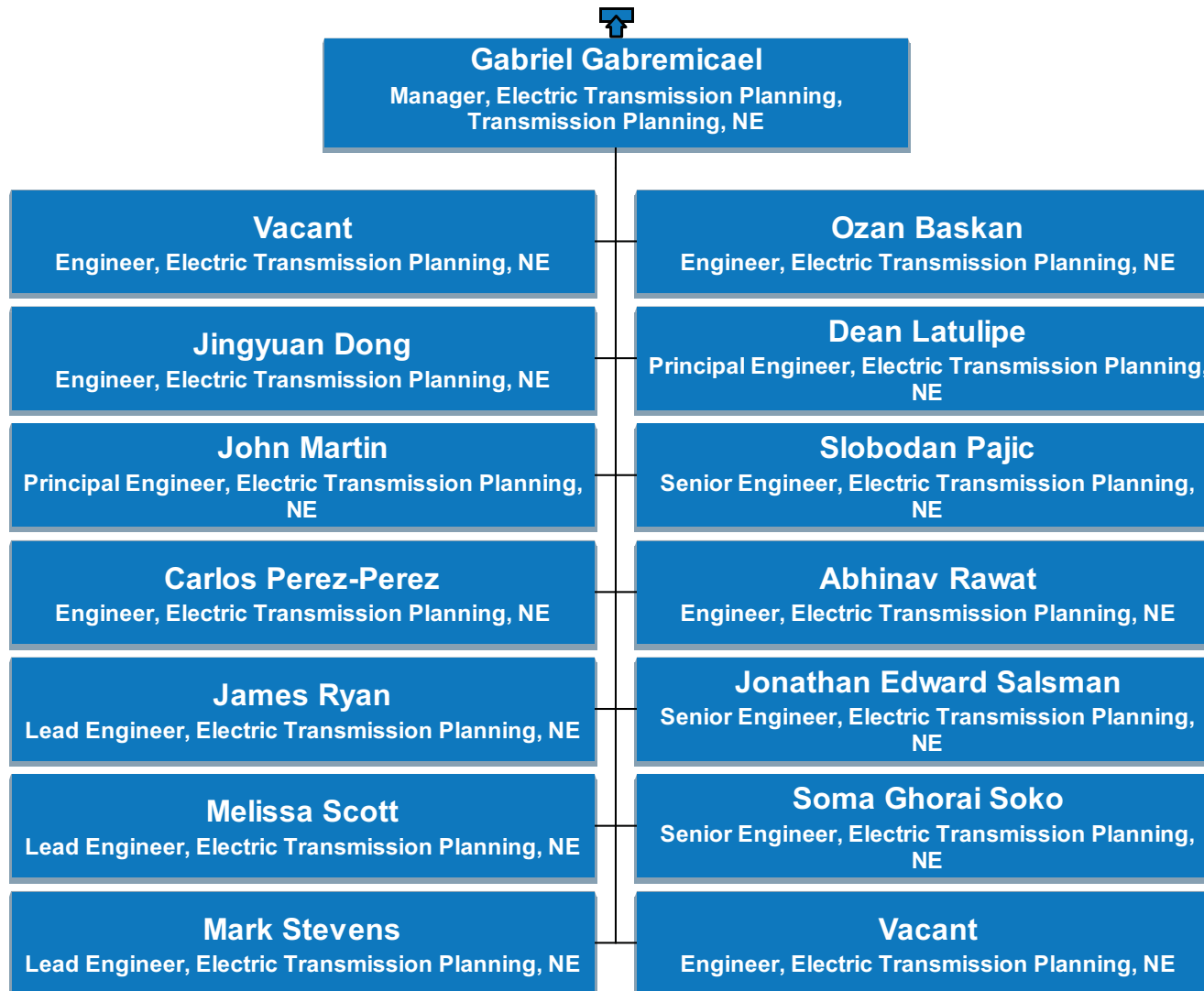
# US Network Strategy



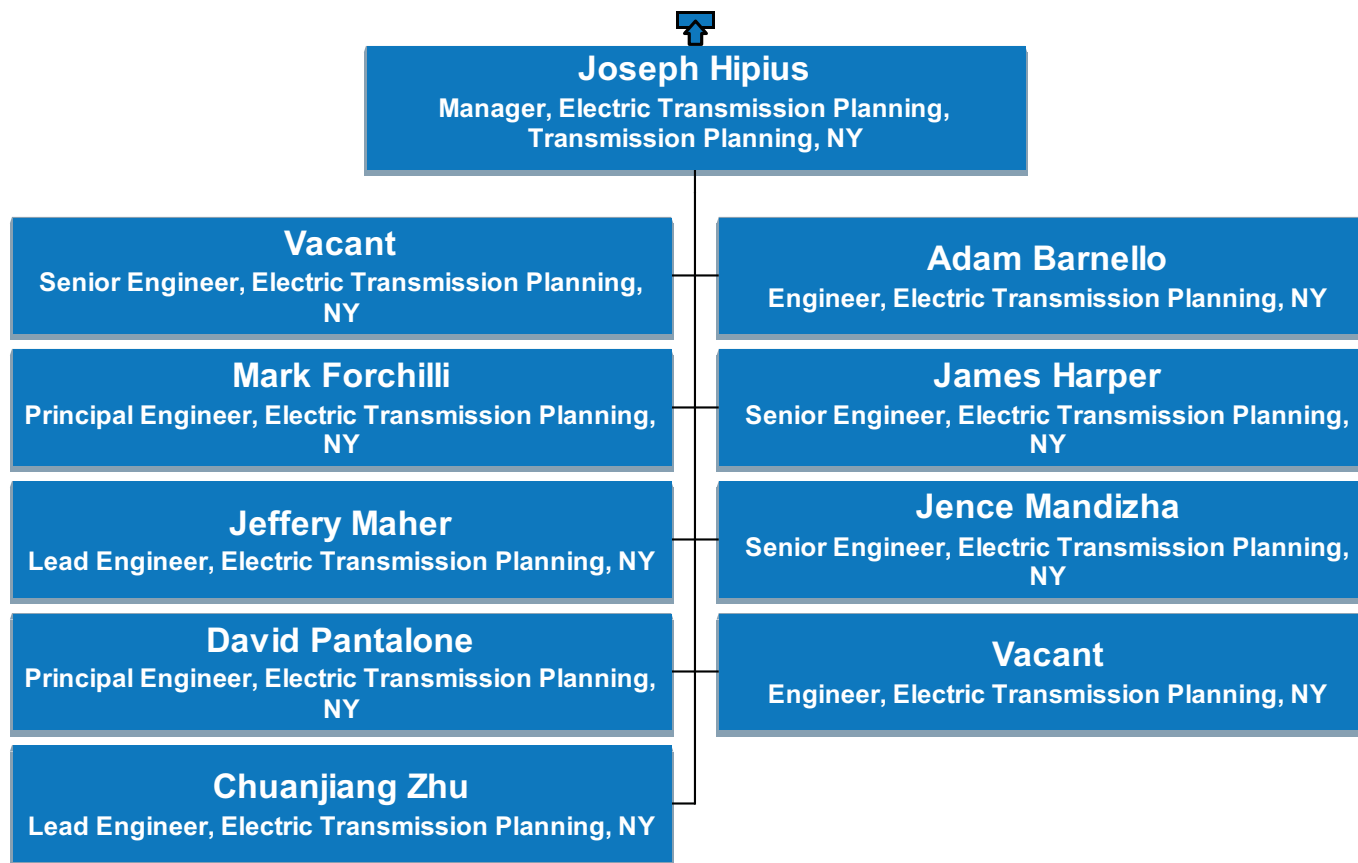
# US Network Strategy



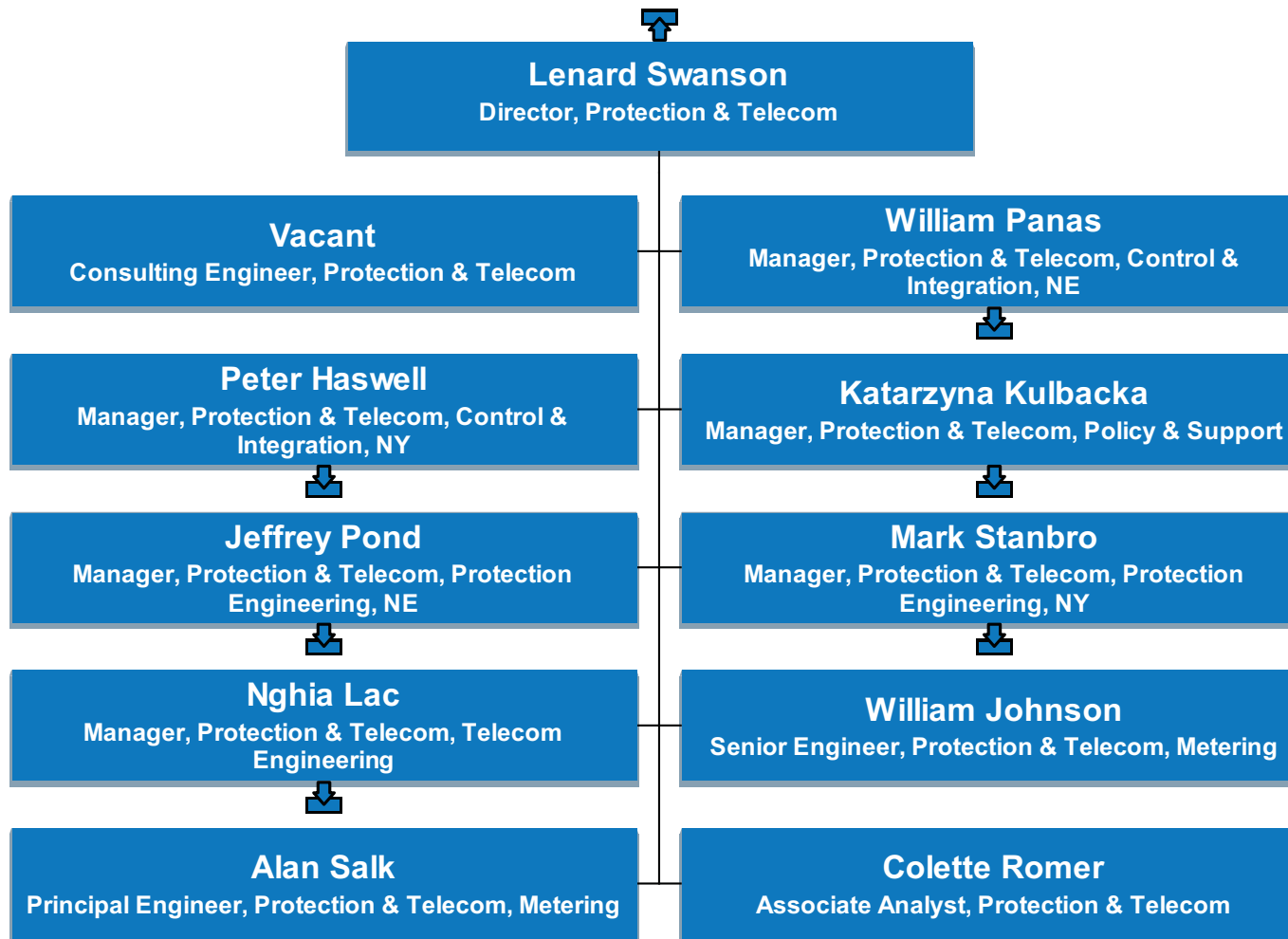
# US Network Strategy



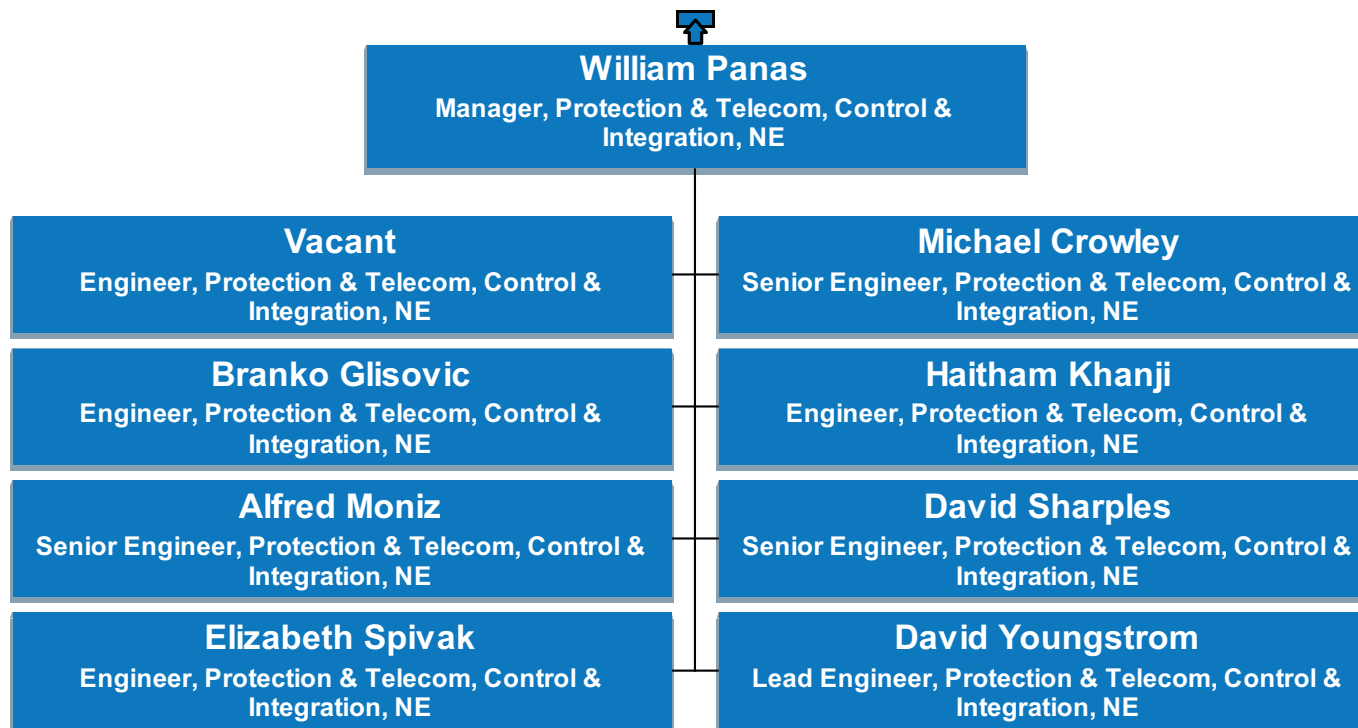
# US Network Strategy



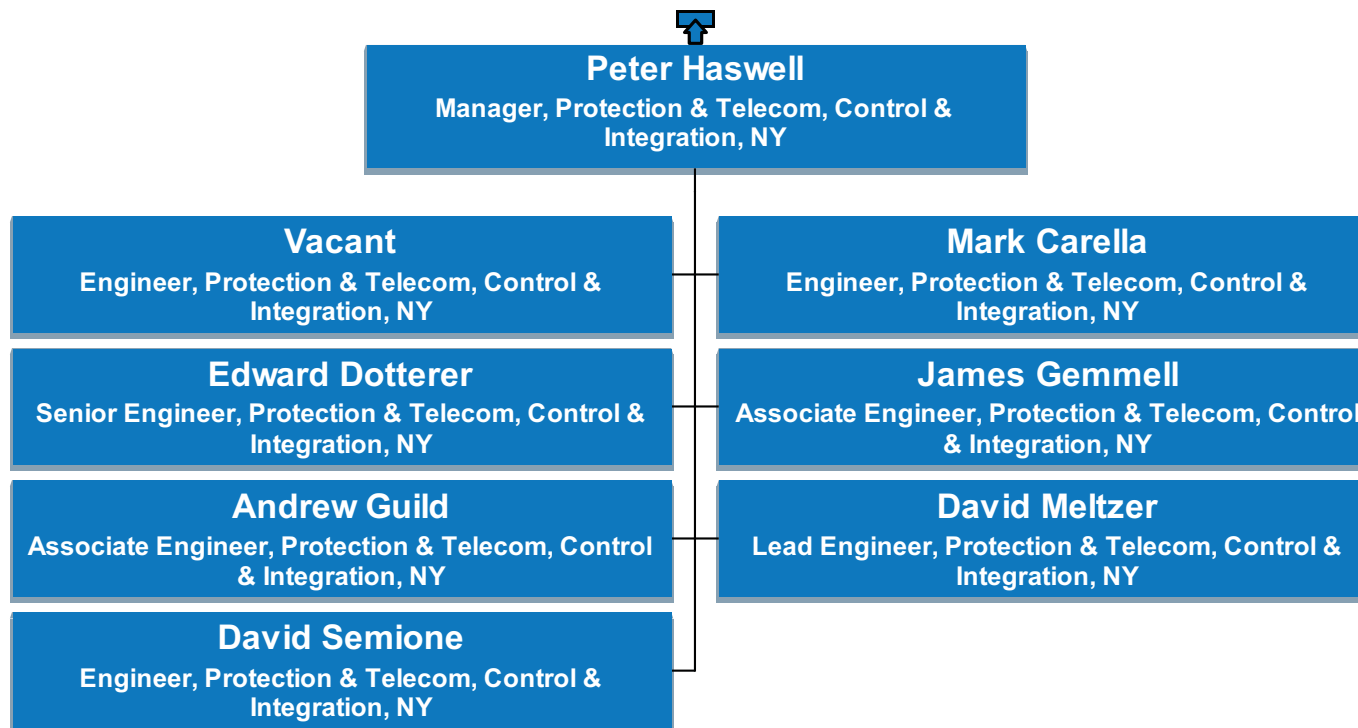
# US Network Strategy



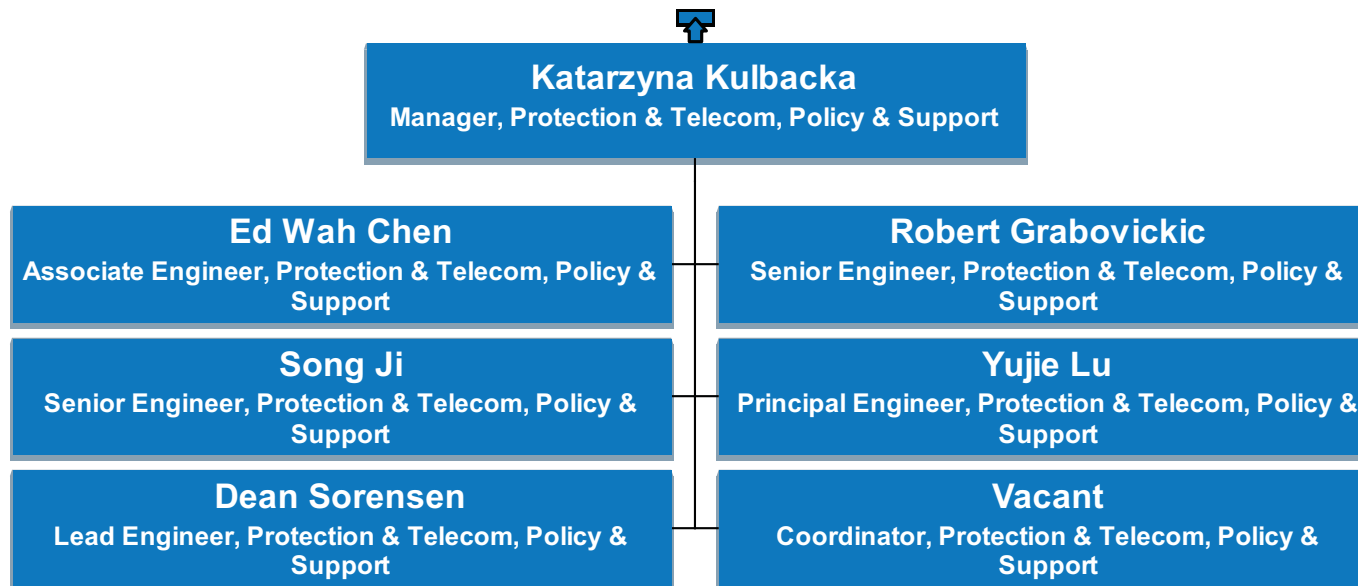
# US Network Strategy



# US Network Strategy

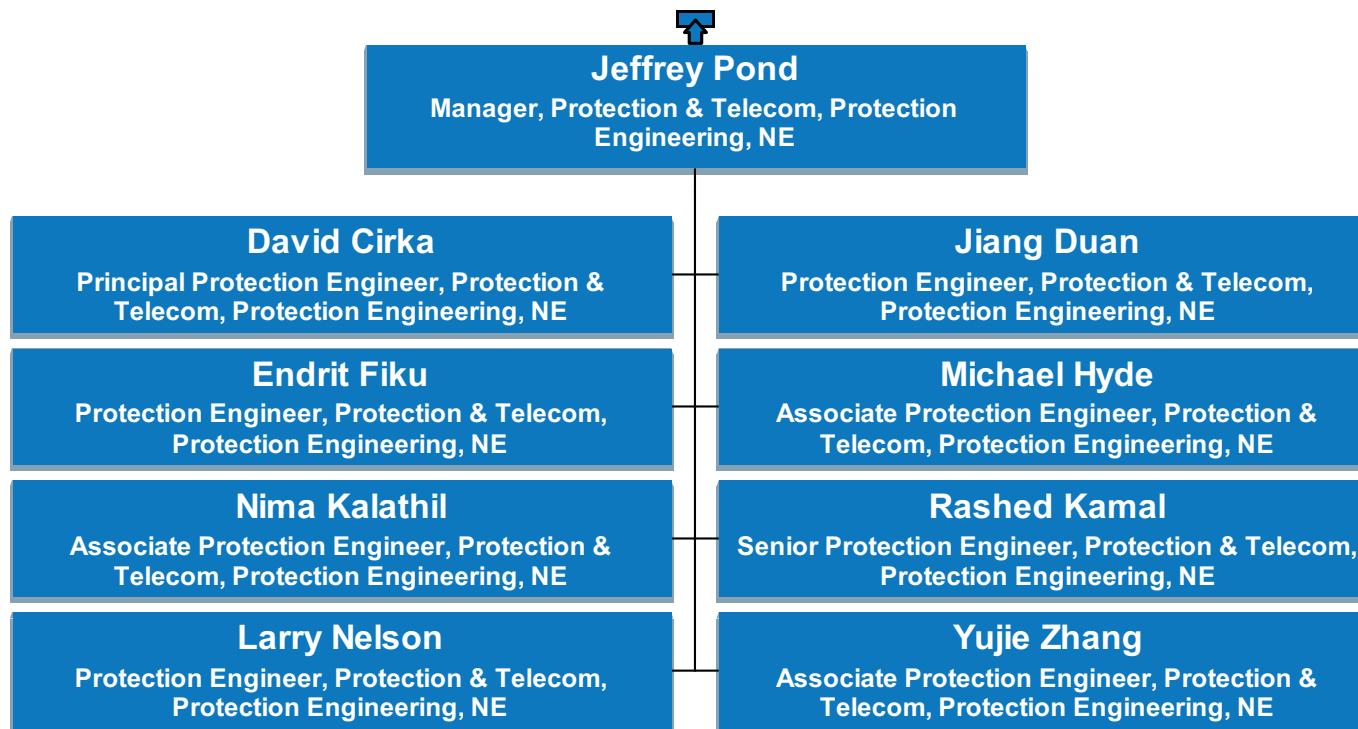


# US Network Strategy

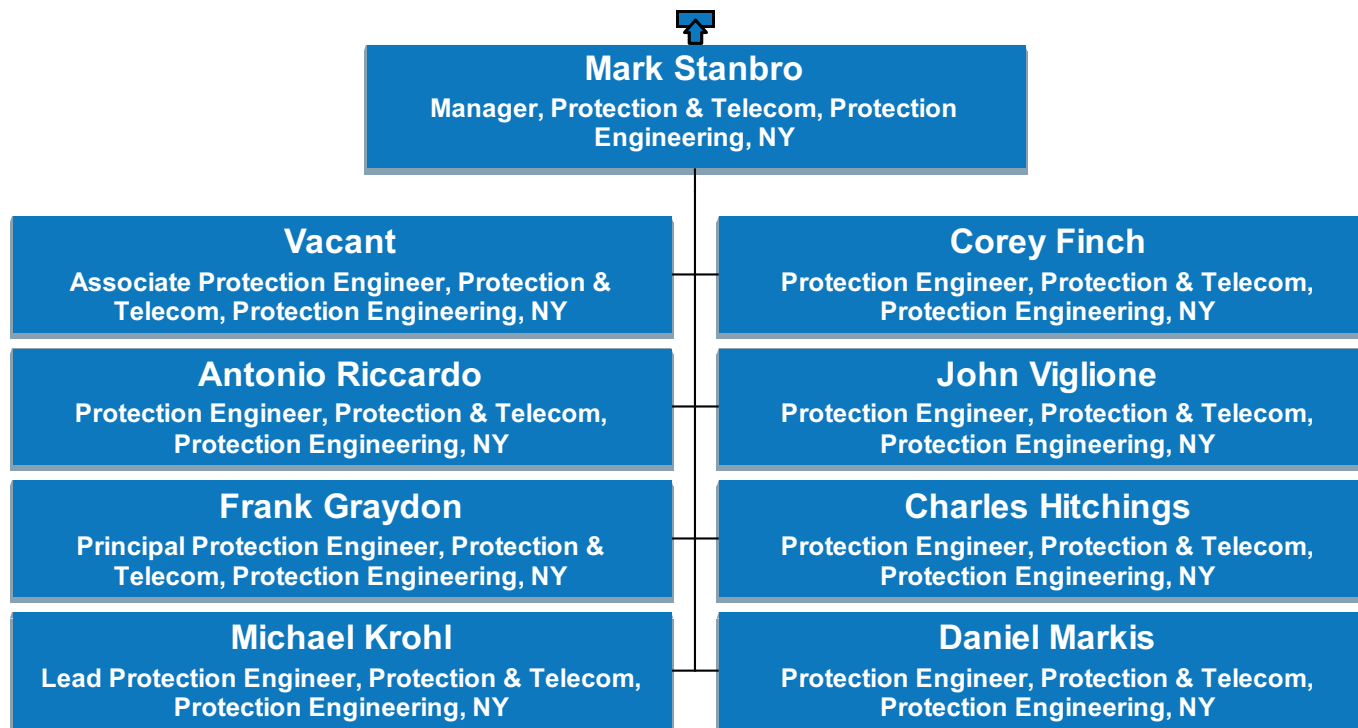




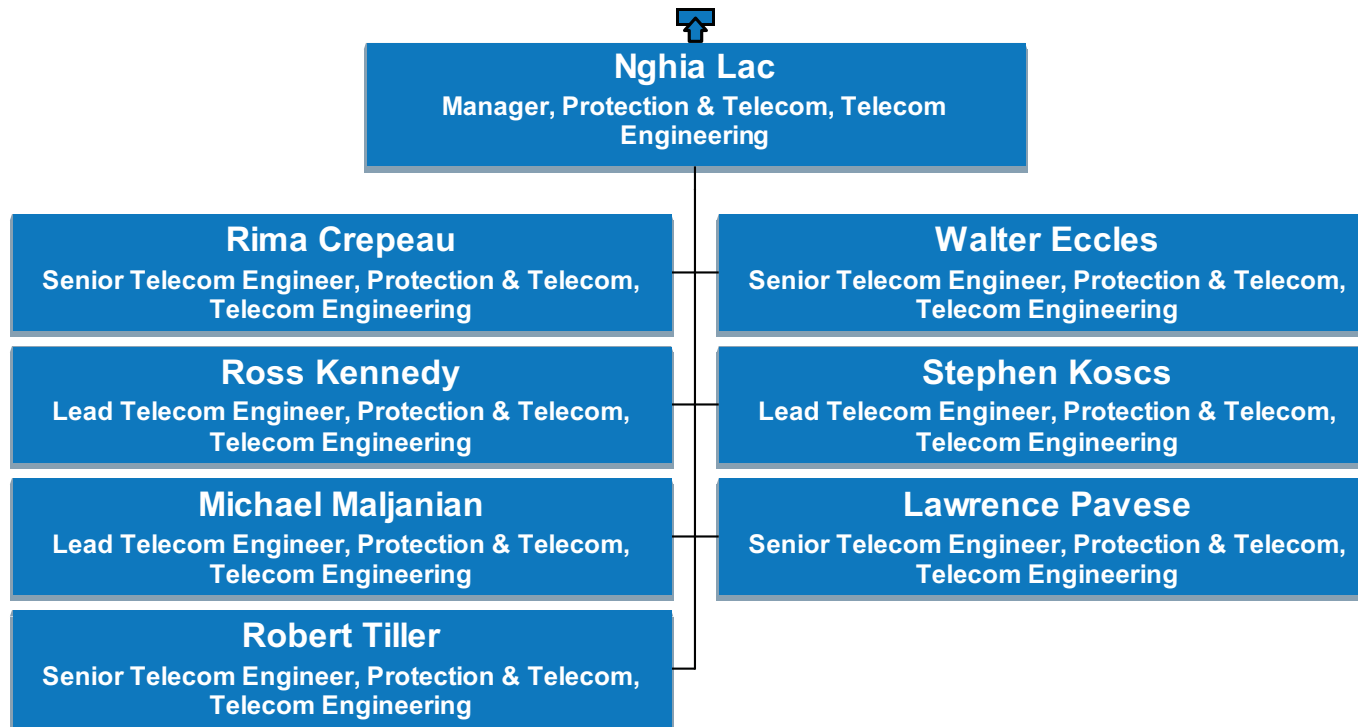
# US Network Strategy



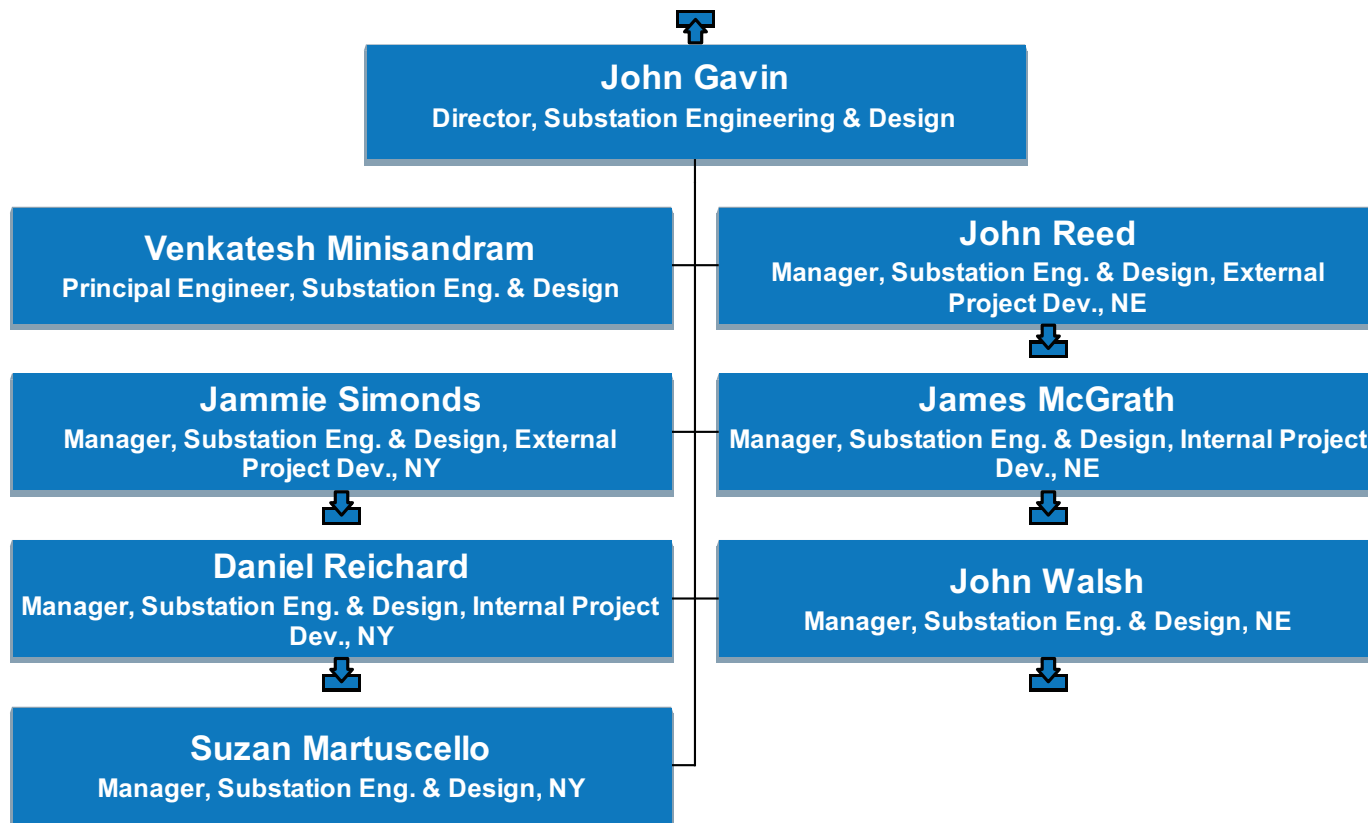
# US Network Strategy



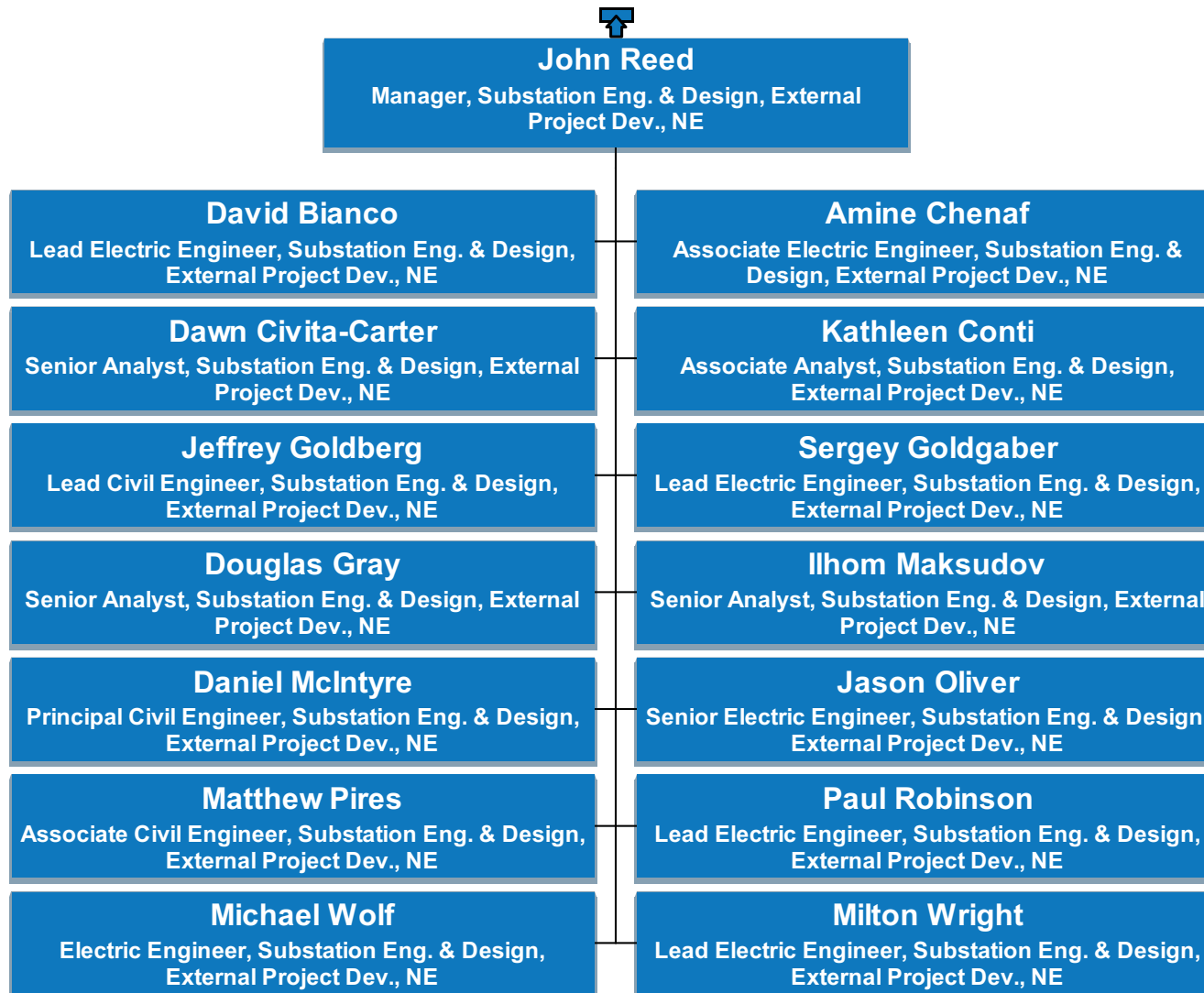
# US Network Strategy



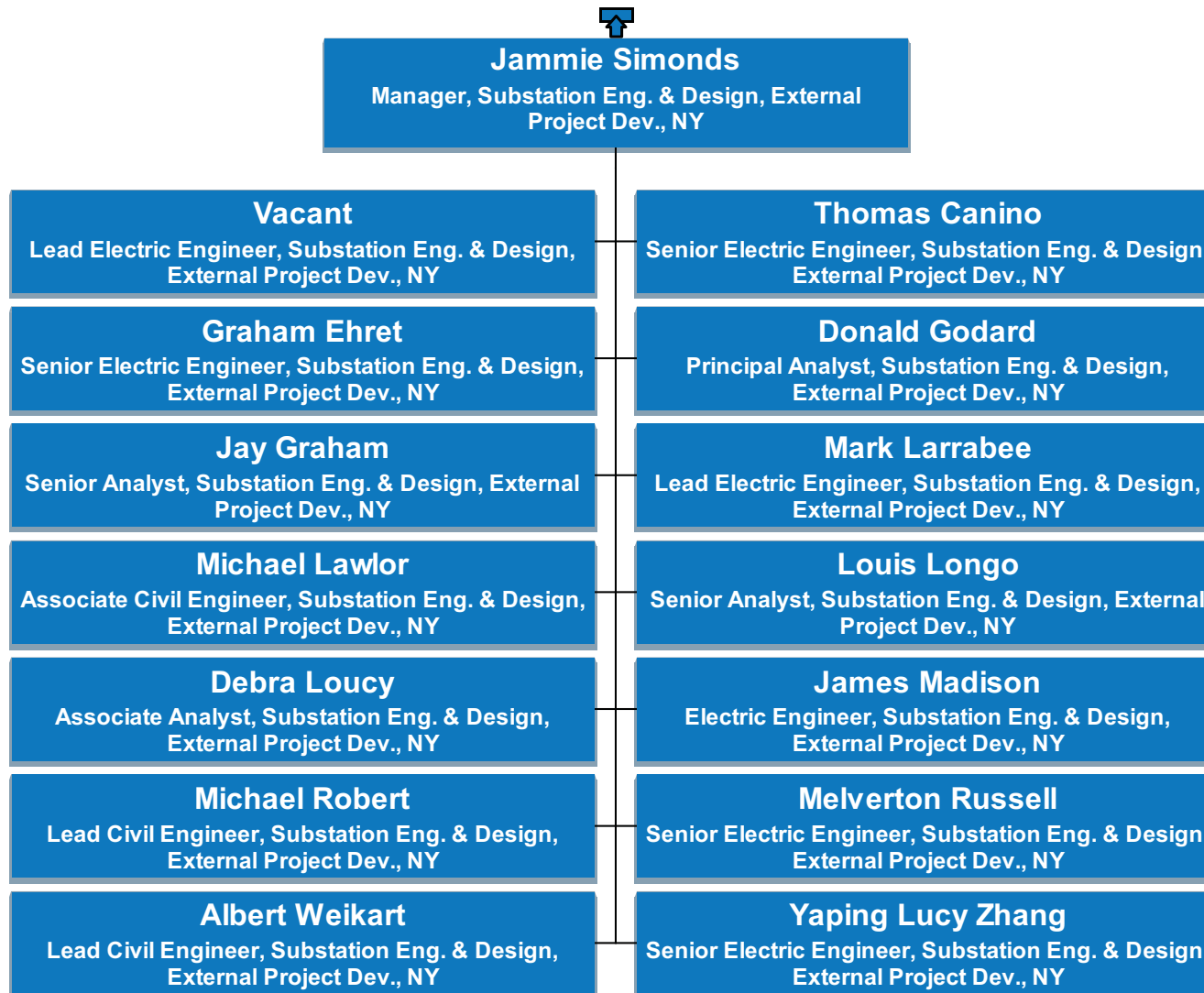
# US Network Strategy



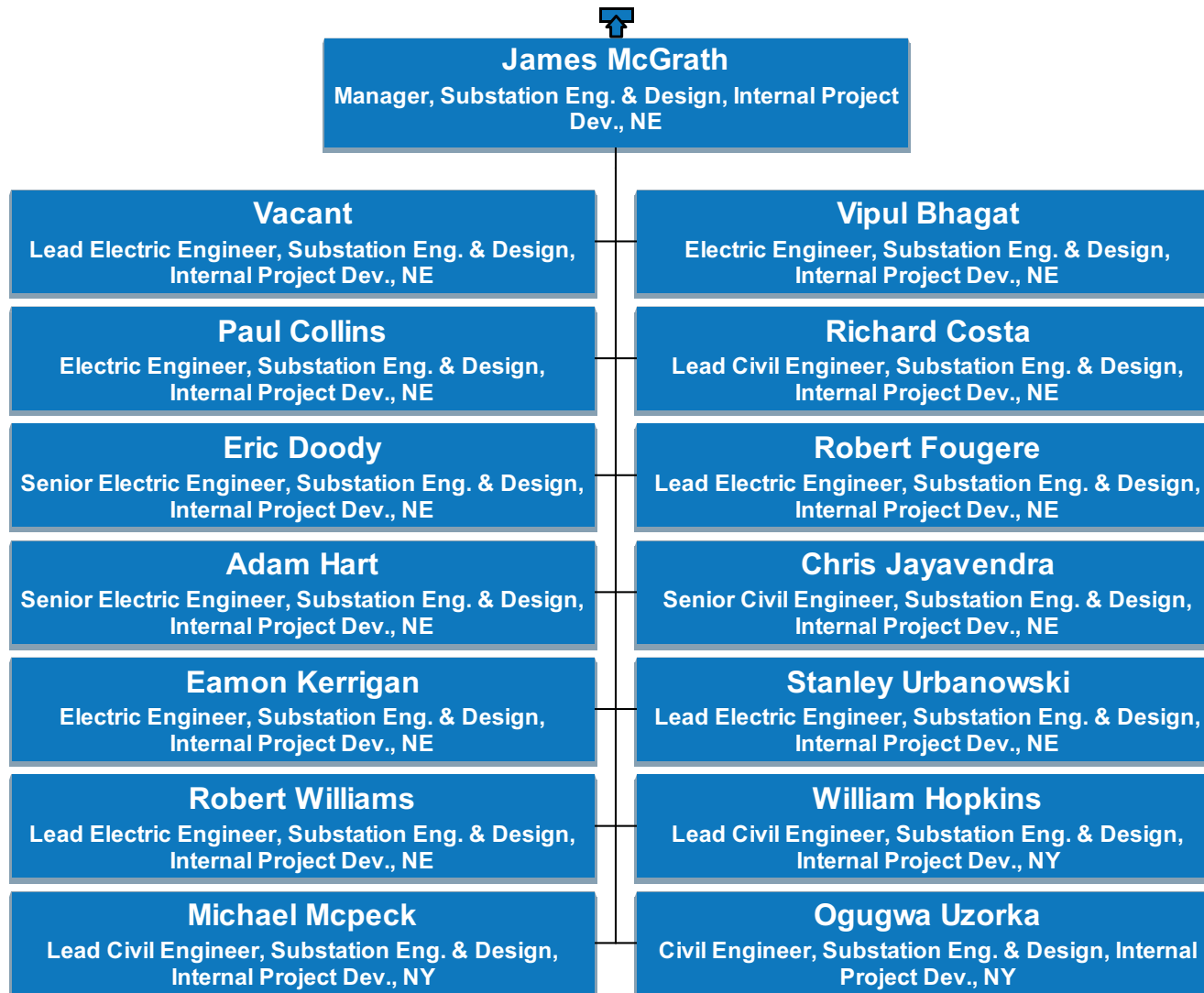
# US Network Strategy



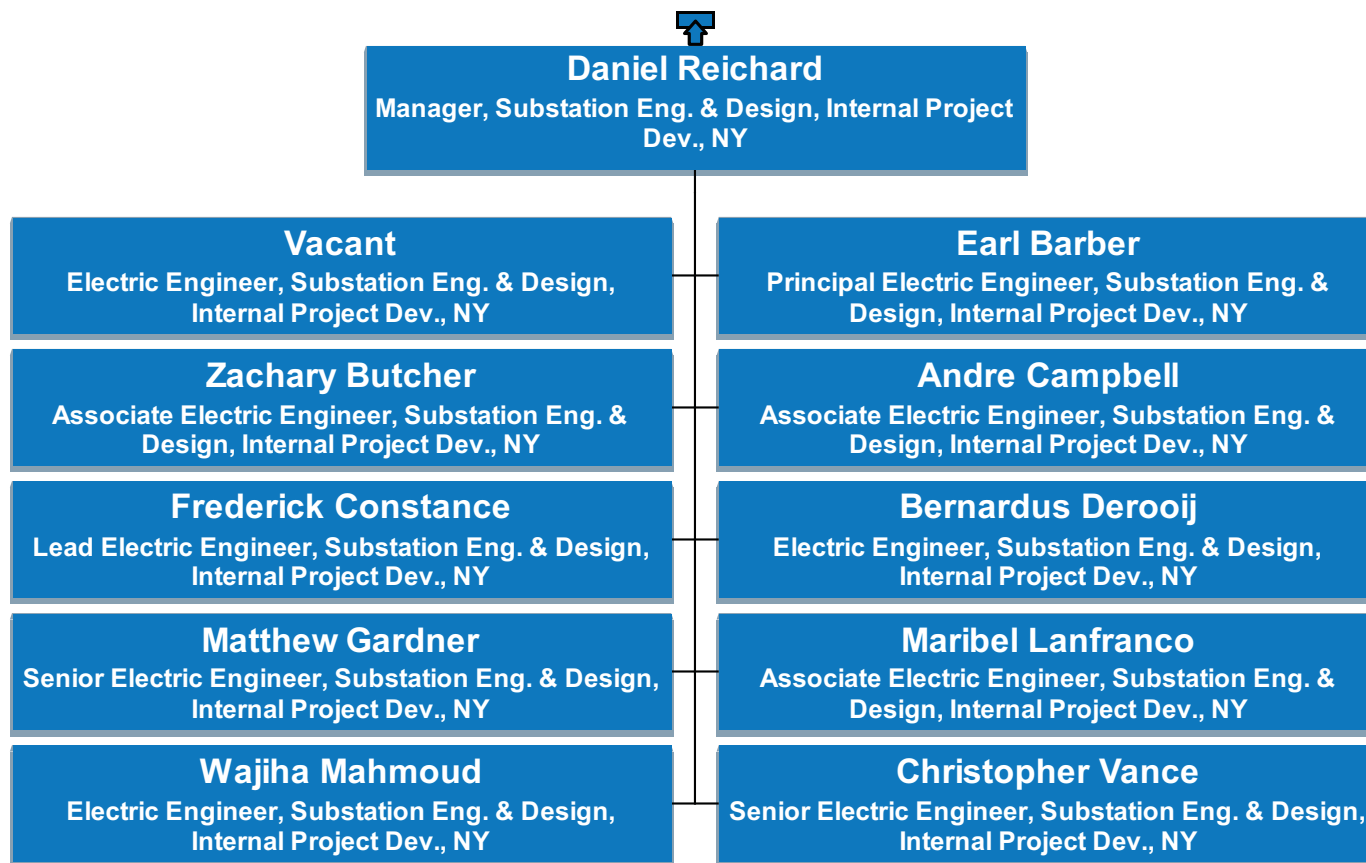
# US Network Strategy



# US Network Strategy

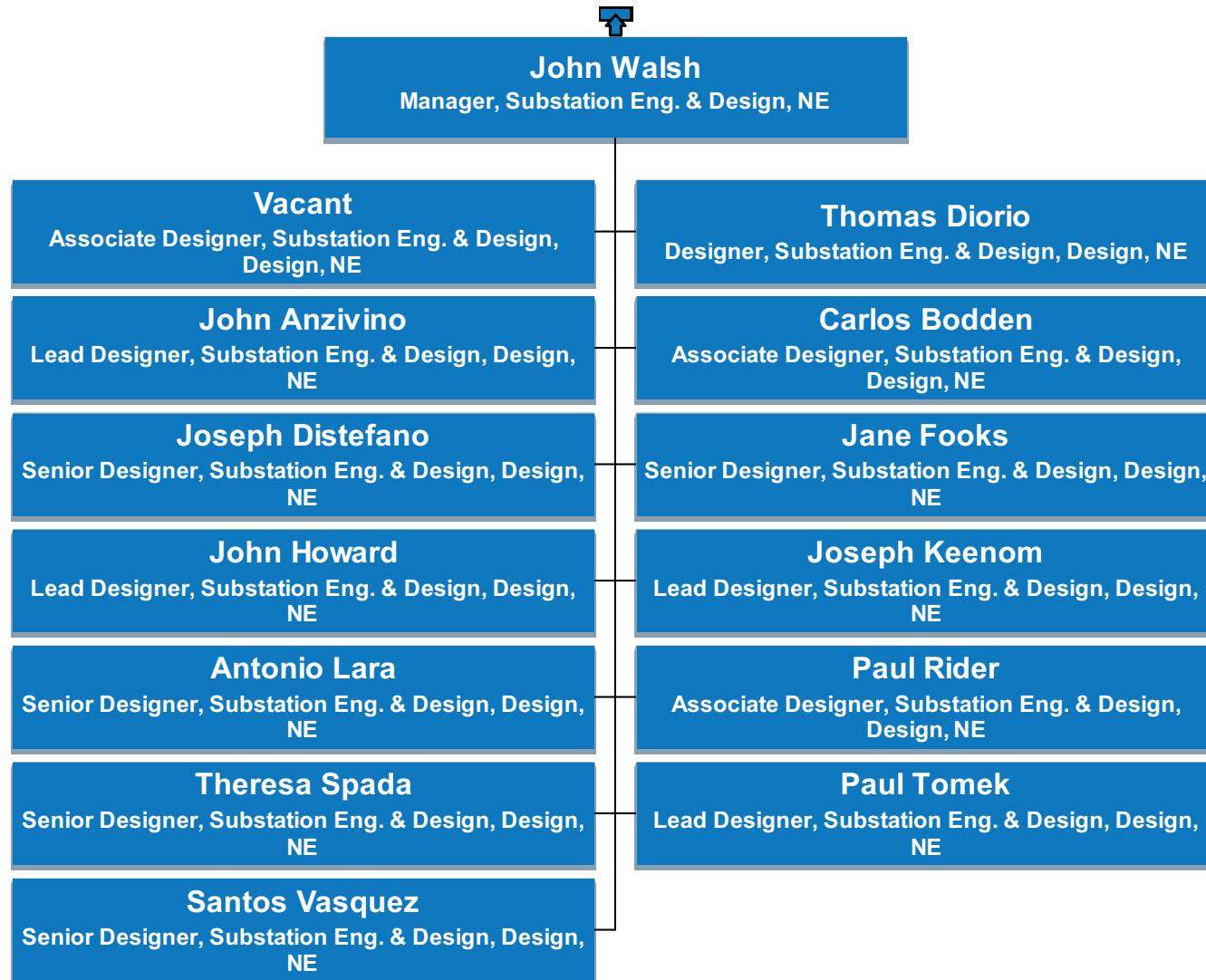


# US Network Strategy

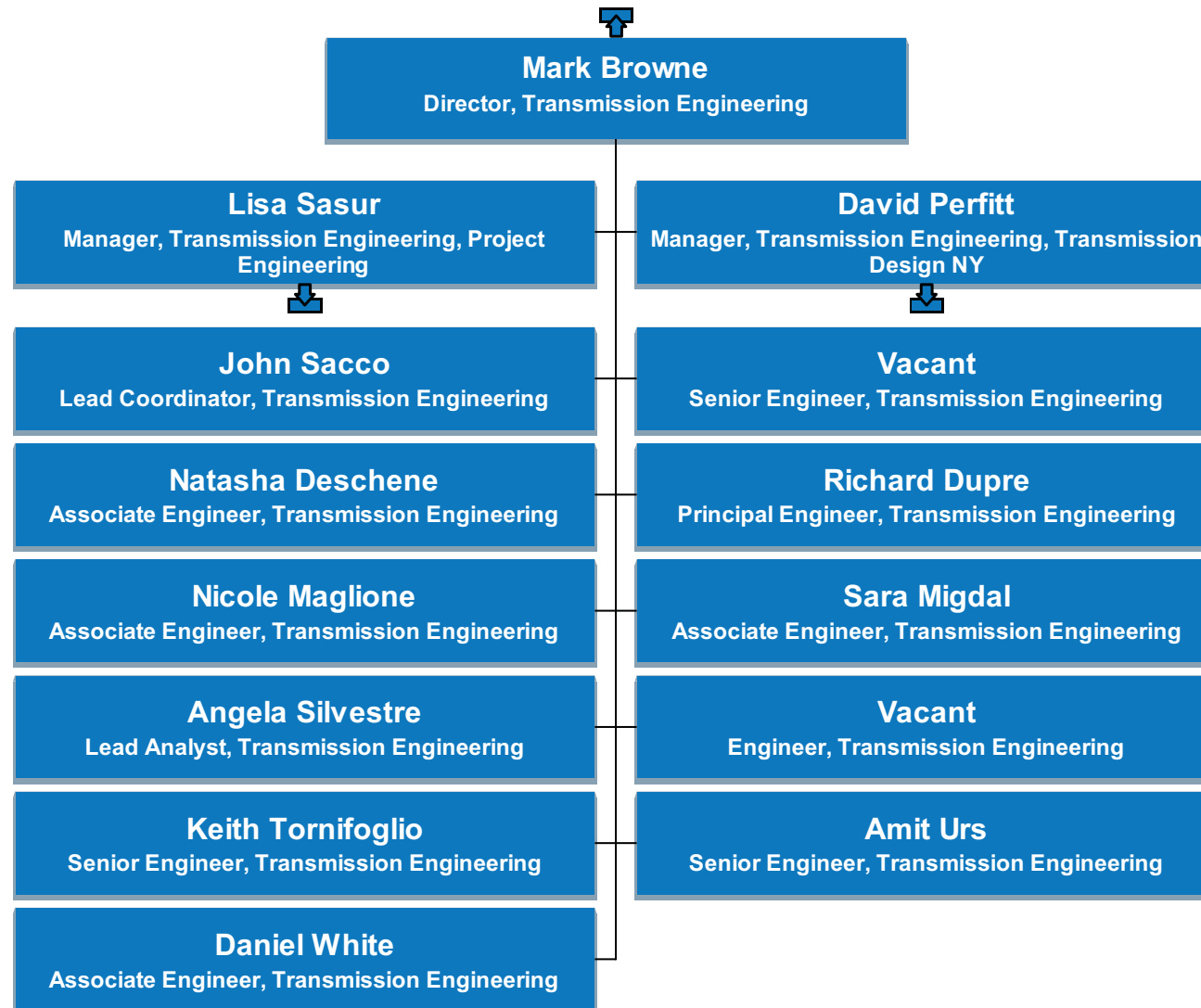




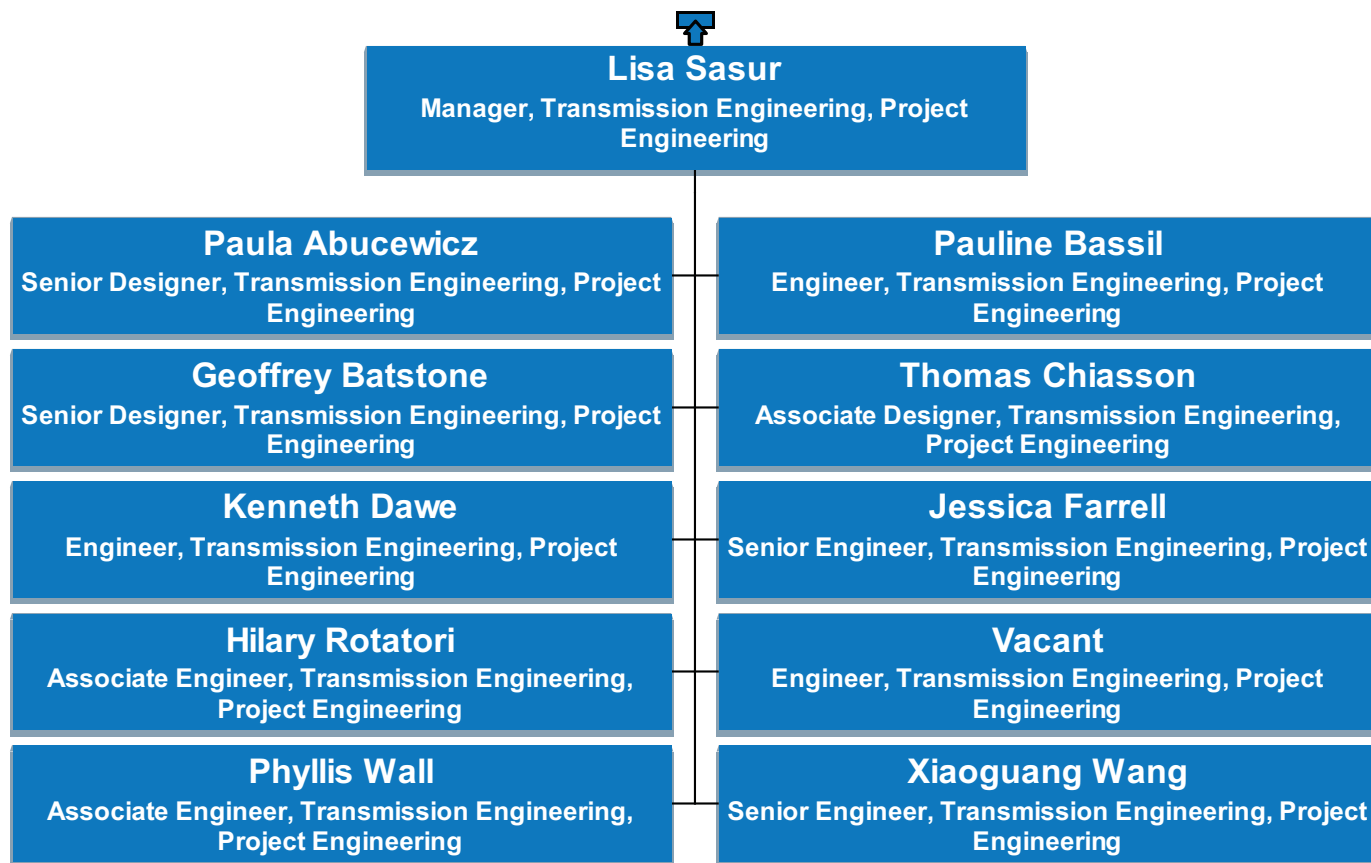
# US Network Strategy



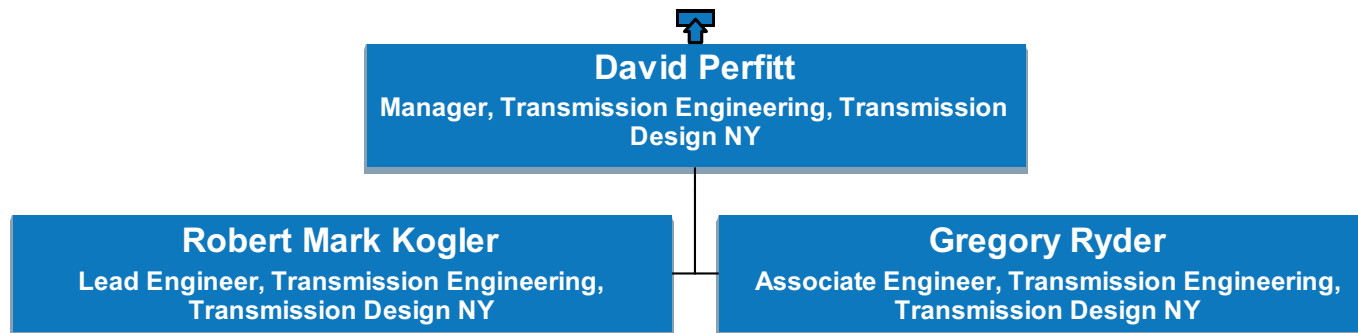
# US Network Strategy



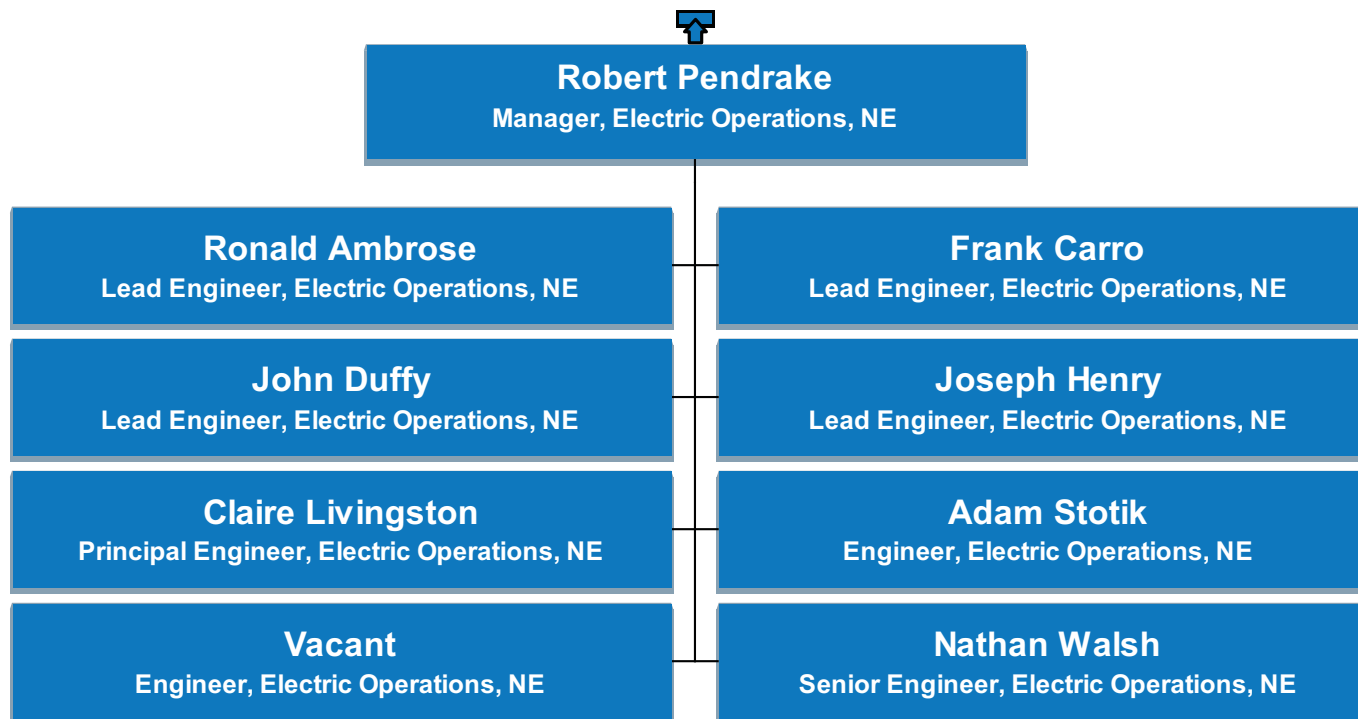
# US Network Strategy



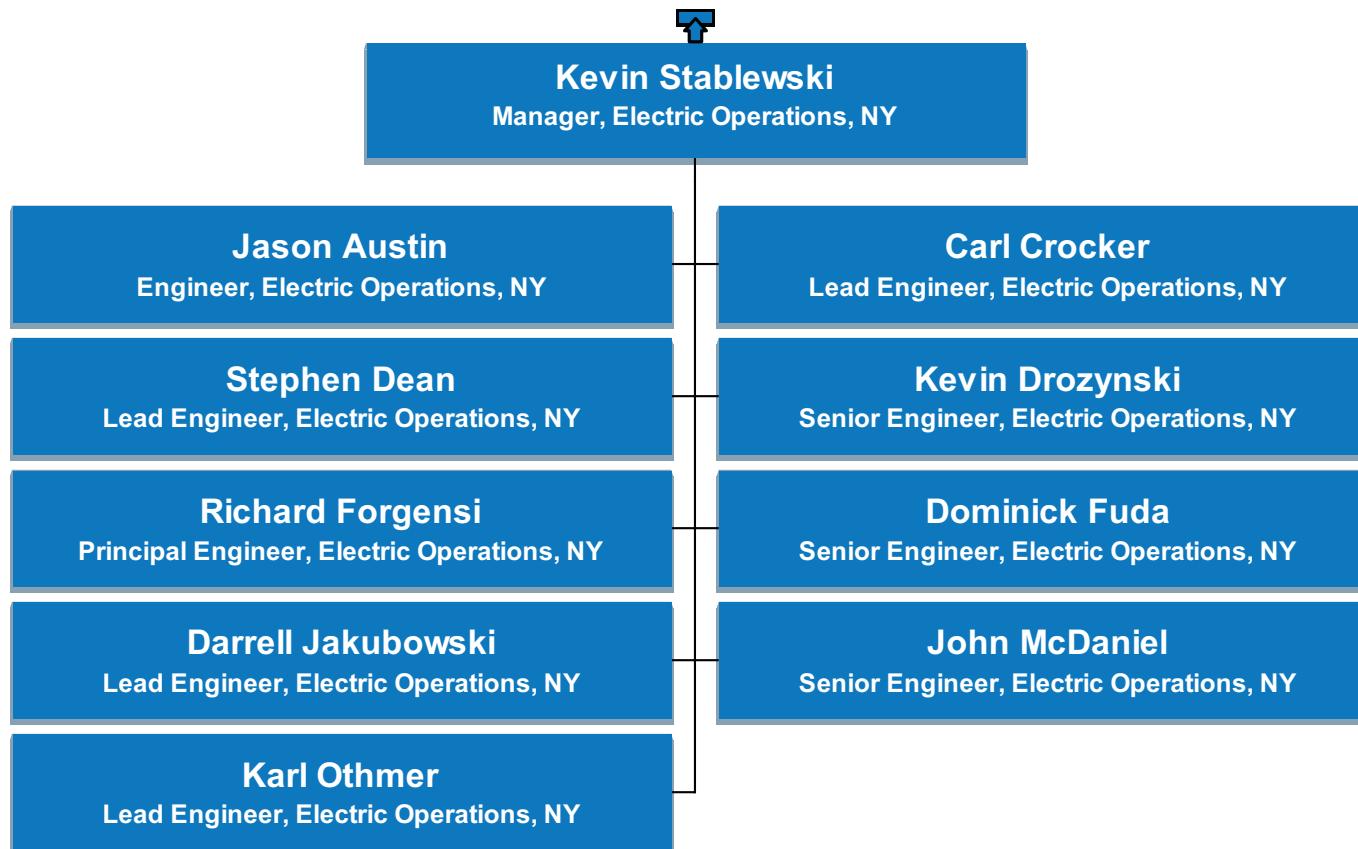
# US Network Strategy



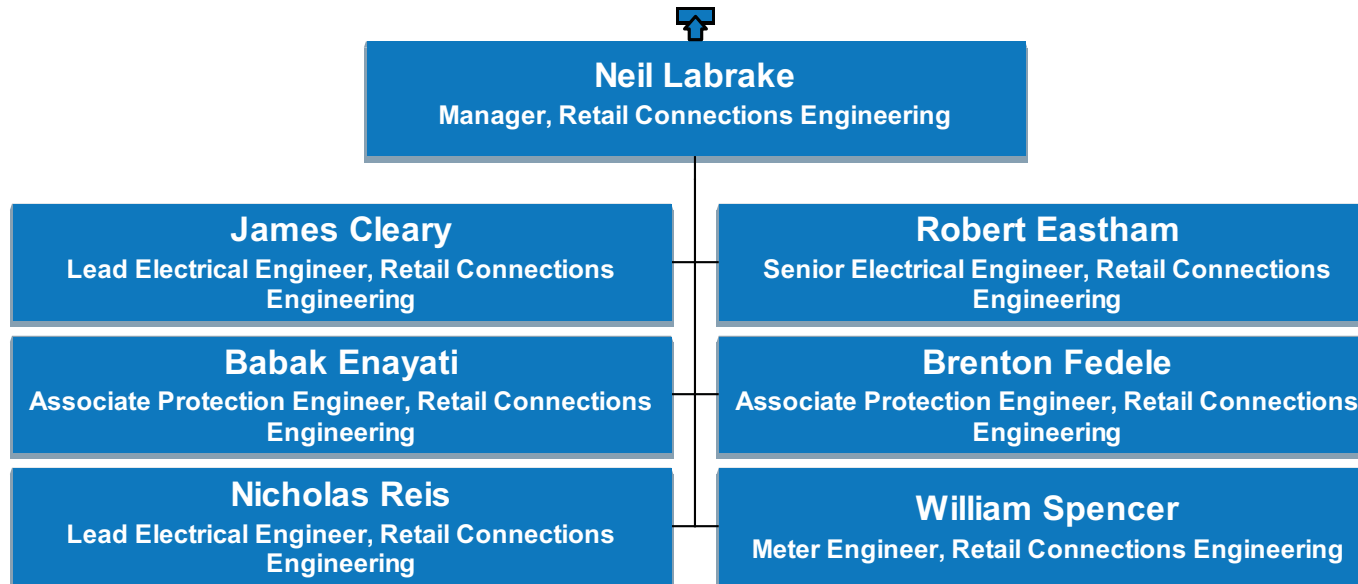
# US Network Strategy



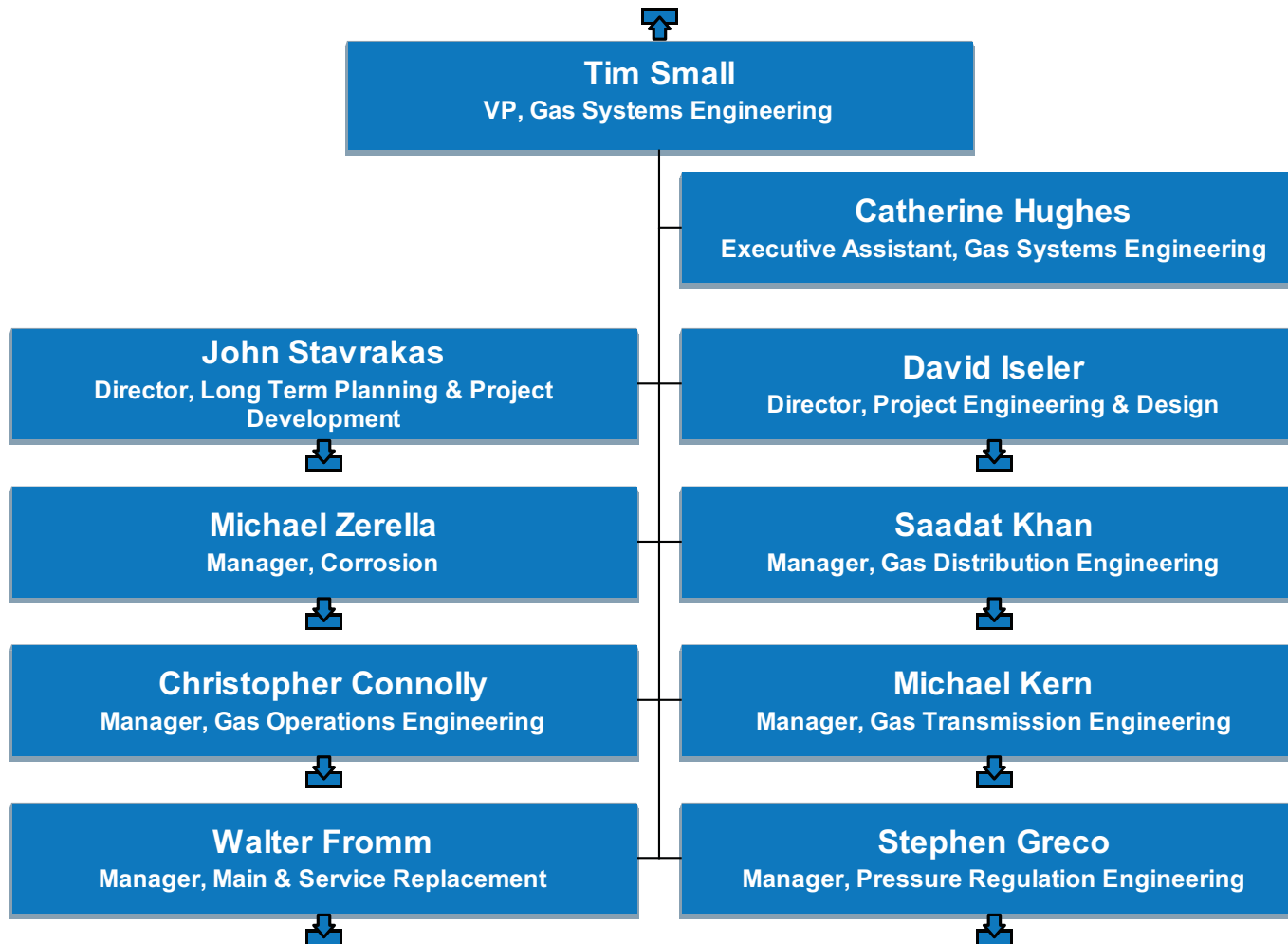
# US Network Strategy



# US Network Strategy

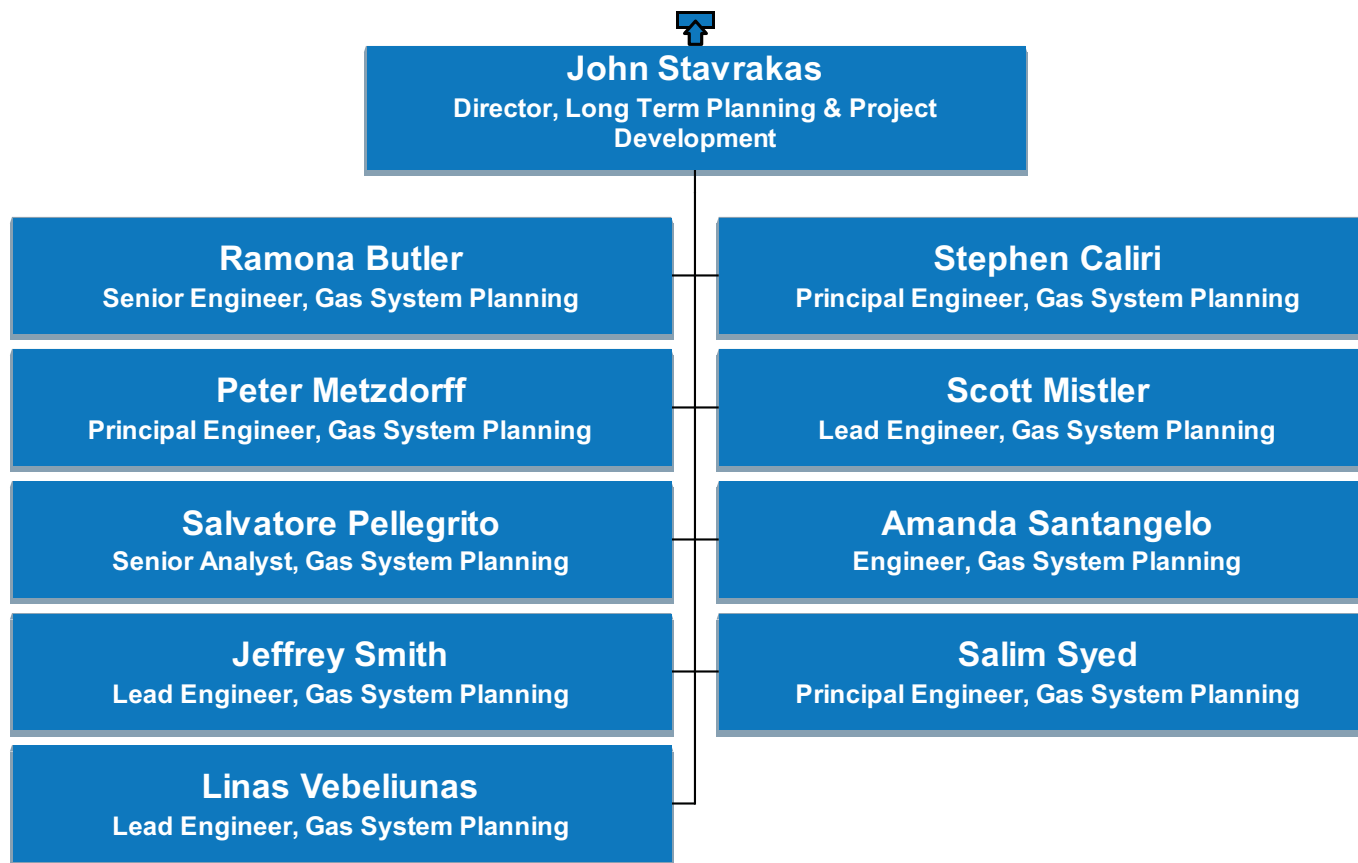


# US Network Strategy

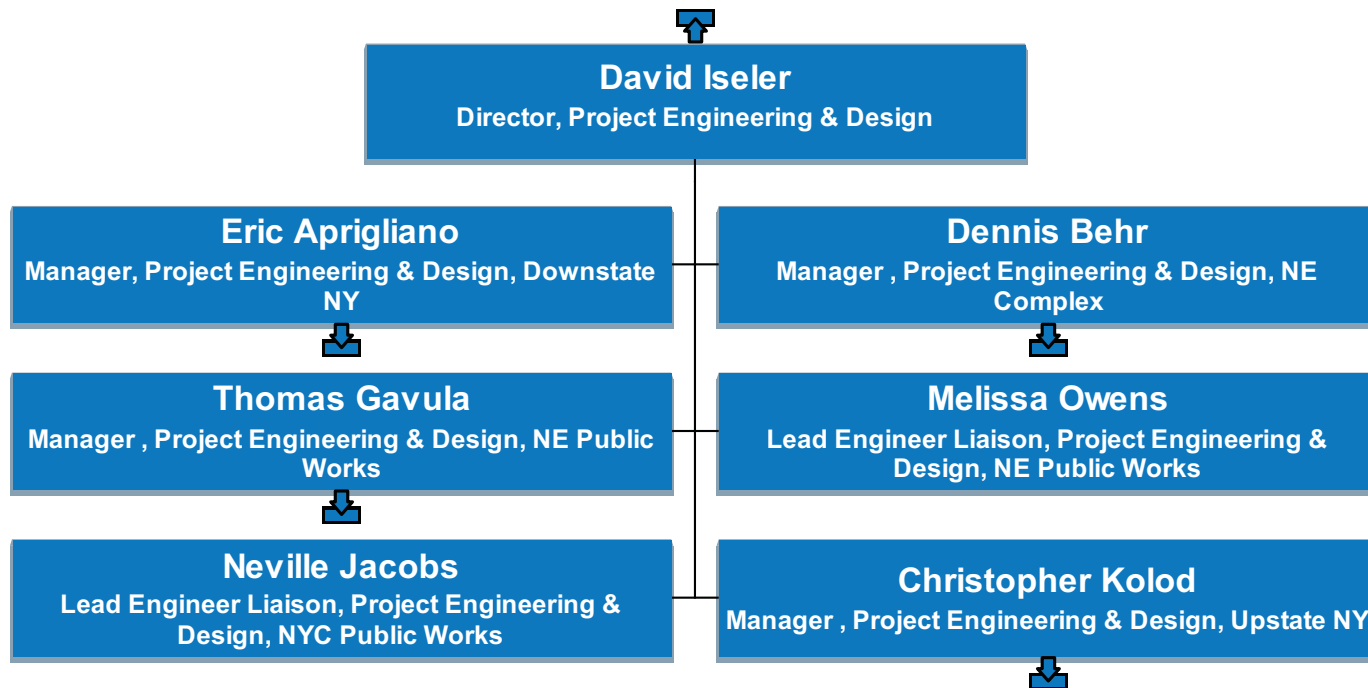




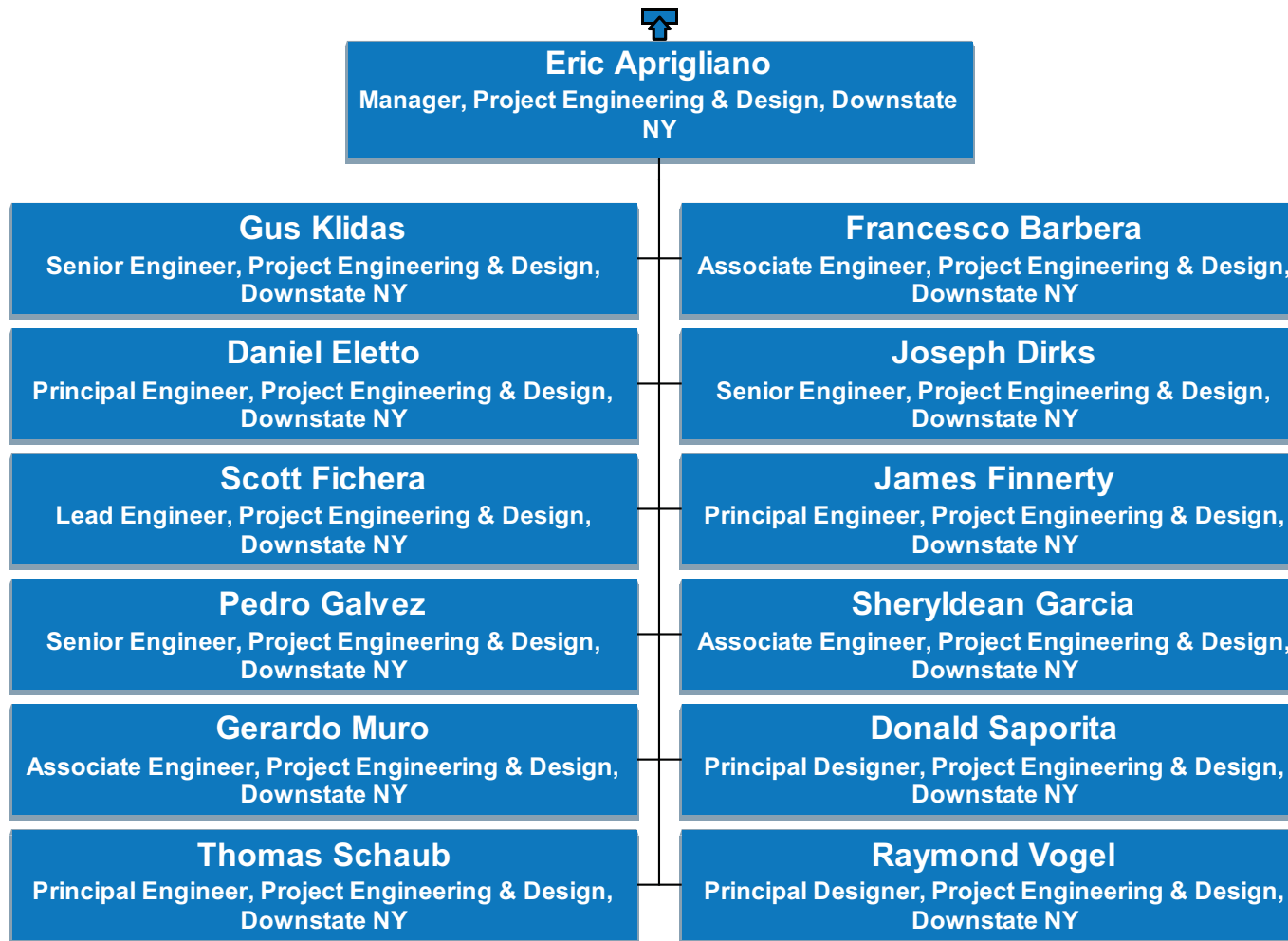
# US Network Strategy



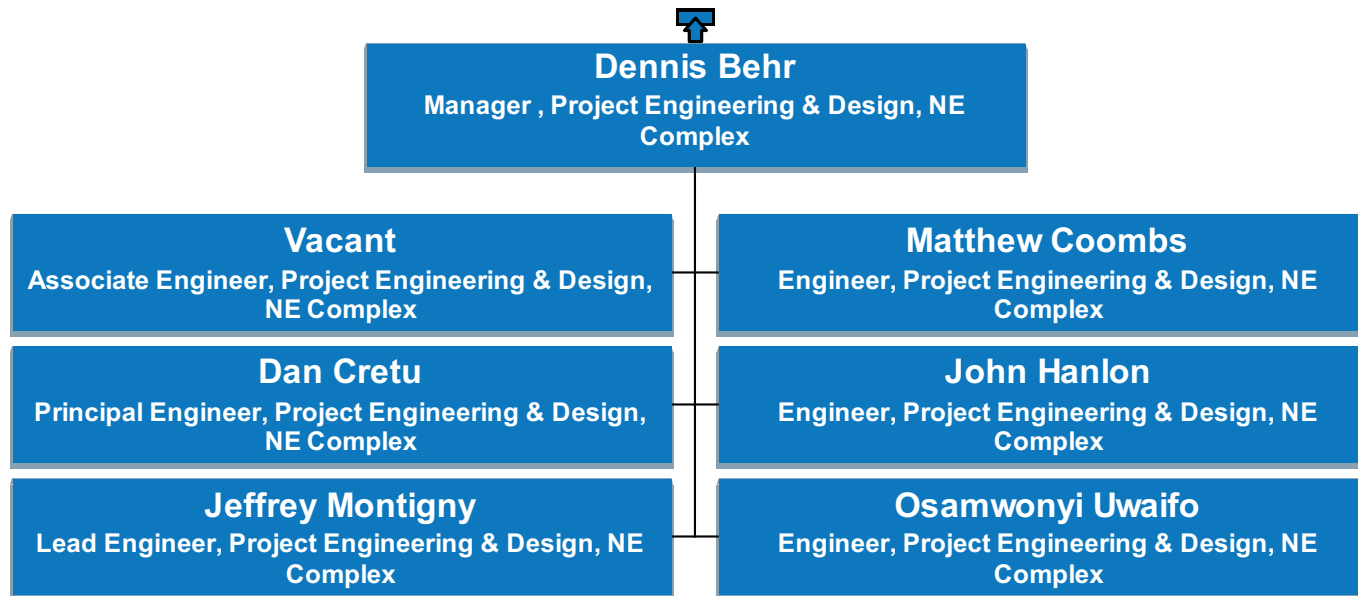
# US Network Strategy



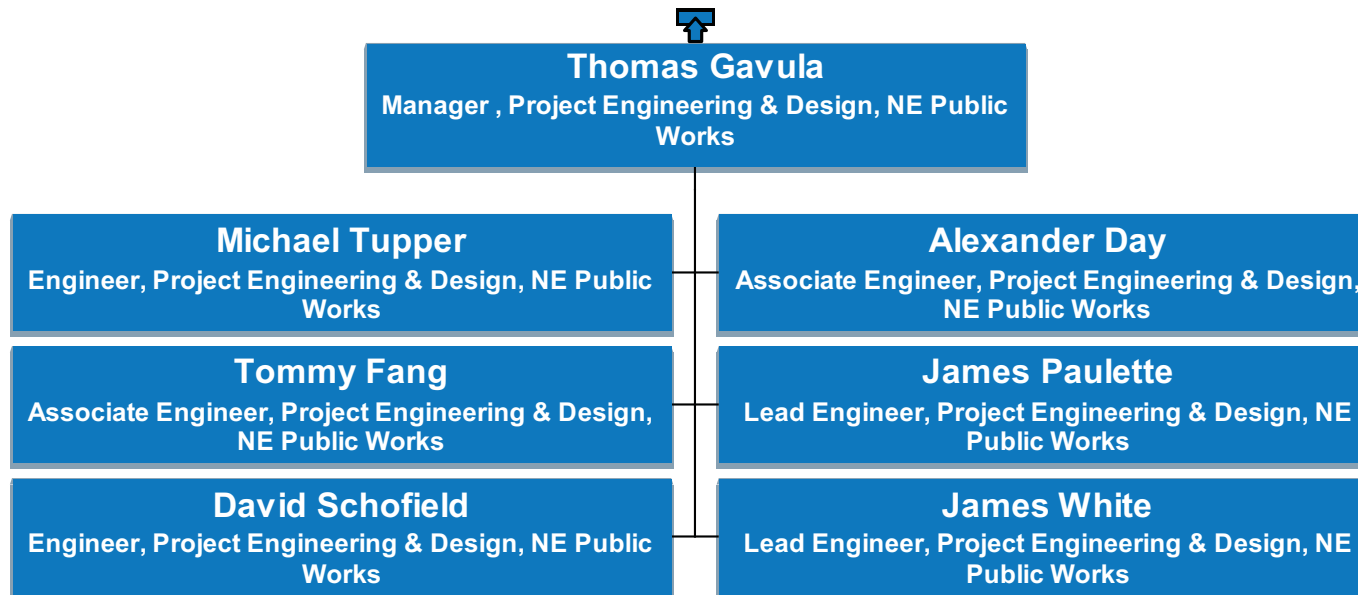
# US Network Strategy



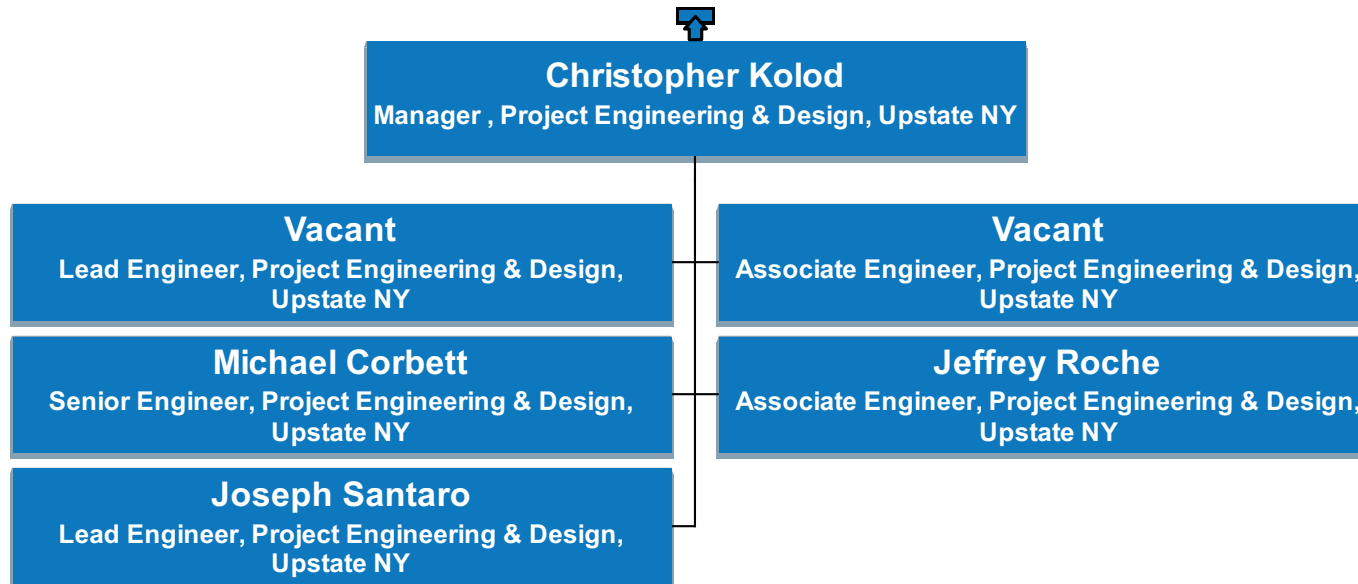
# US Network Strategy



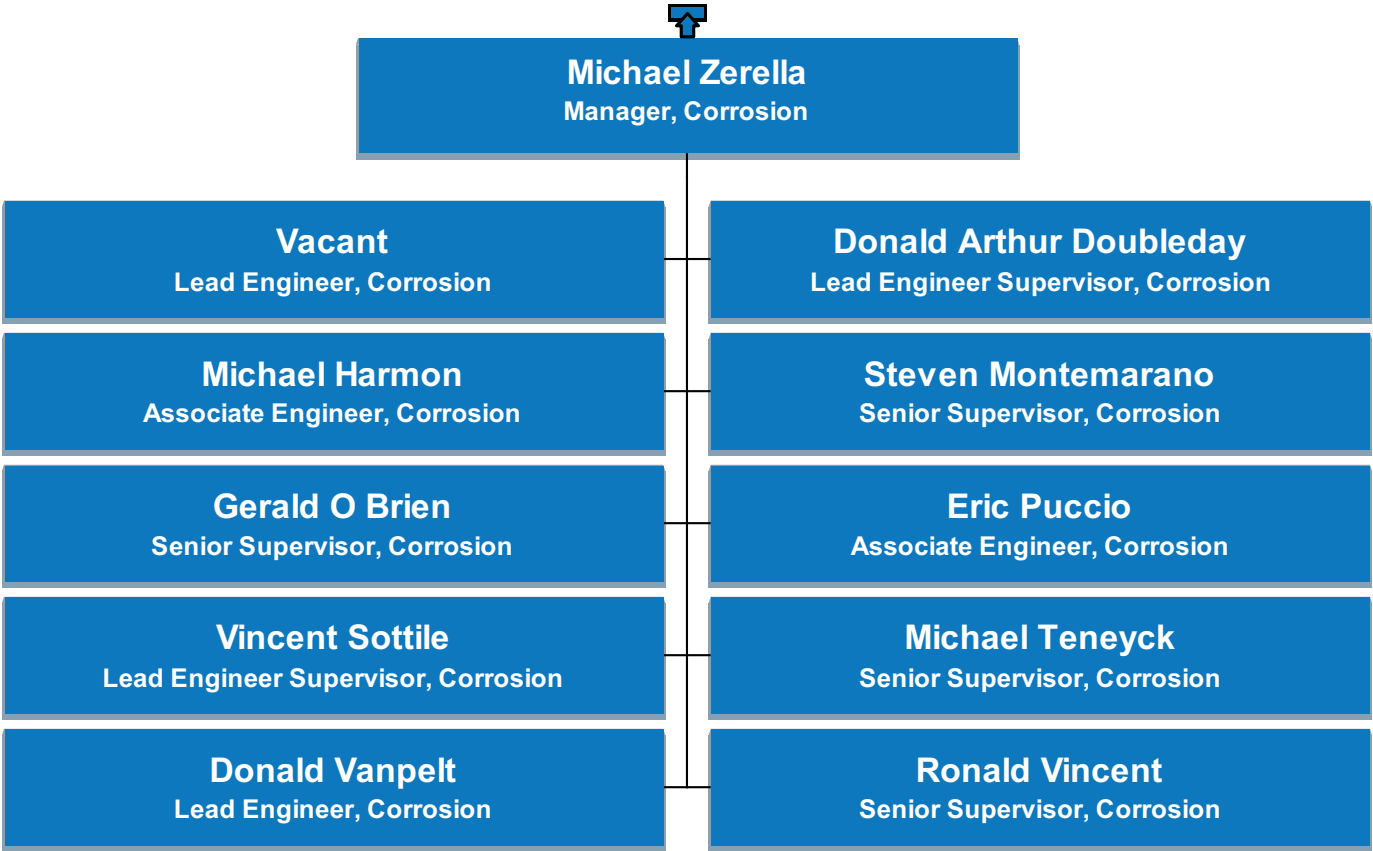
# US Network Strategy



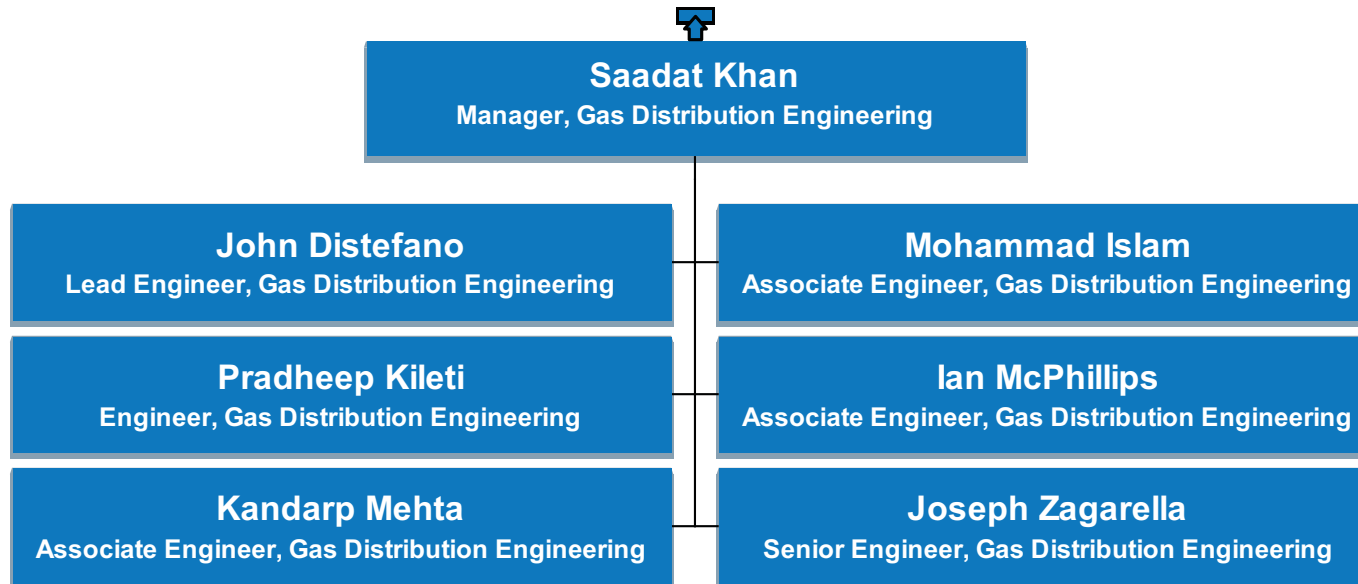
# US Network Strategy



# US Network Strategy

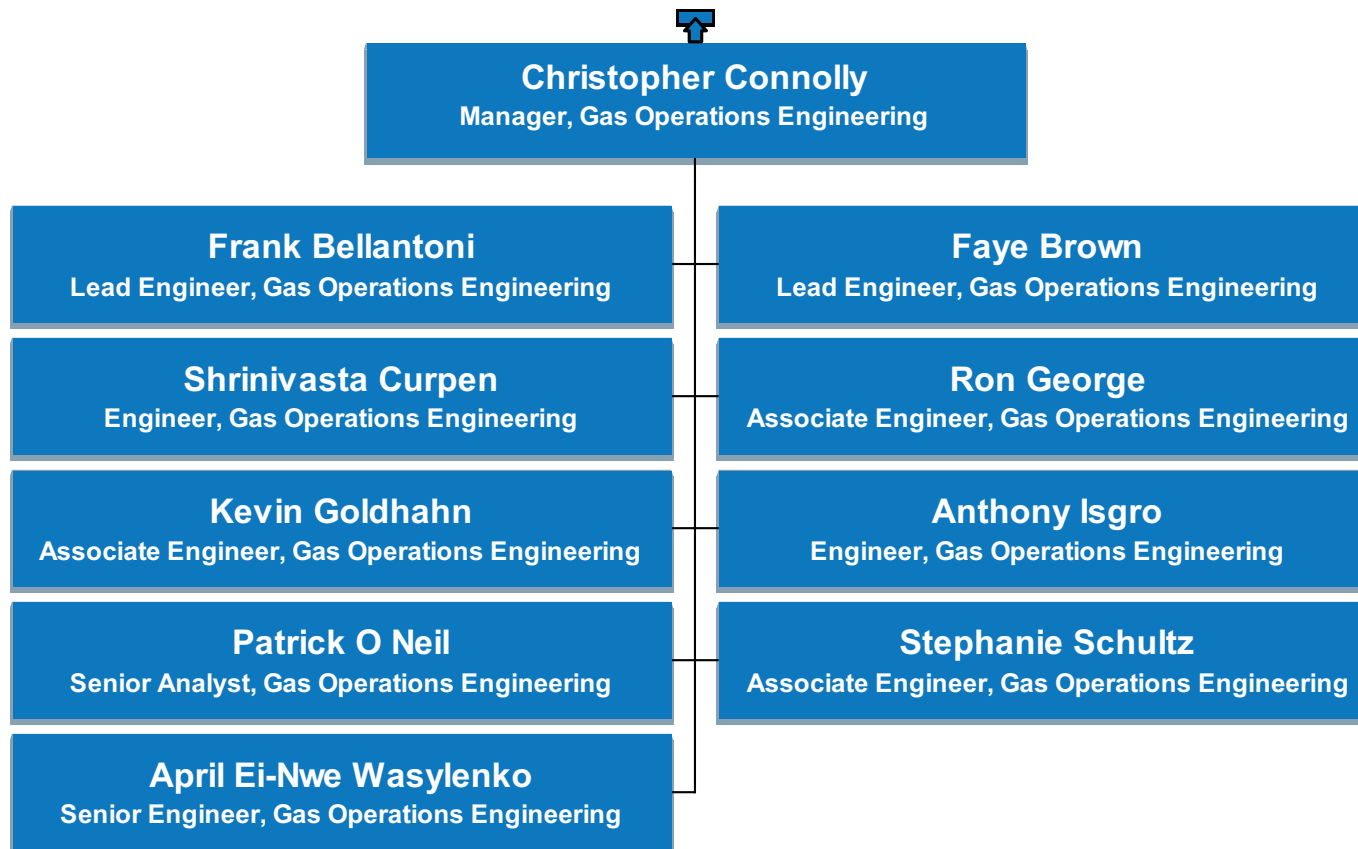


# US Network Strategy

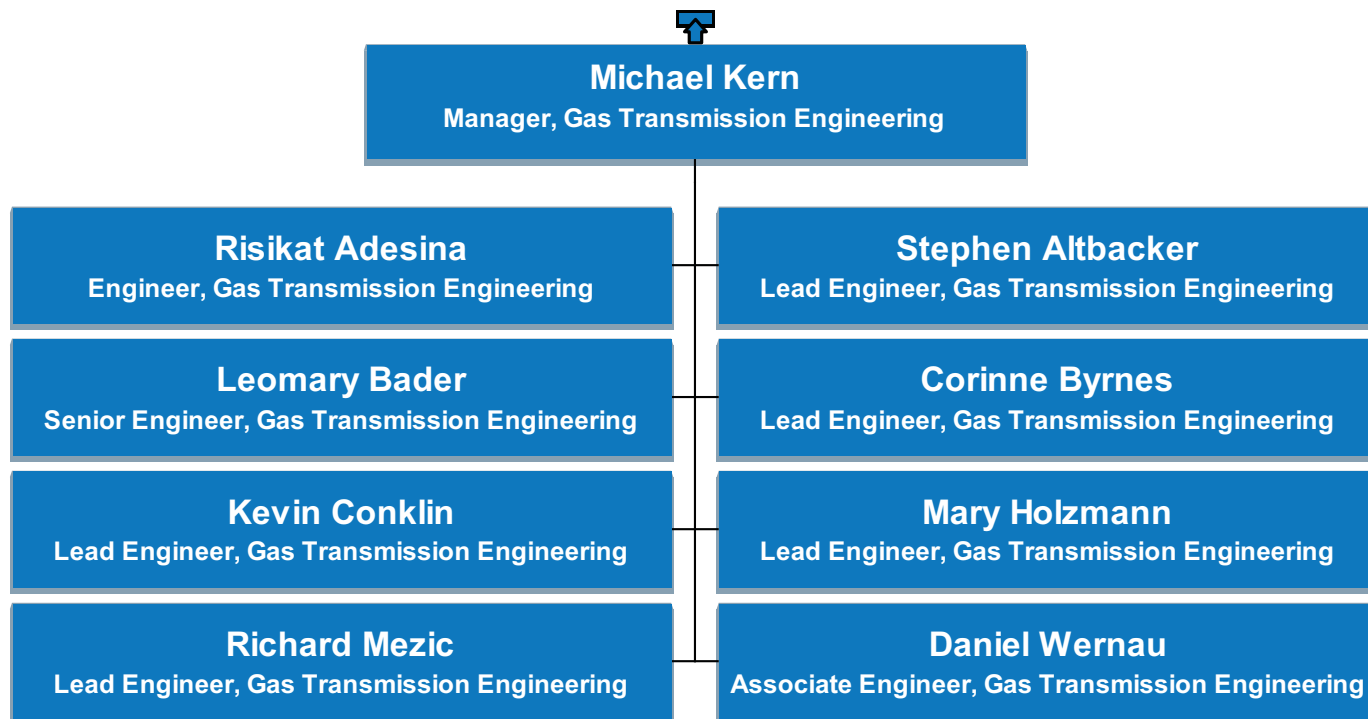




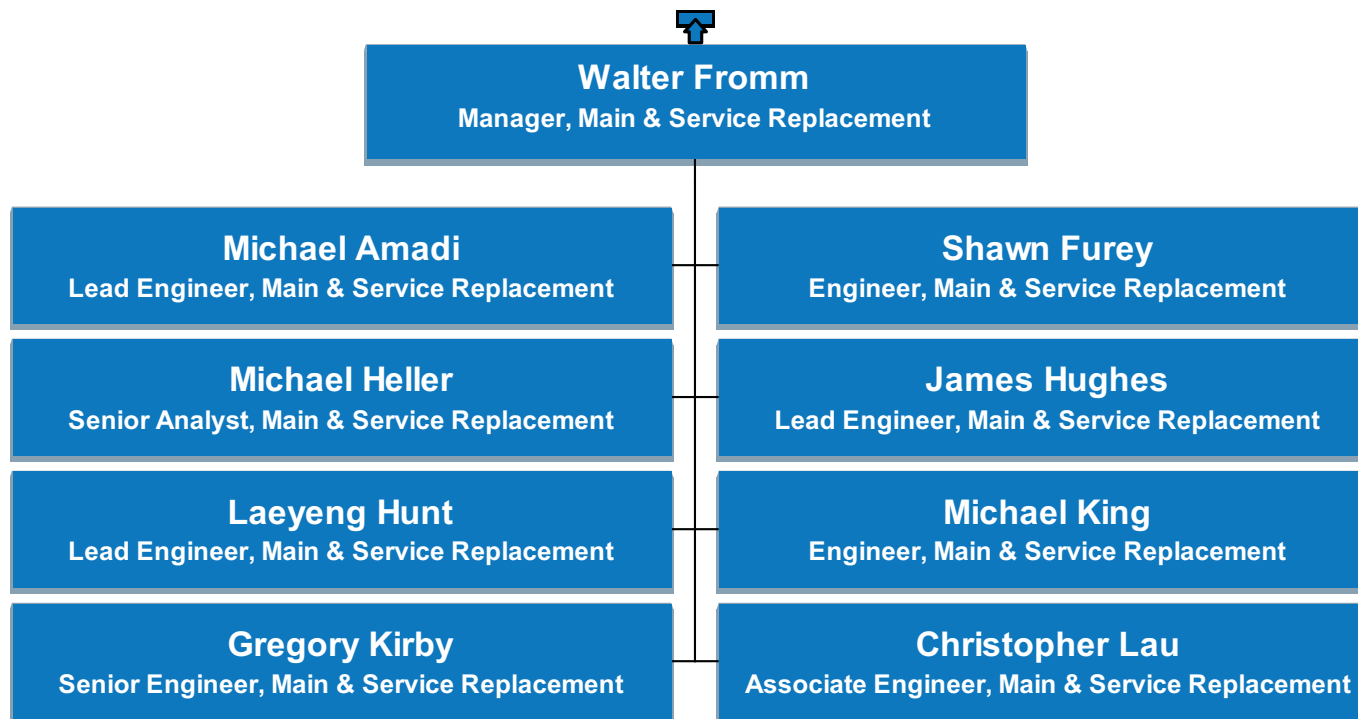
# US Network Strategy



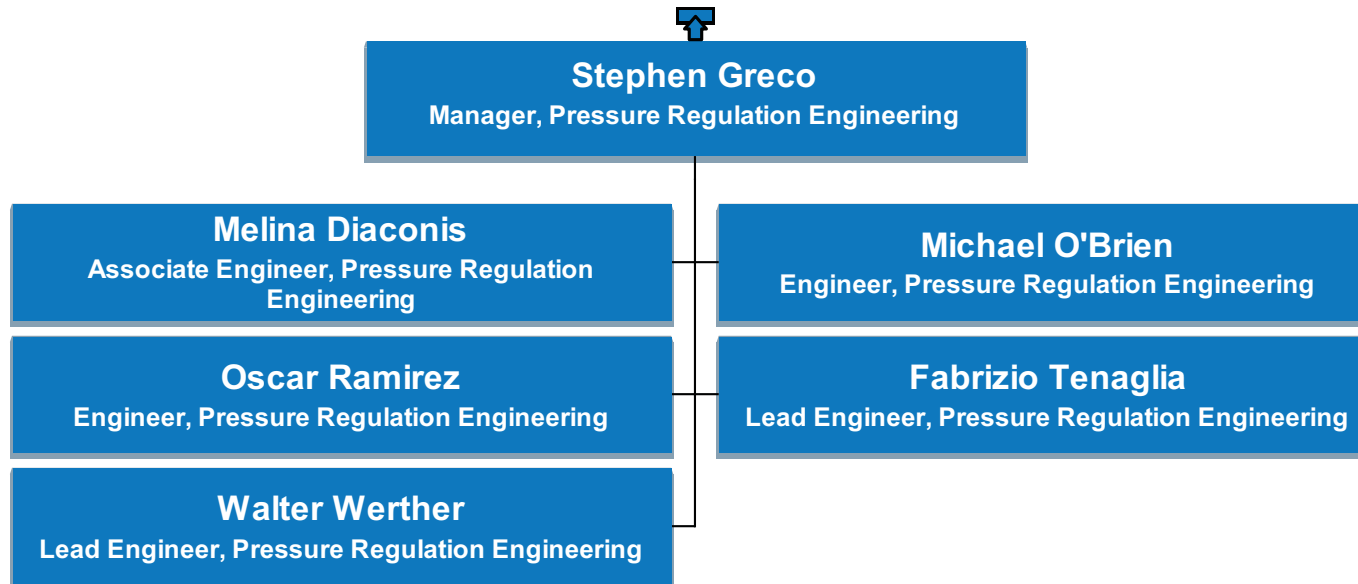
# US Network Strategy



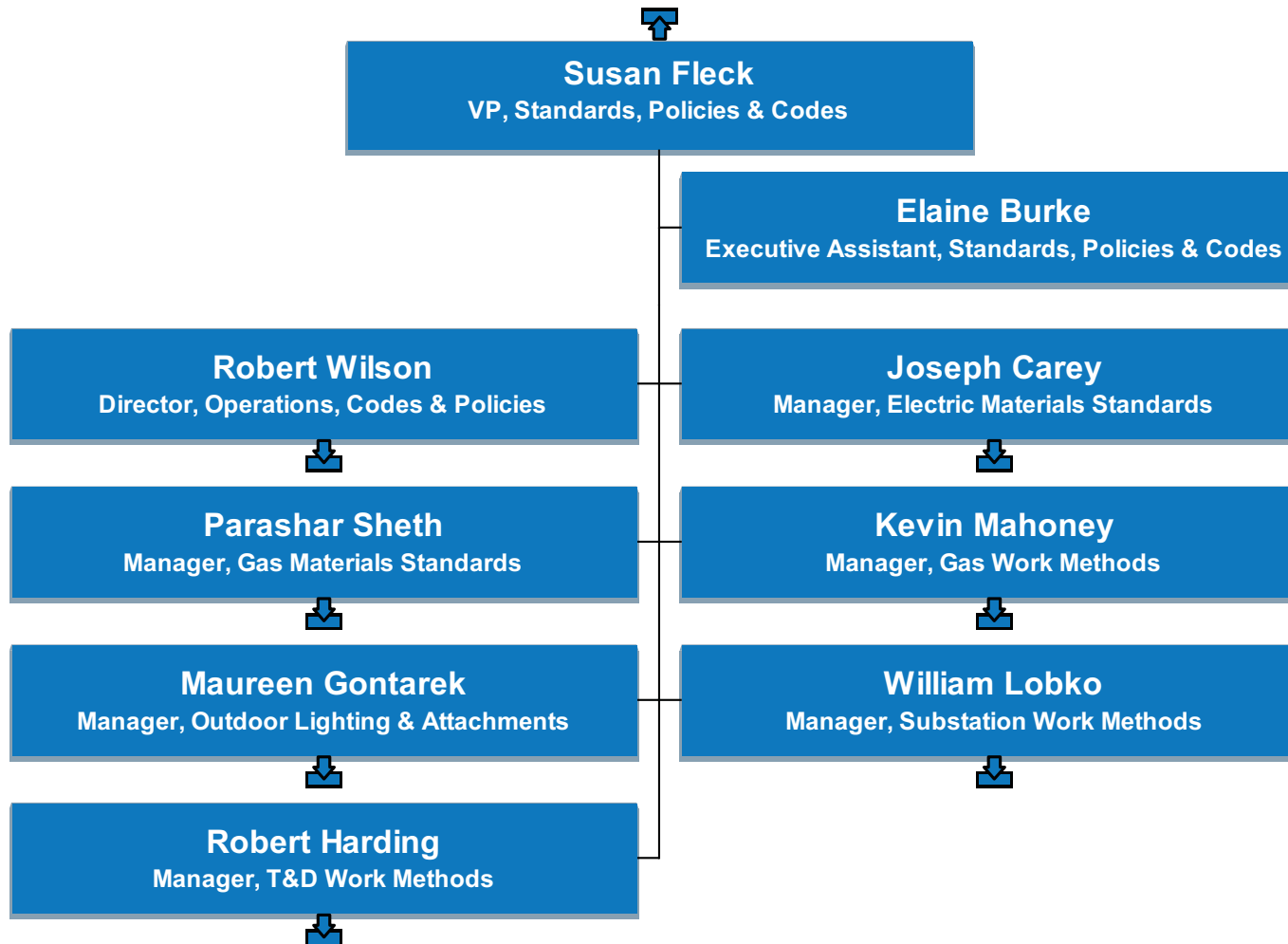
# US Network Strategy



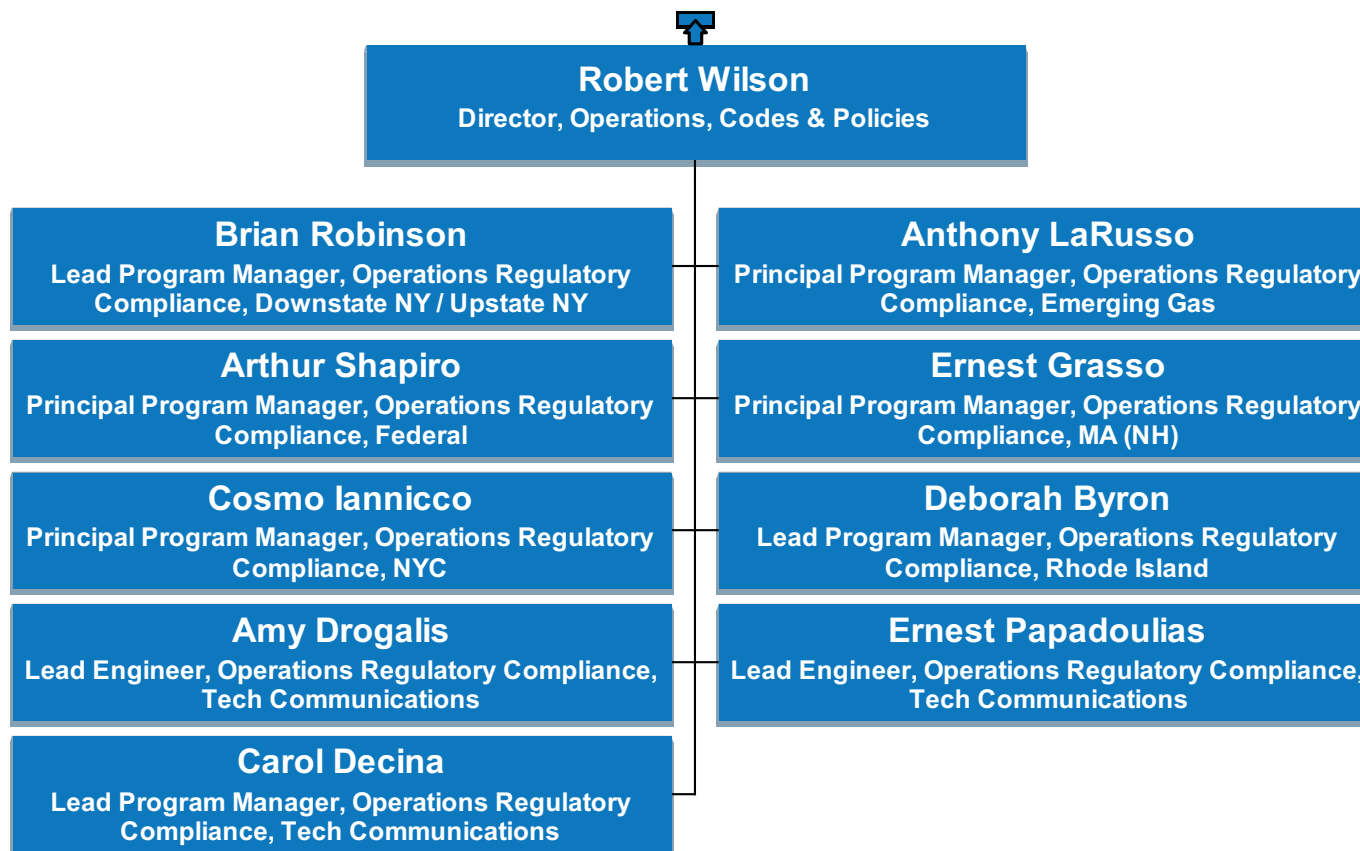
# US Network Strategy



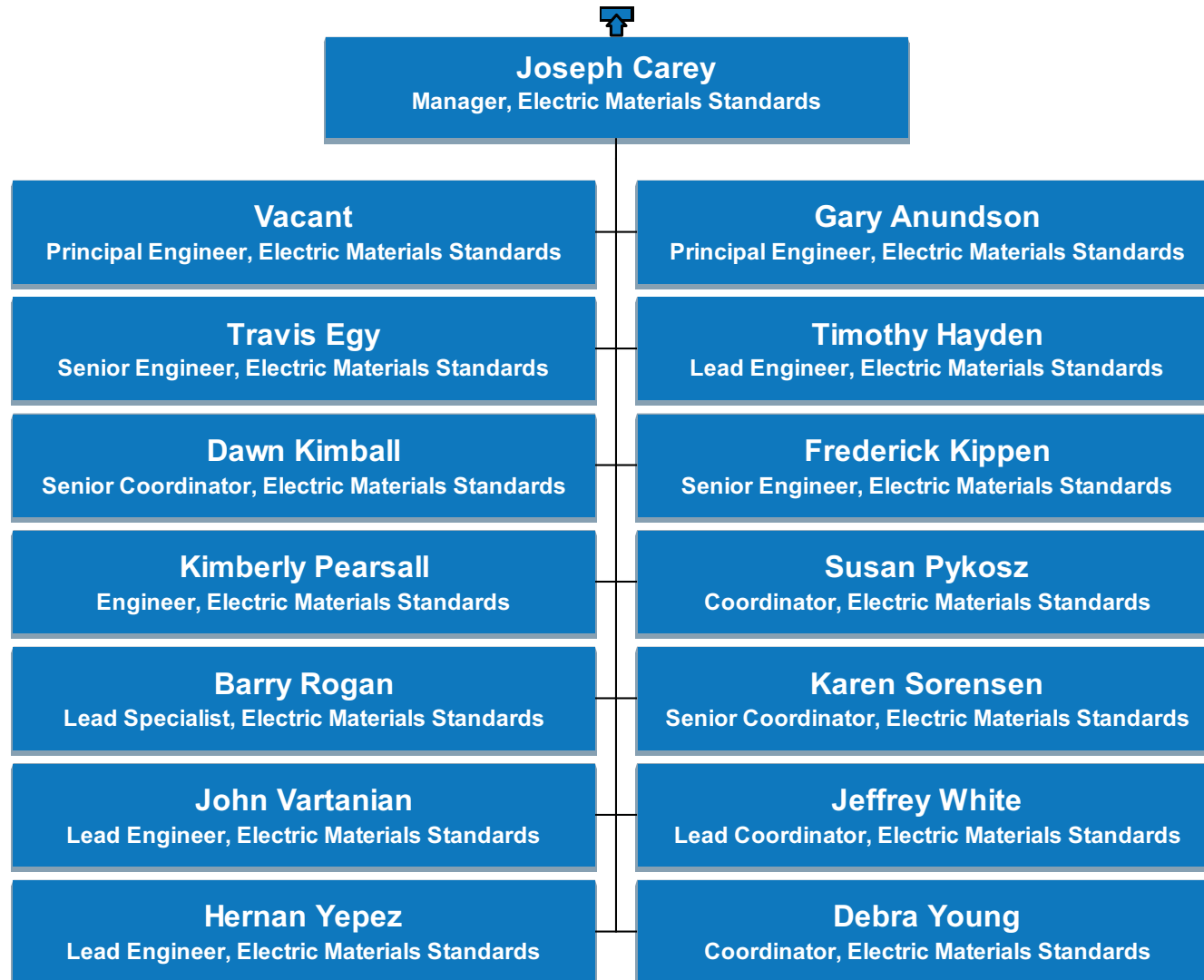
# US Network Strategy



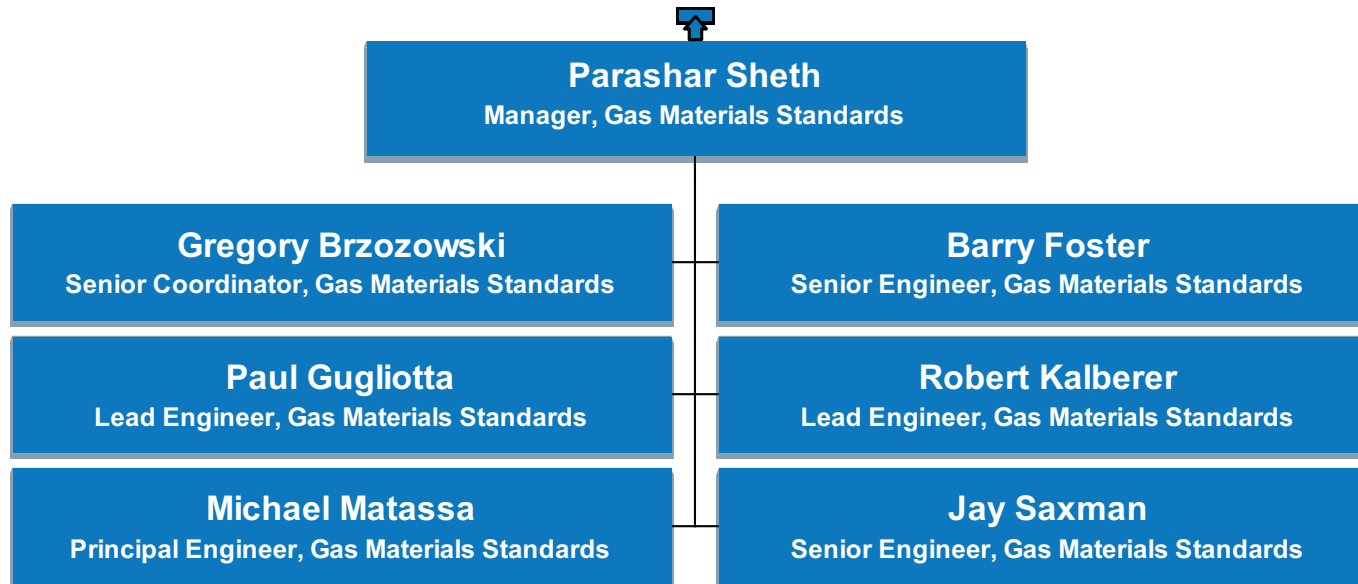
# US Network Strategy



# US Network Strategy

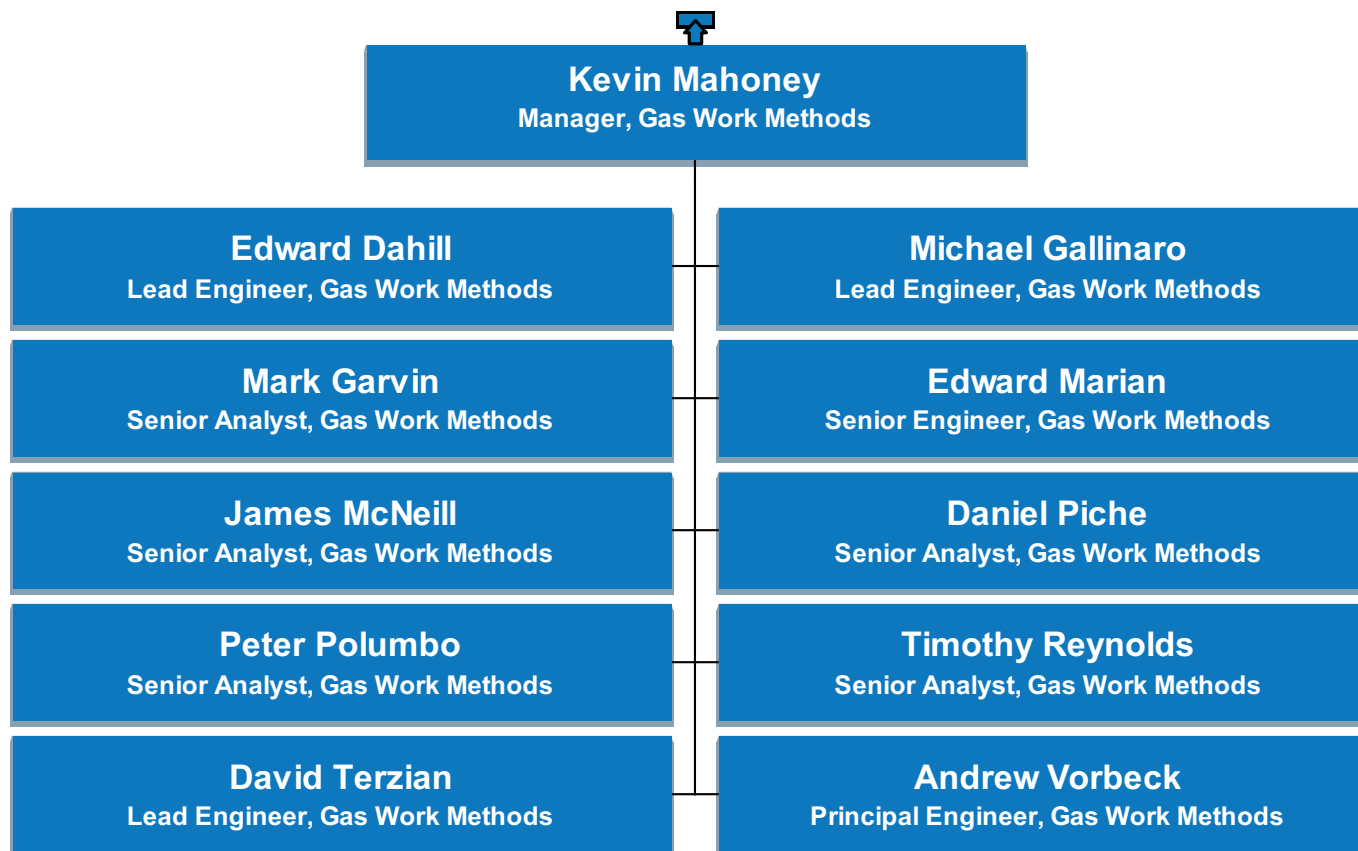


# US Network Strategy

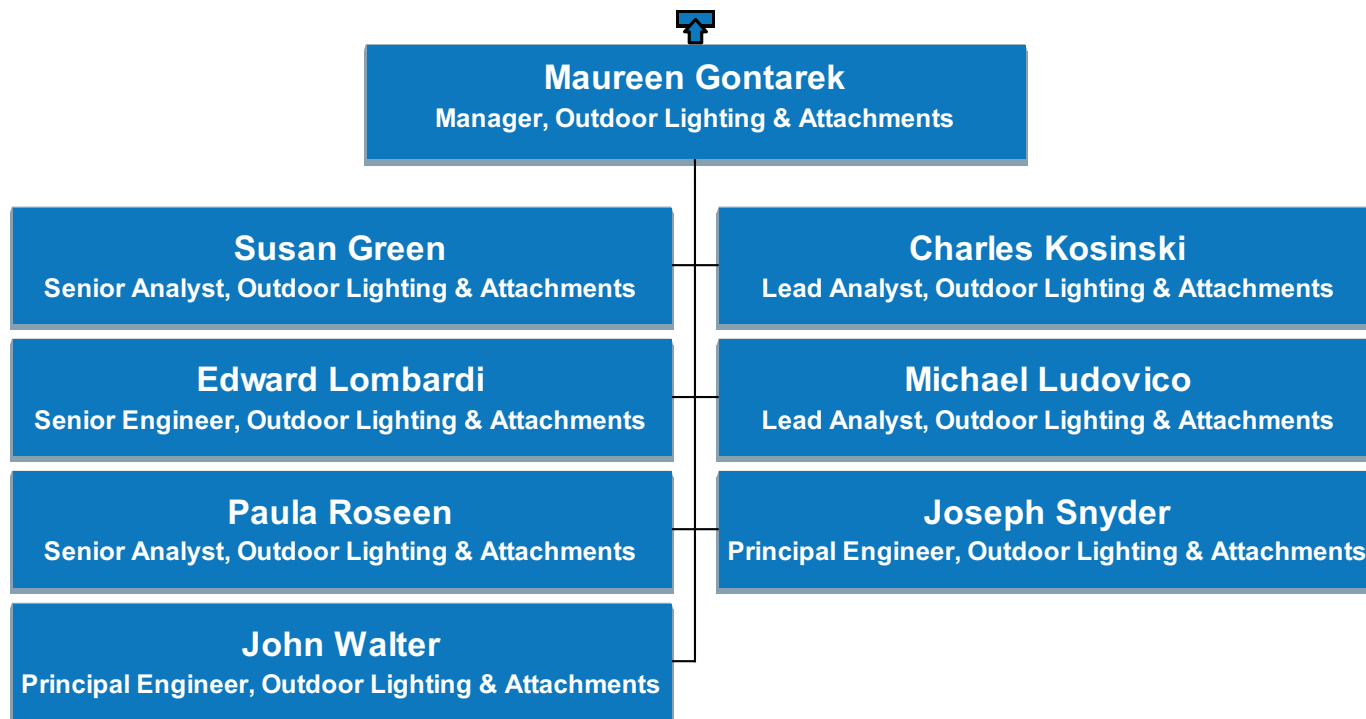




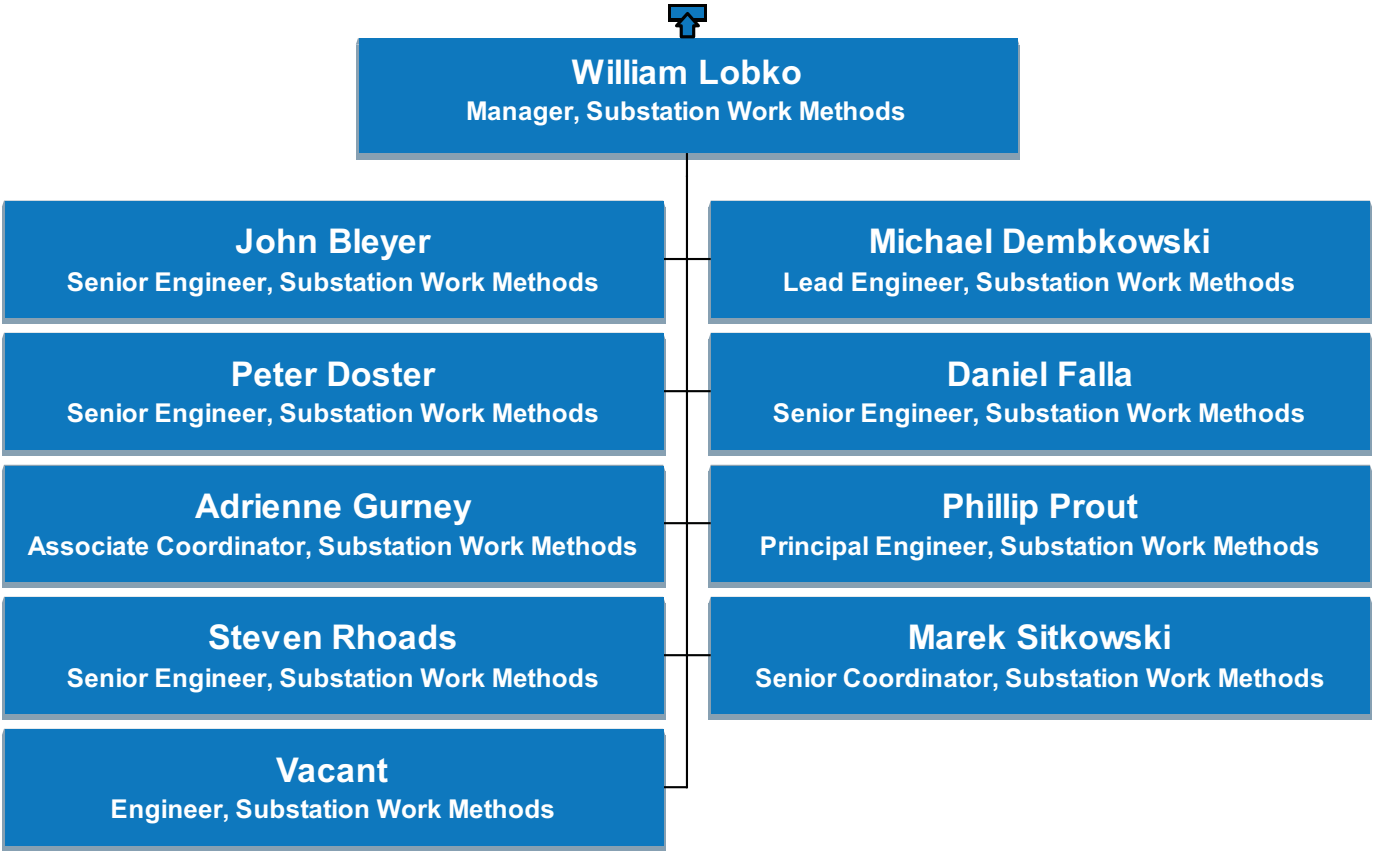
# US Network Strategy



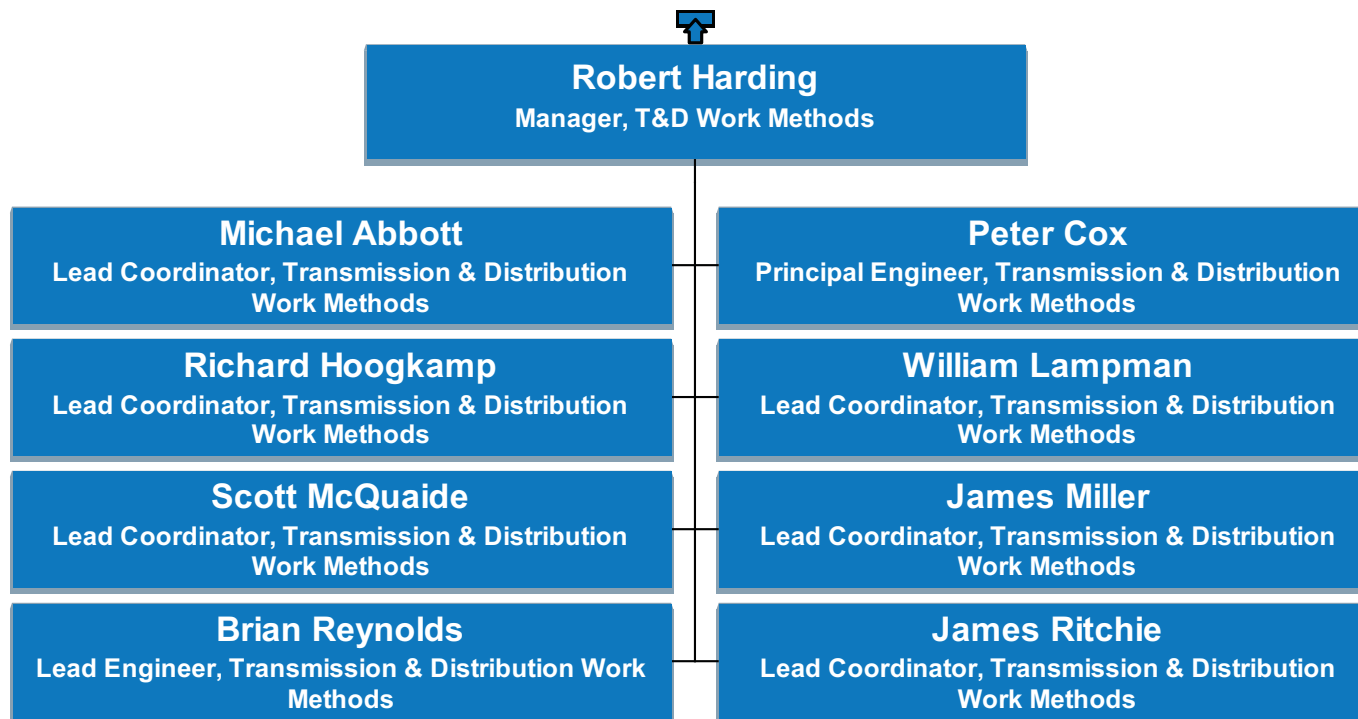
# US Network Strategy



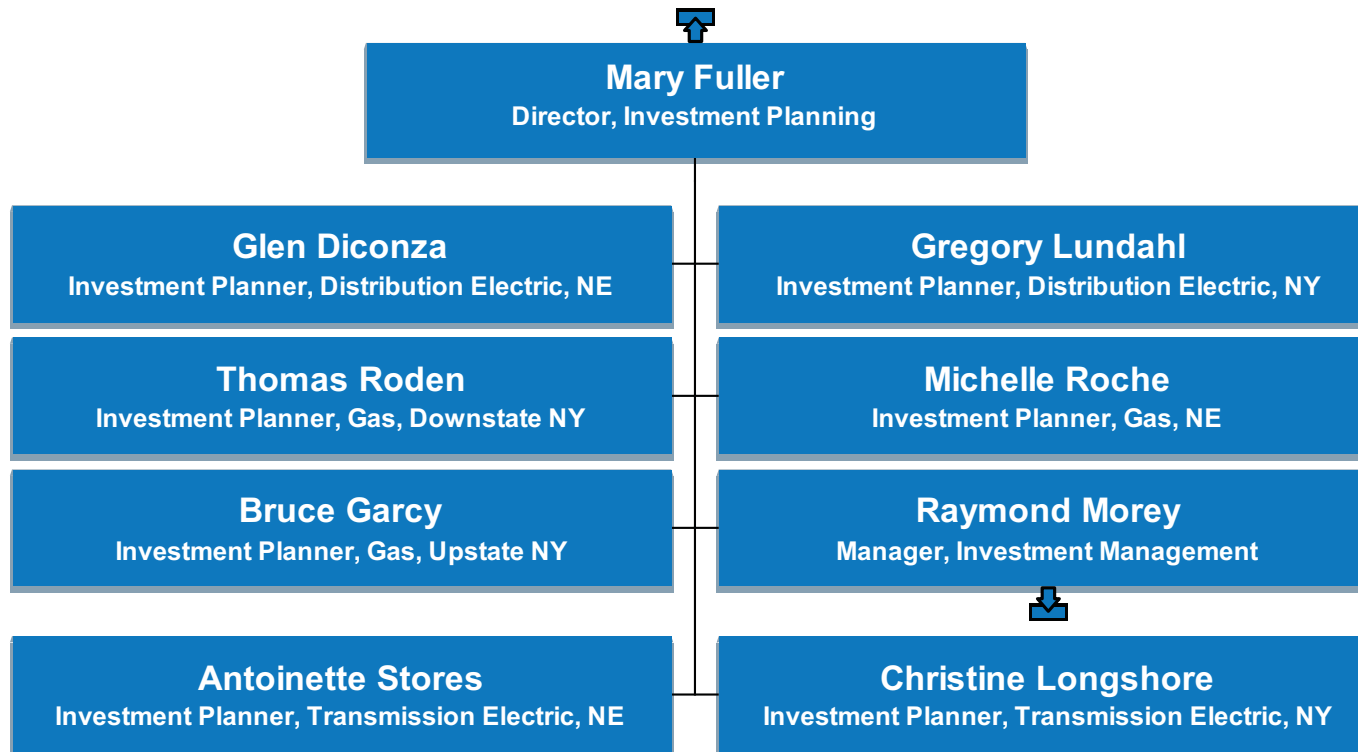
# US Network Strategy



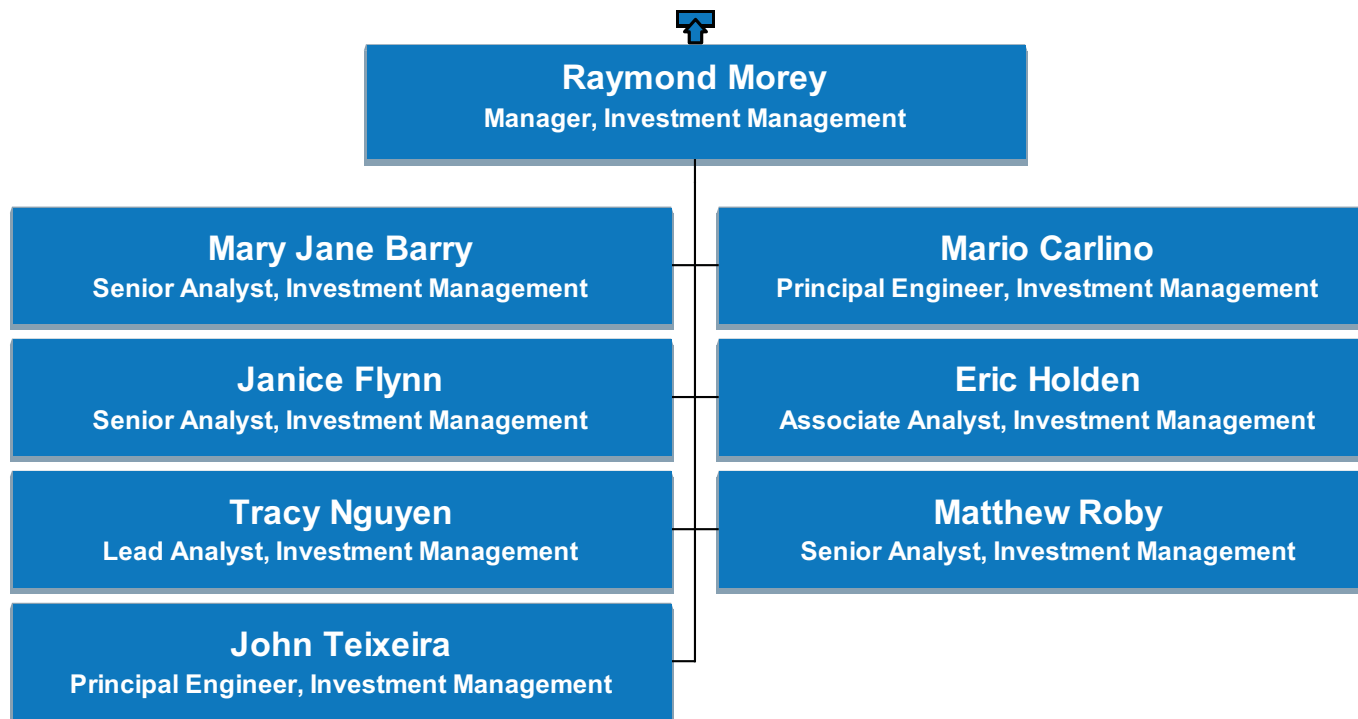
# US Network Strategy



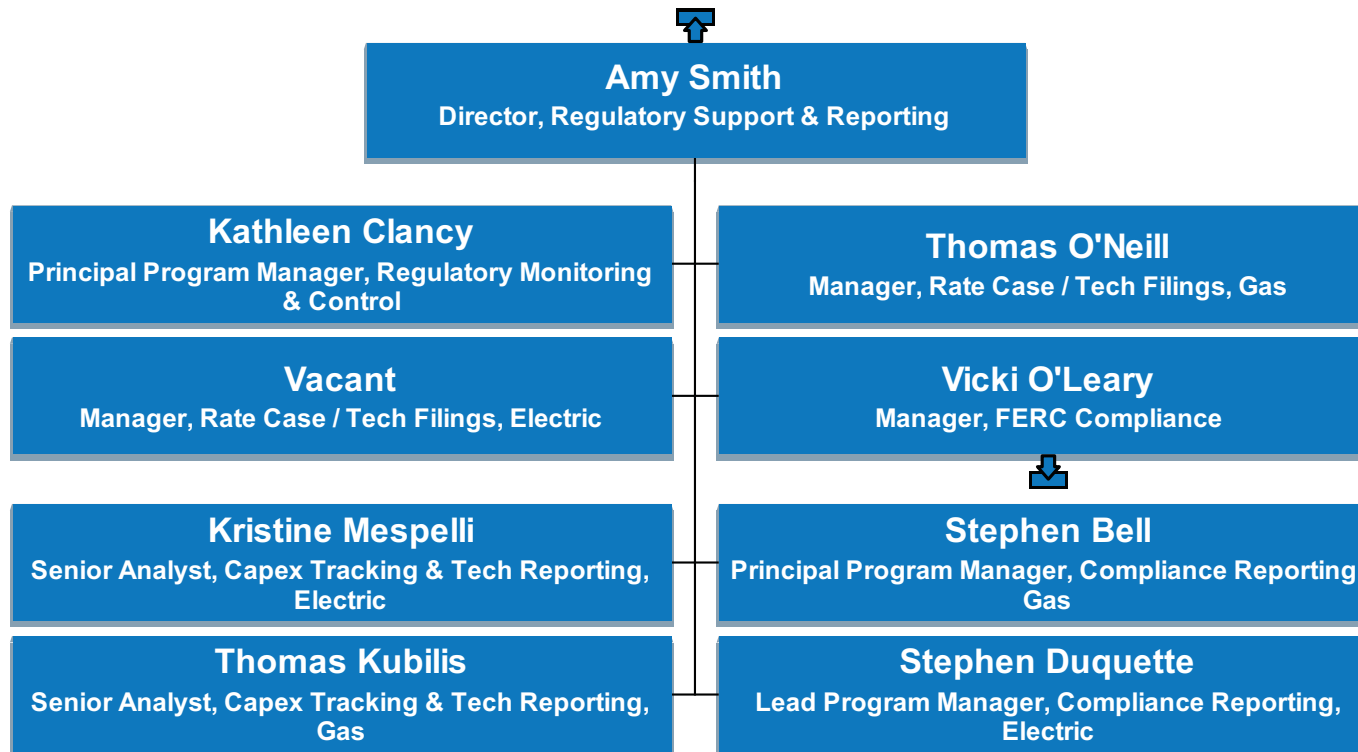
# US Network Strategy



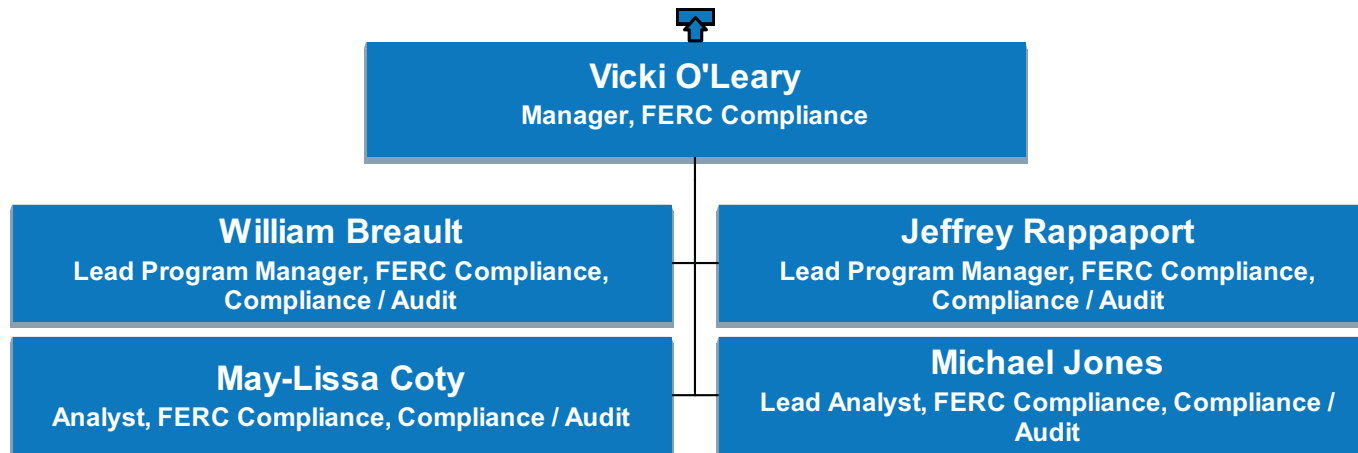
# US Network Strategy



# US Network Strategy

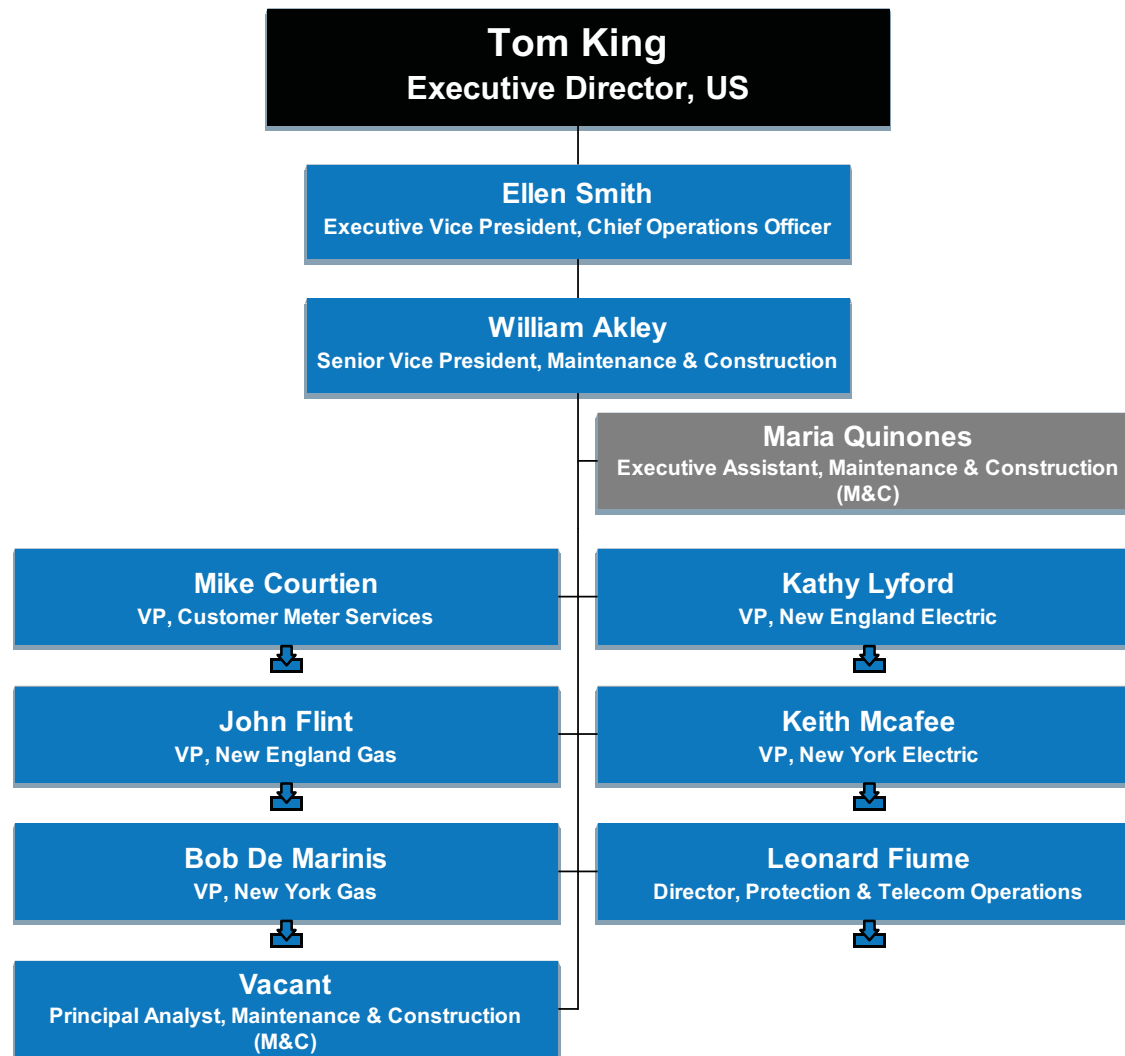


# US Network Strategy

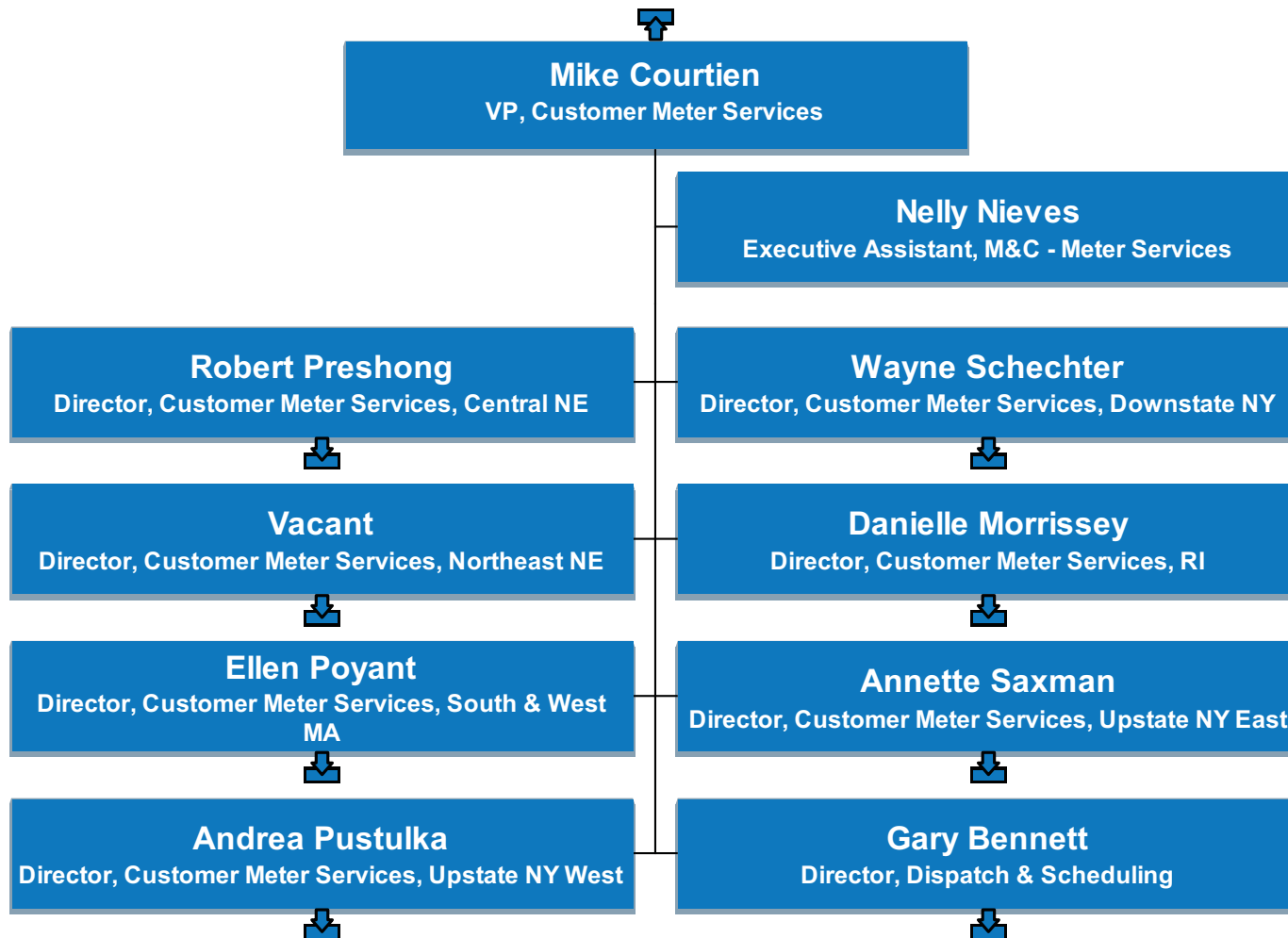




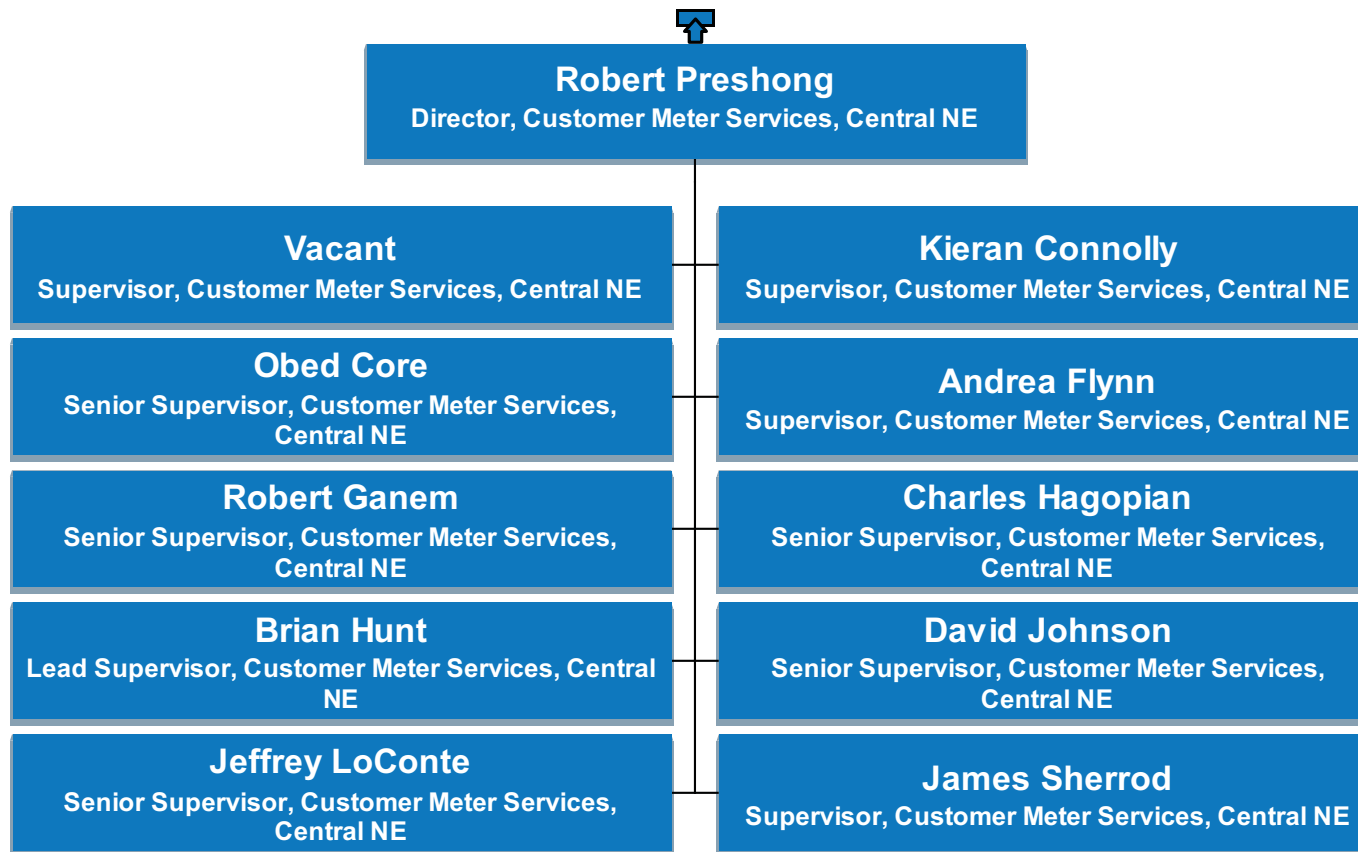
# US Maintenance & Construction



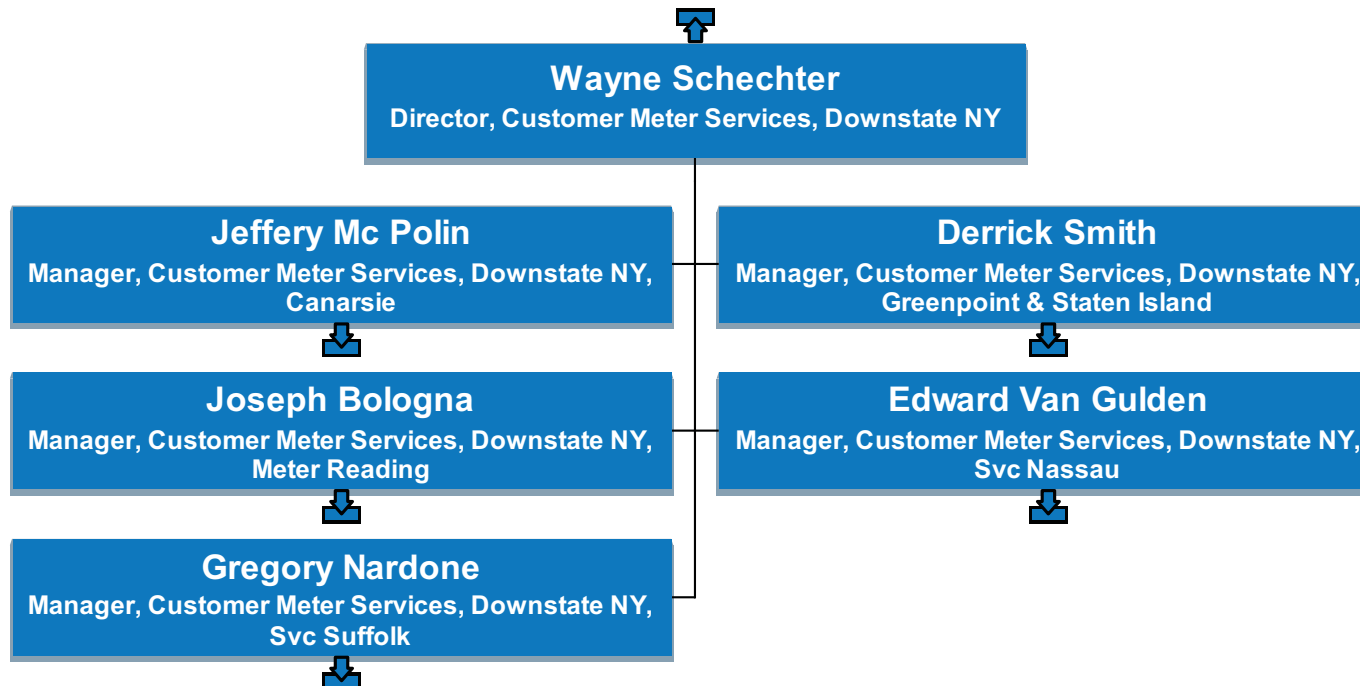
# US Maintenance & Construction



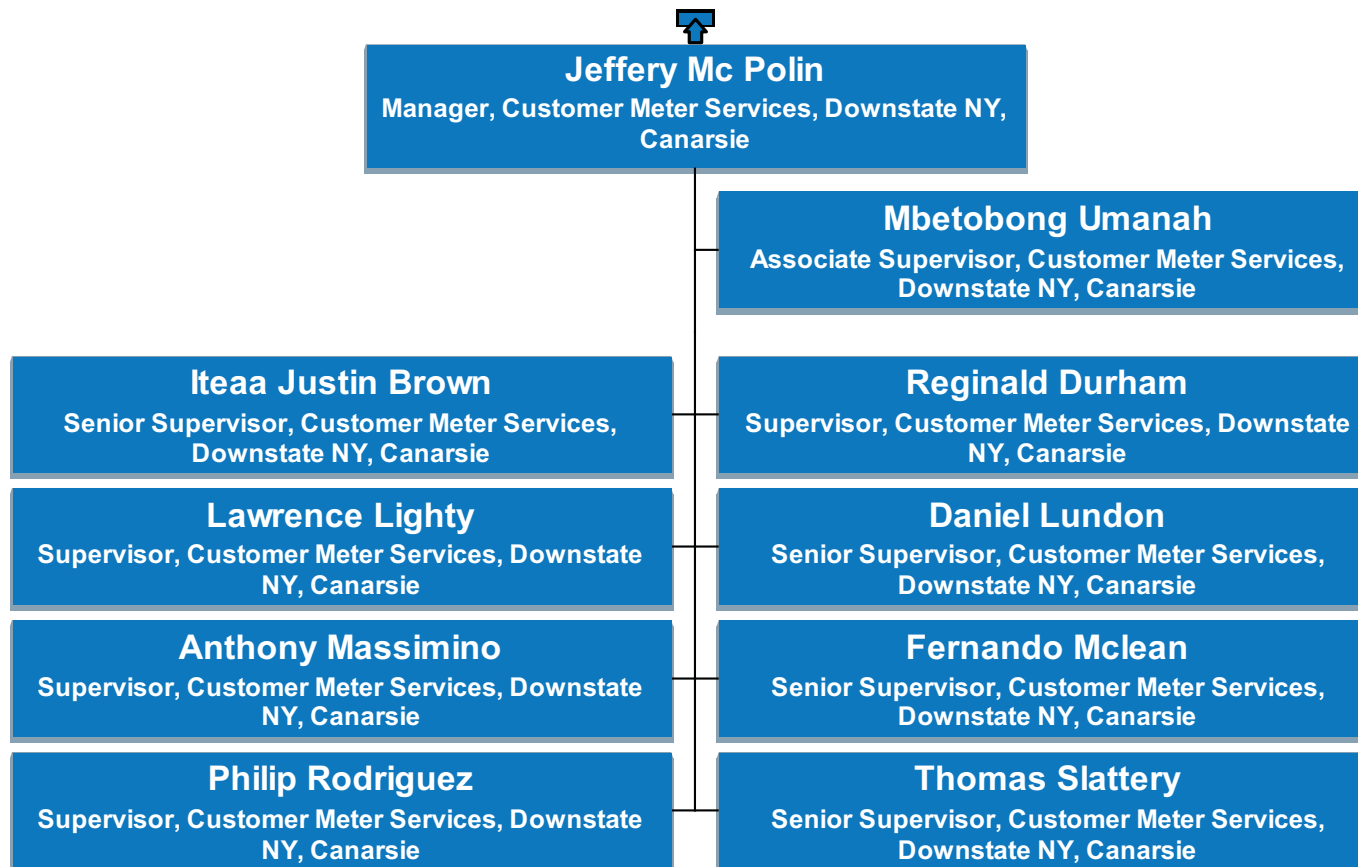
# US Maintenance & Construction



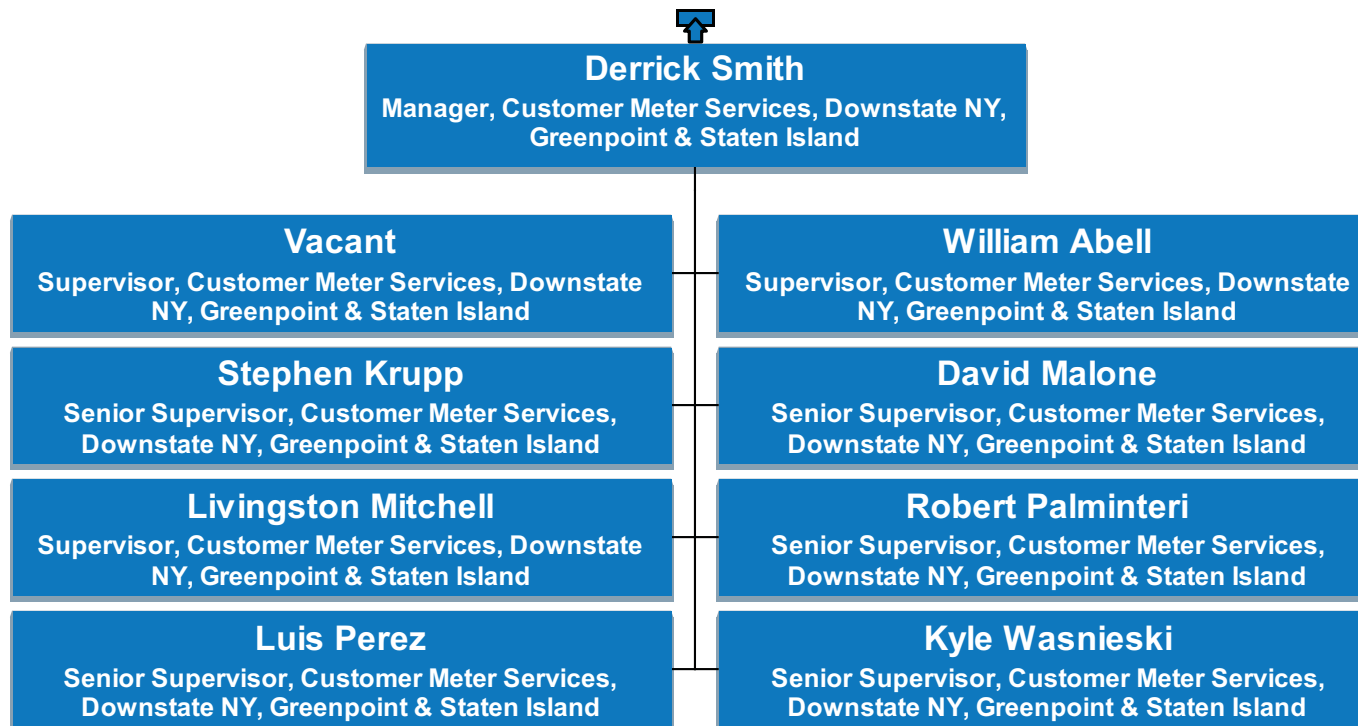
# US Maintenance & Construction



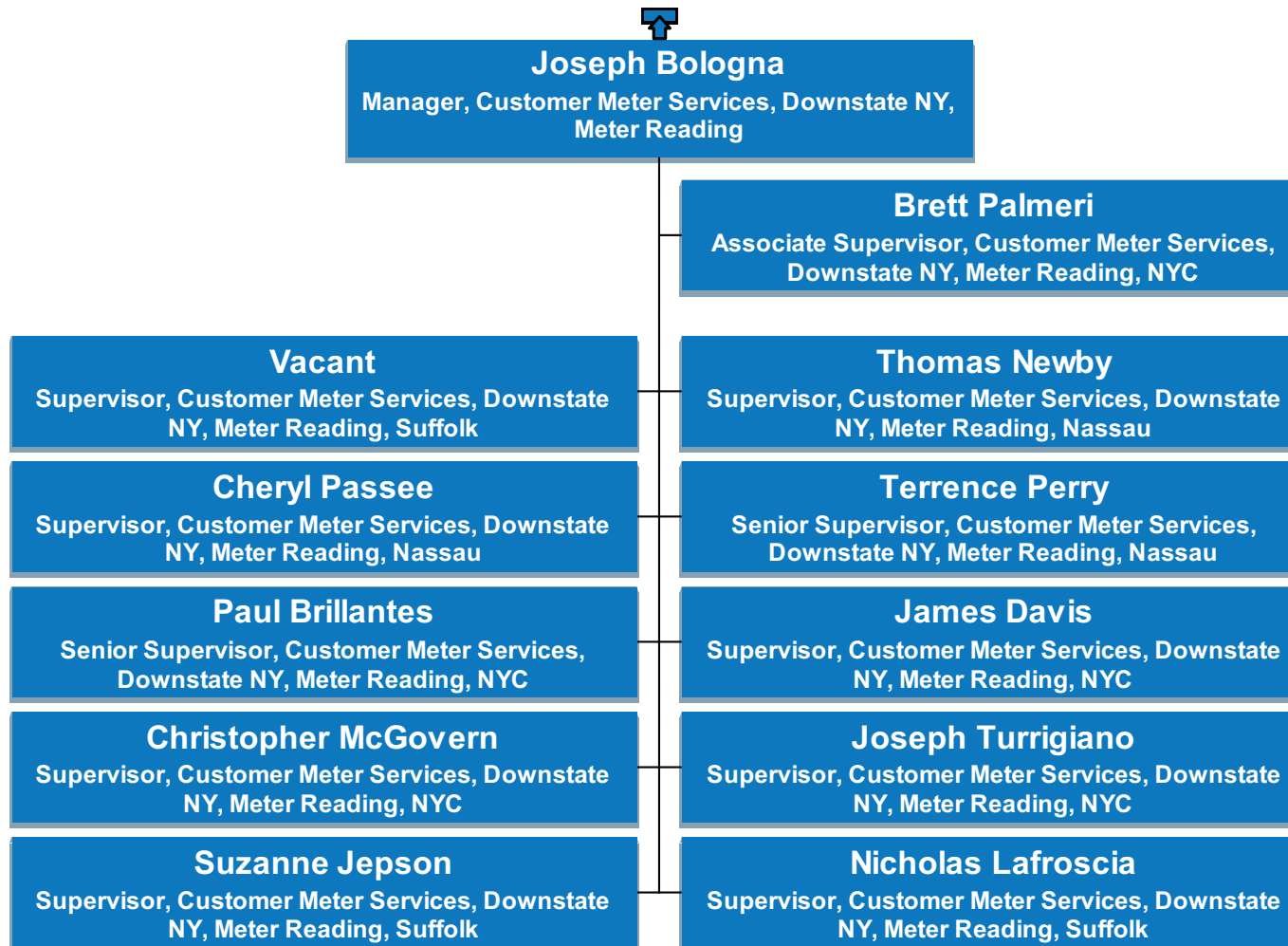
# US Maintenance & Construction



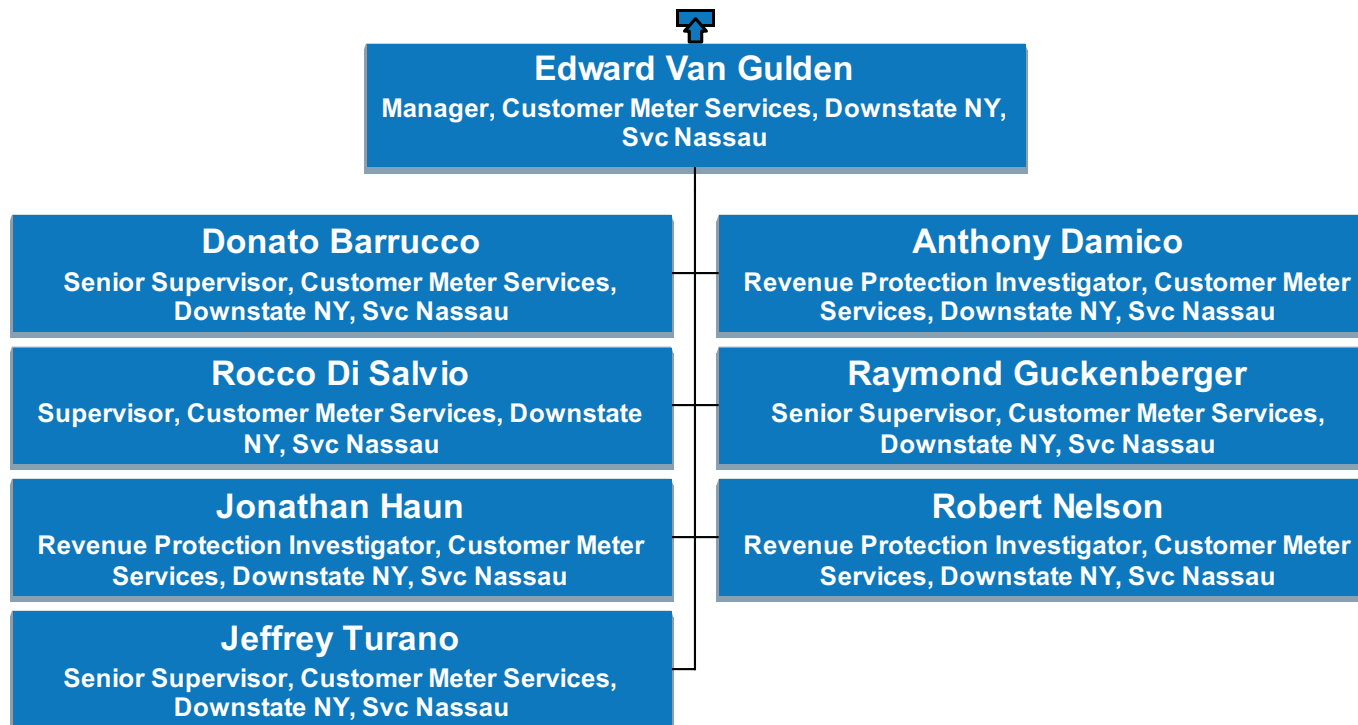
# US Maintenance & Construction



# US Maintenance & Construction

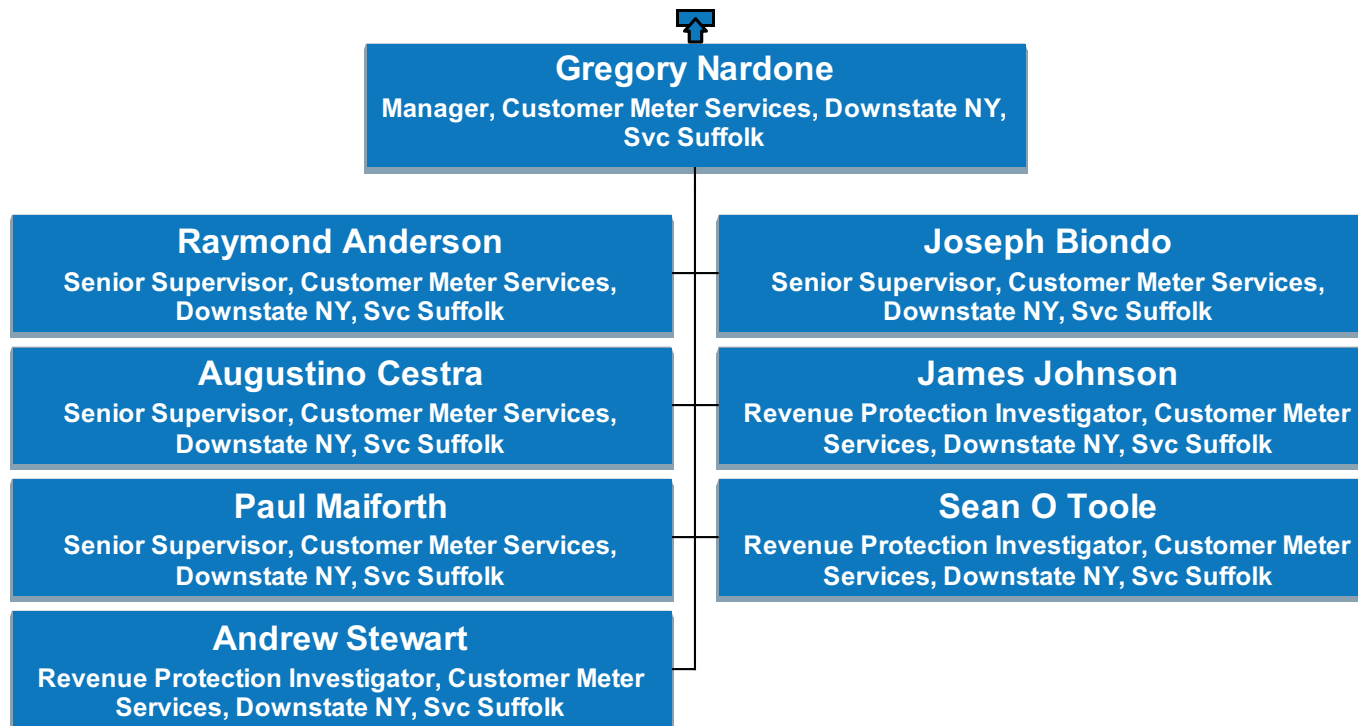


# US Maintenance & Construction

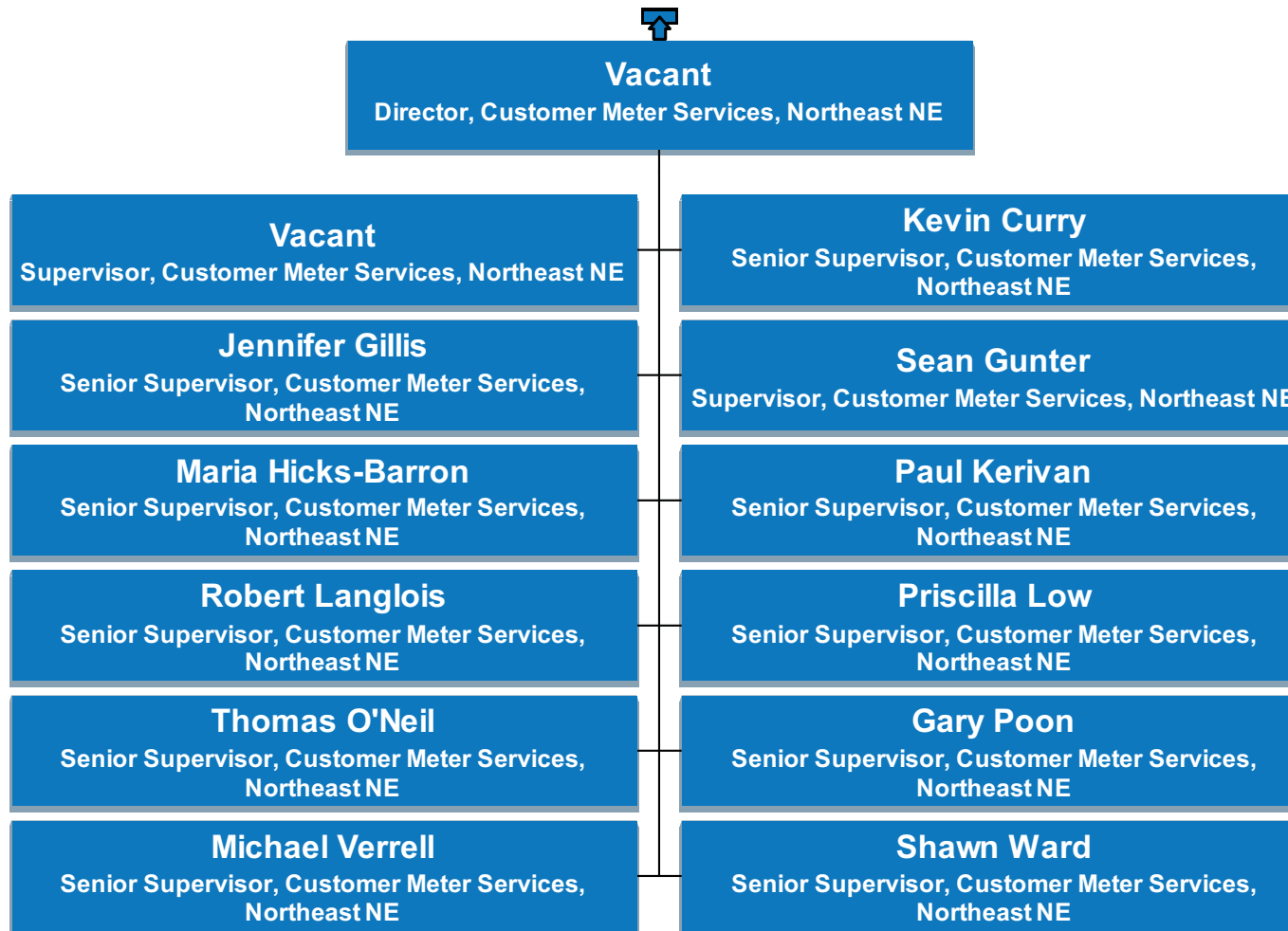




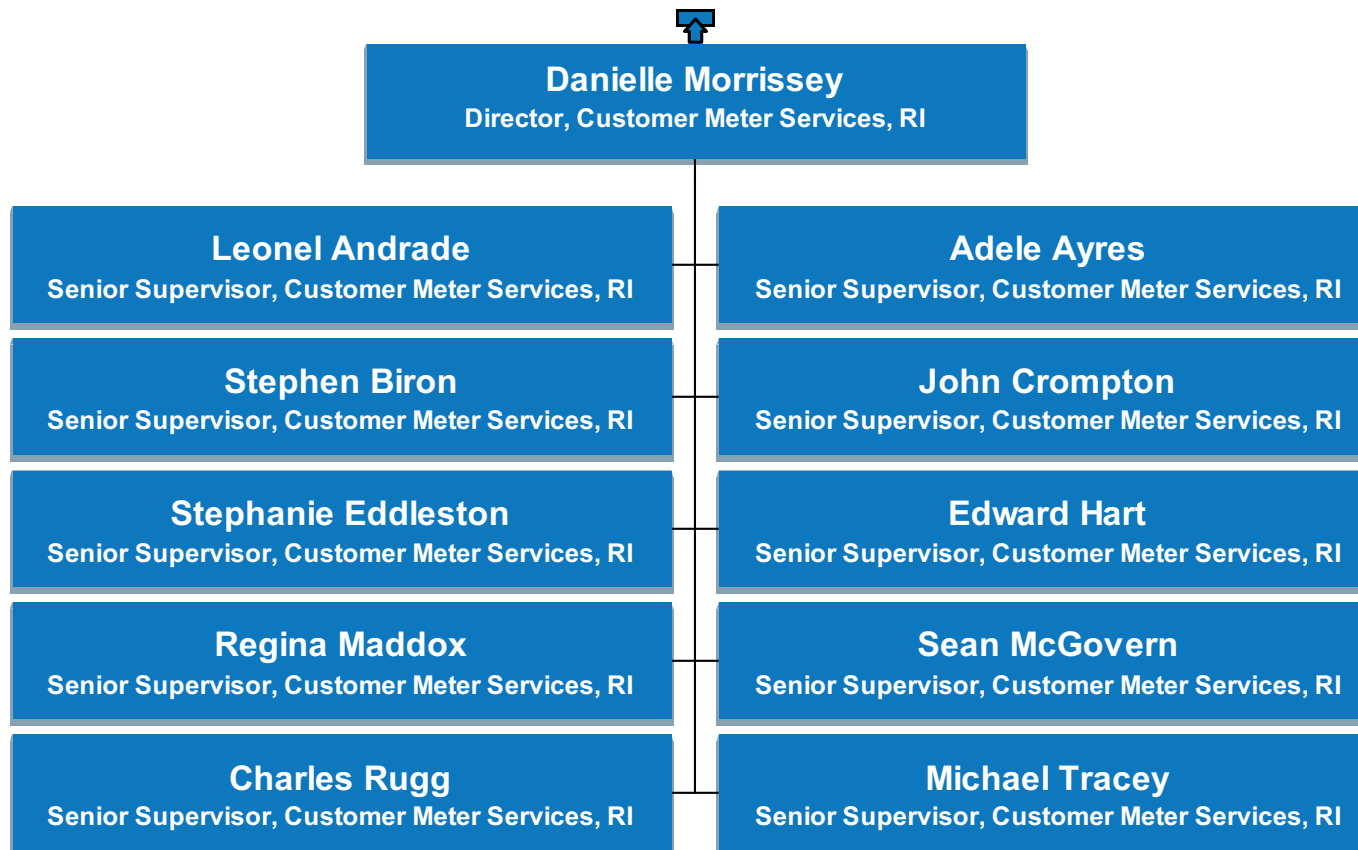
# US Maintenance & Construction



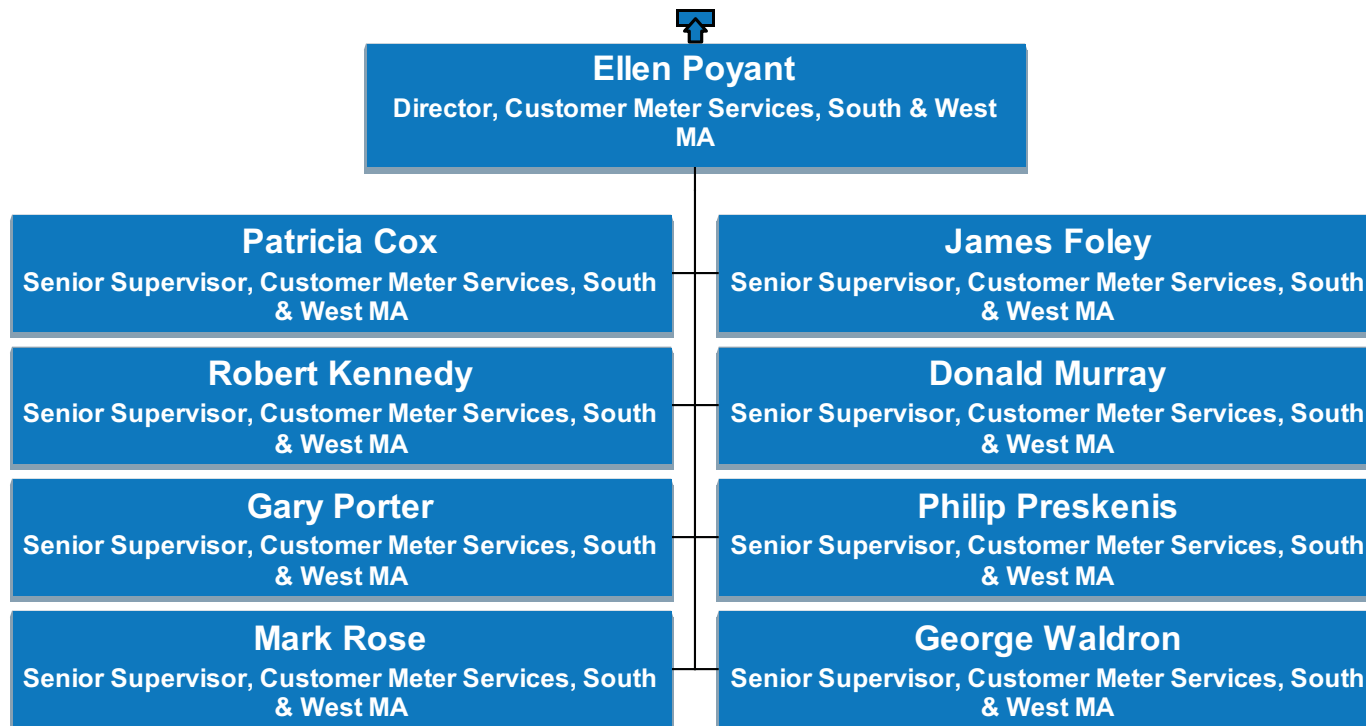
# US Maintenance & Construction



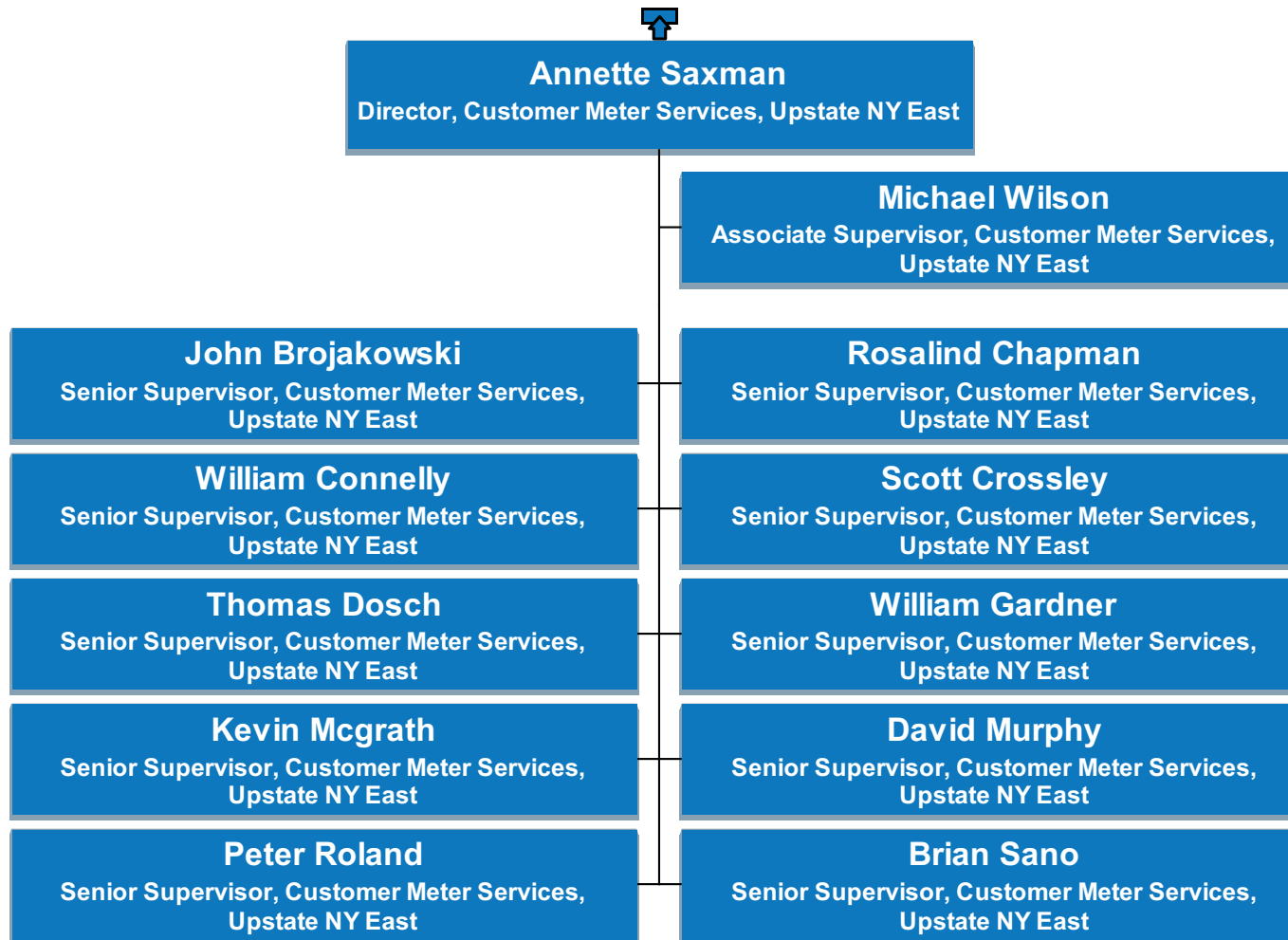
# US Maintenance & Construction



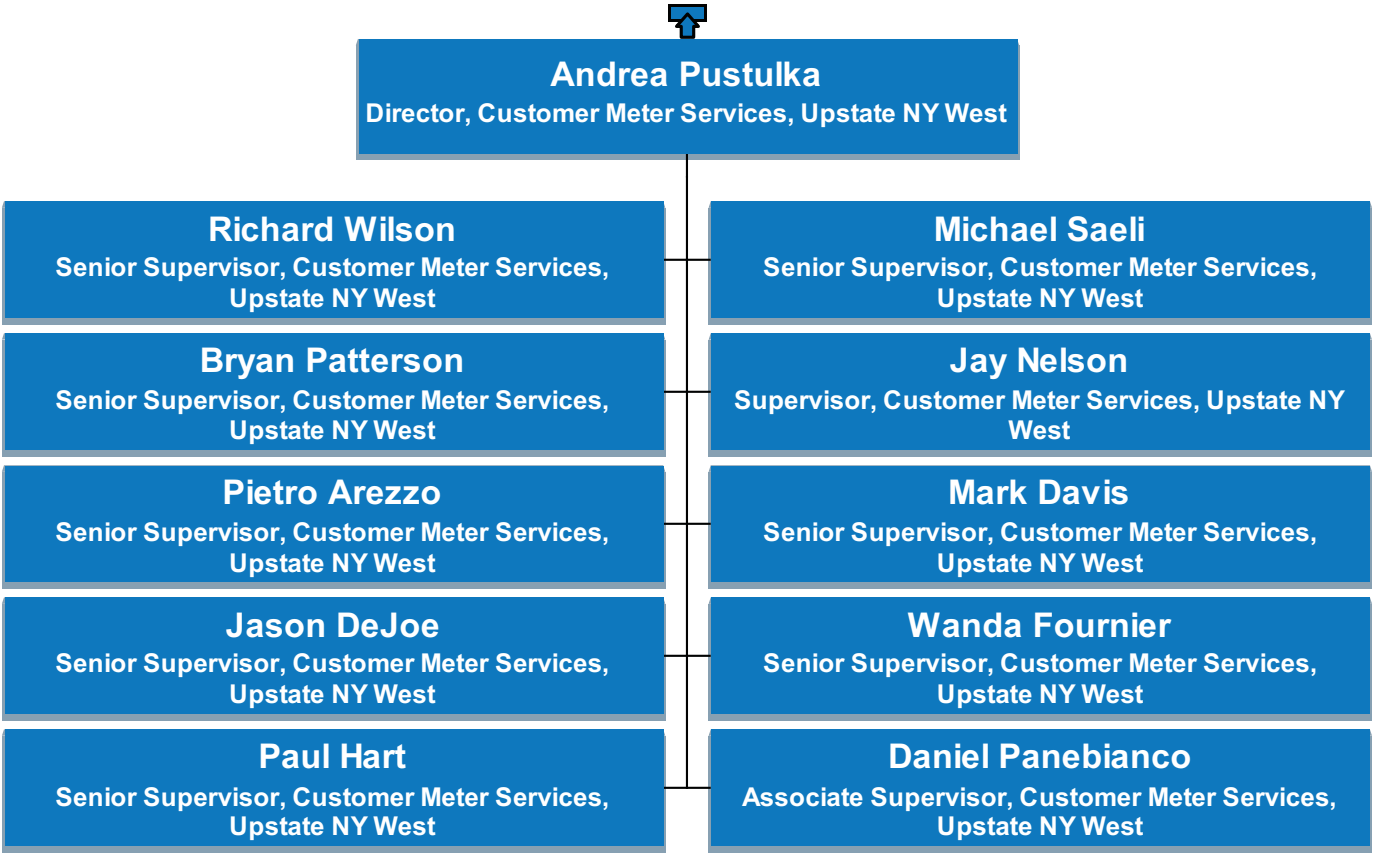
# US Maintenance & Construction



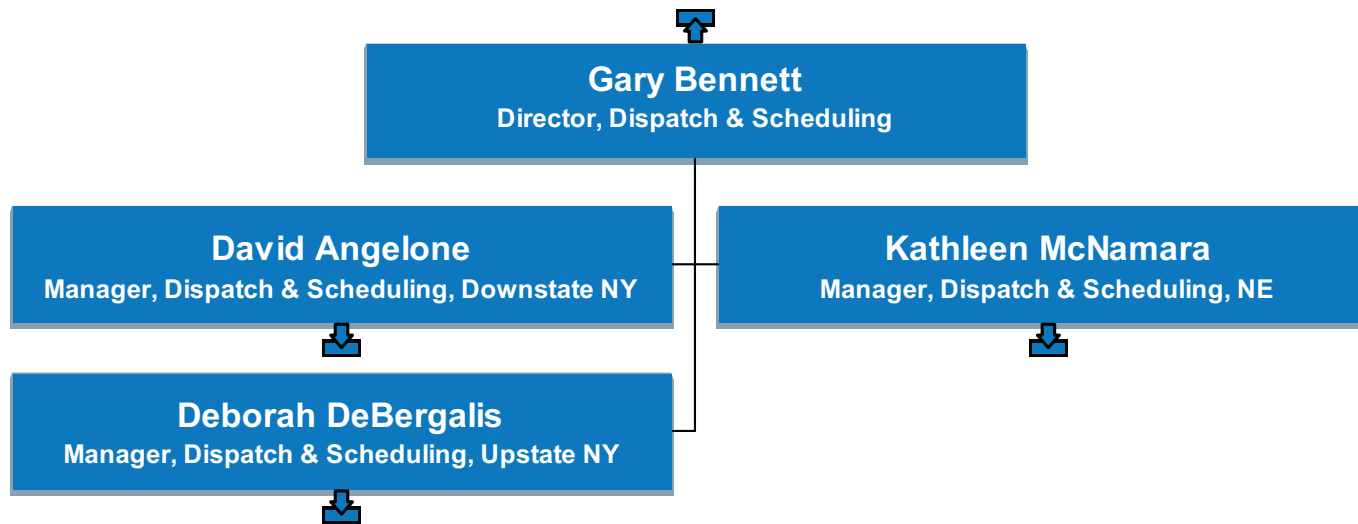
# US Maintenance & Construction



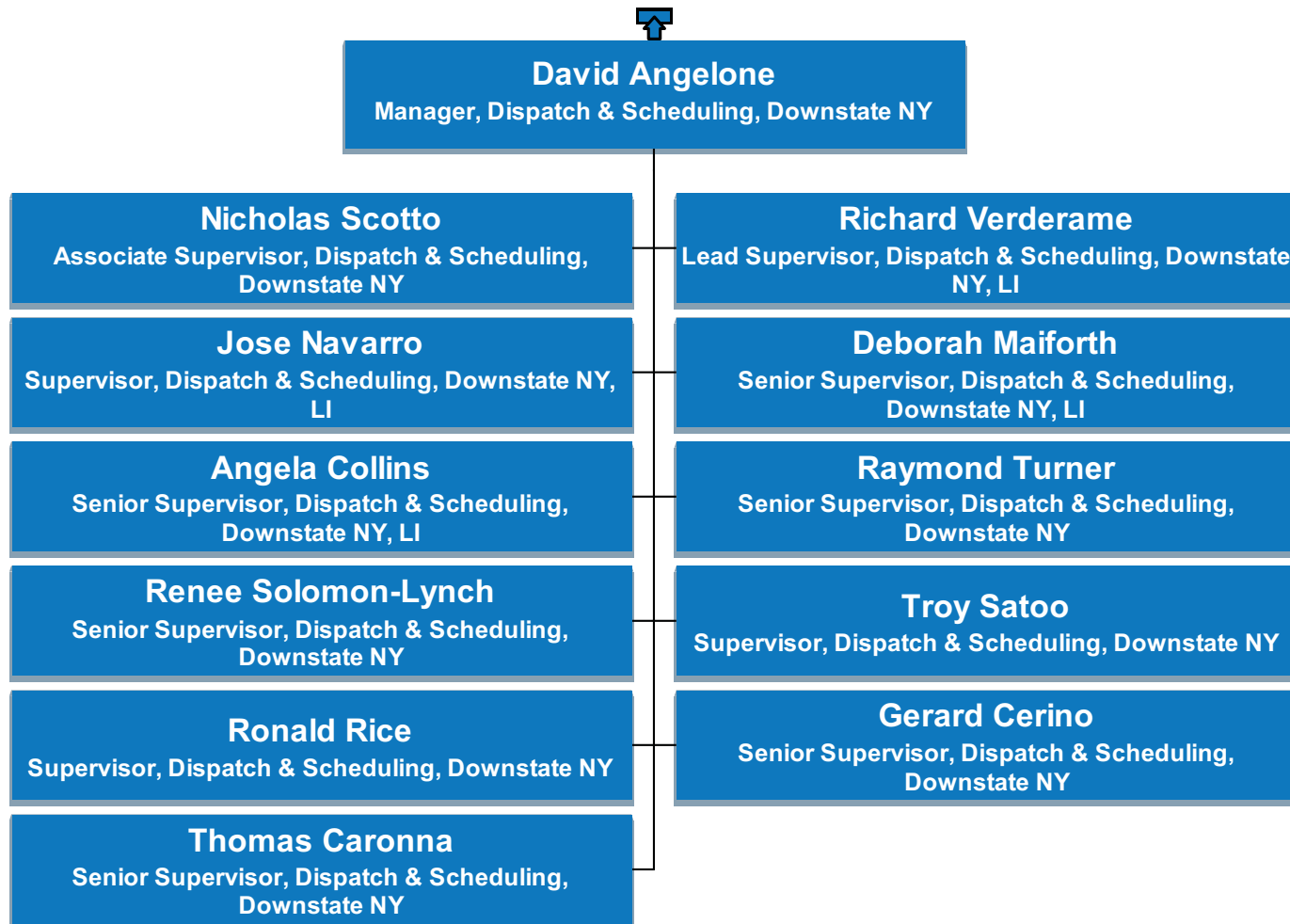
# US Maintenance & Construction



# US Maintenance & Construction

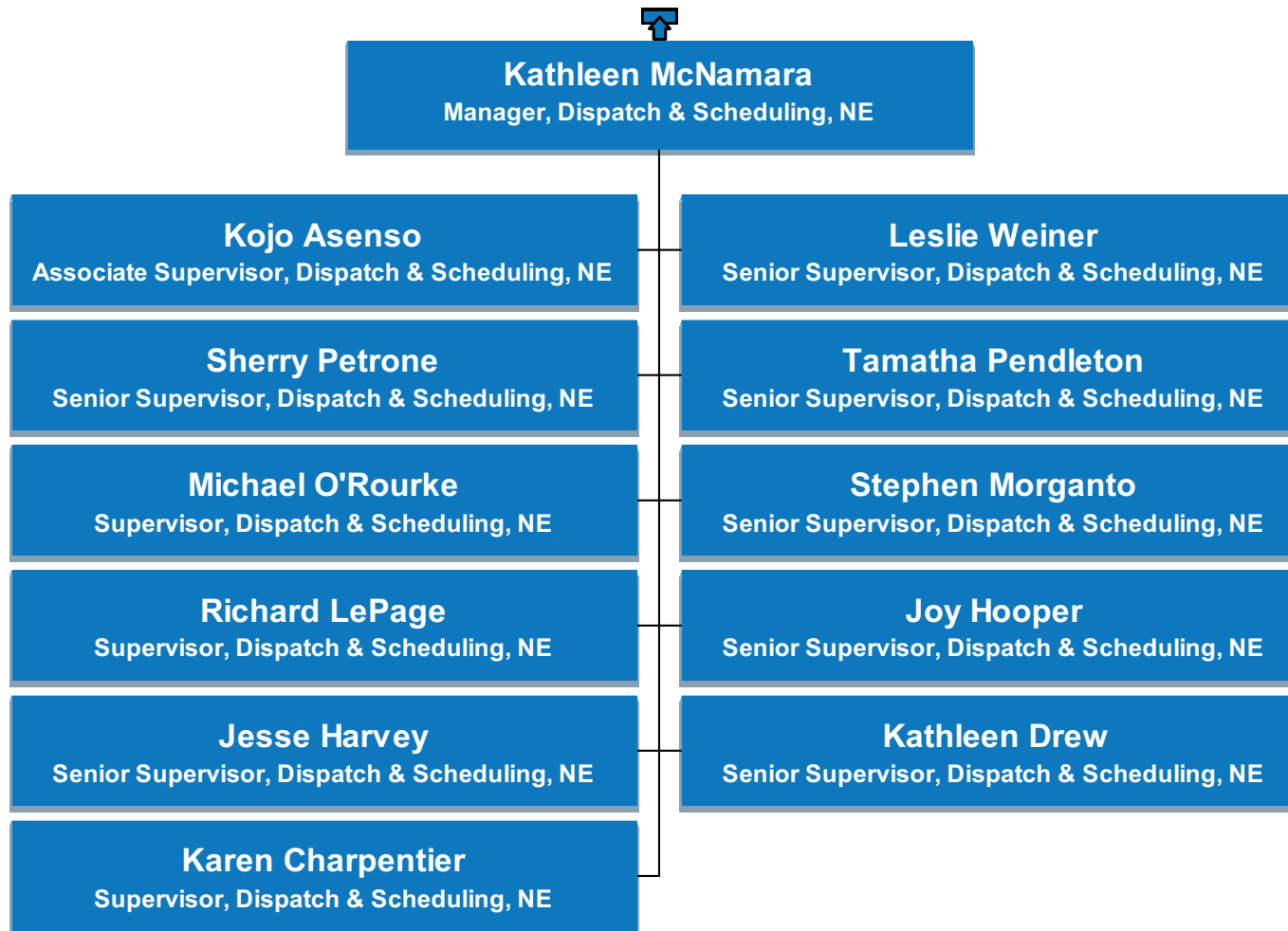


# US Maintenance & Construction

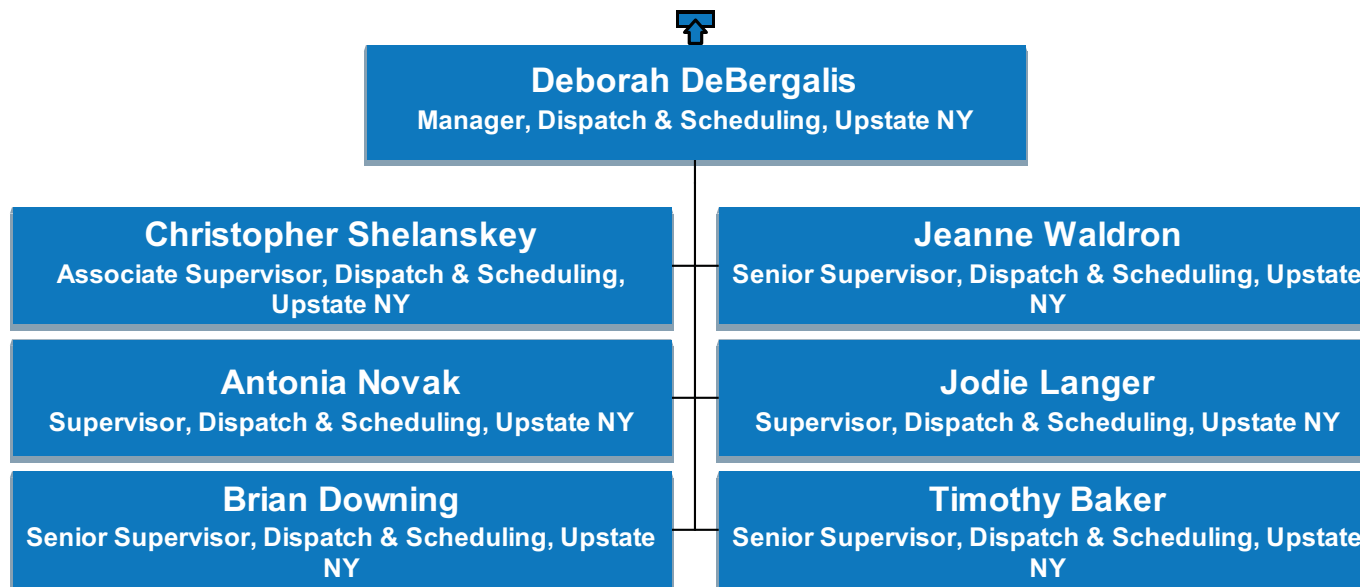




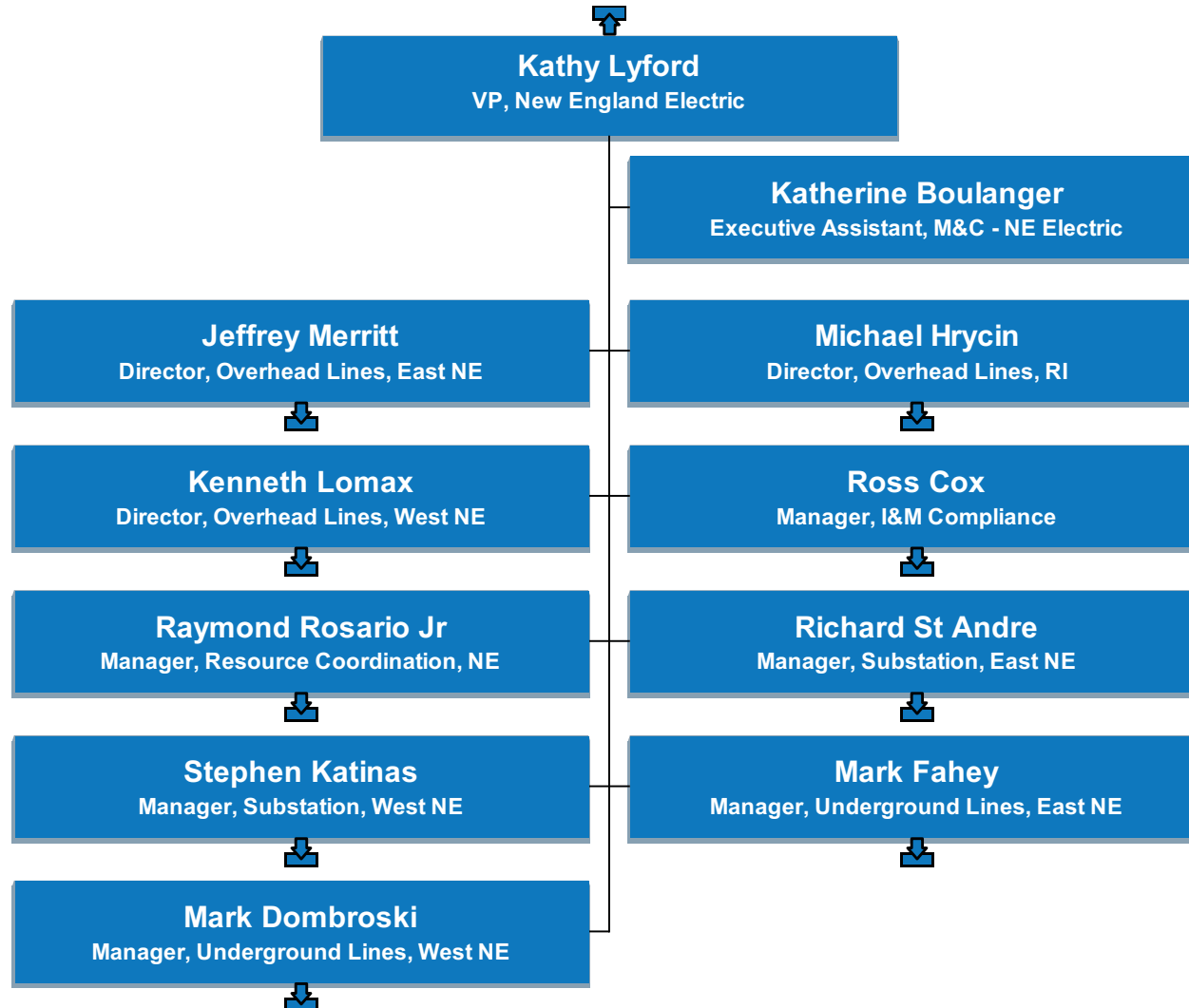
# US Maintenance & Construction



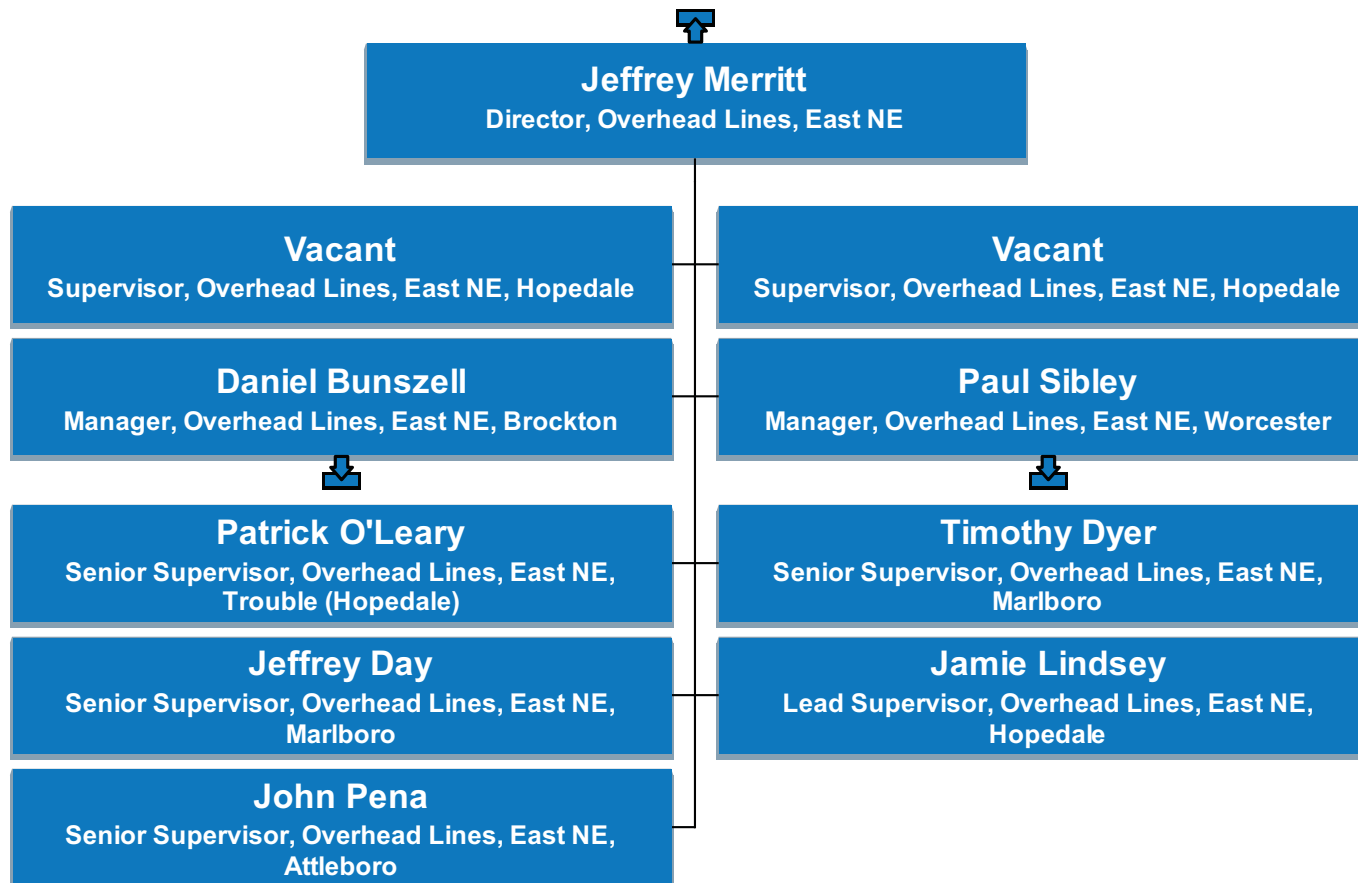
# US Maintenance & Construction



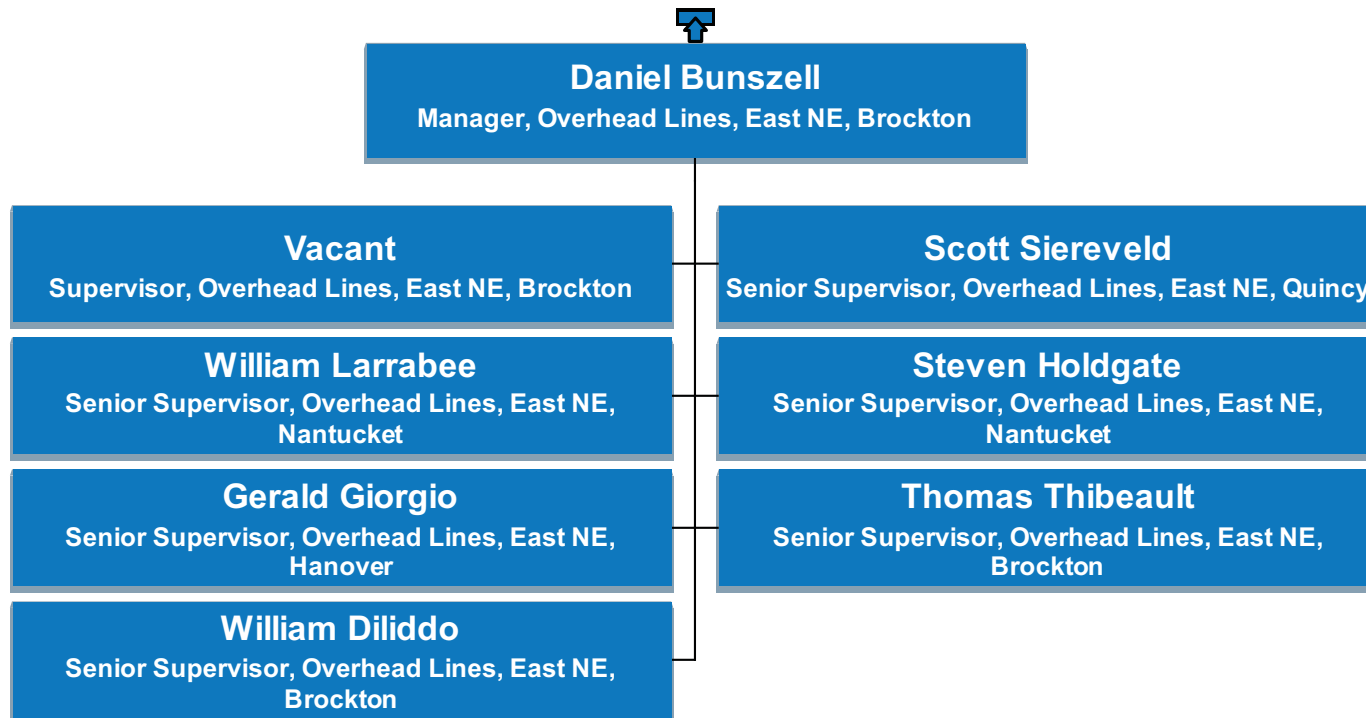
# US Maintenance & Construction

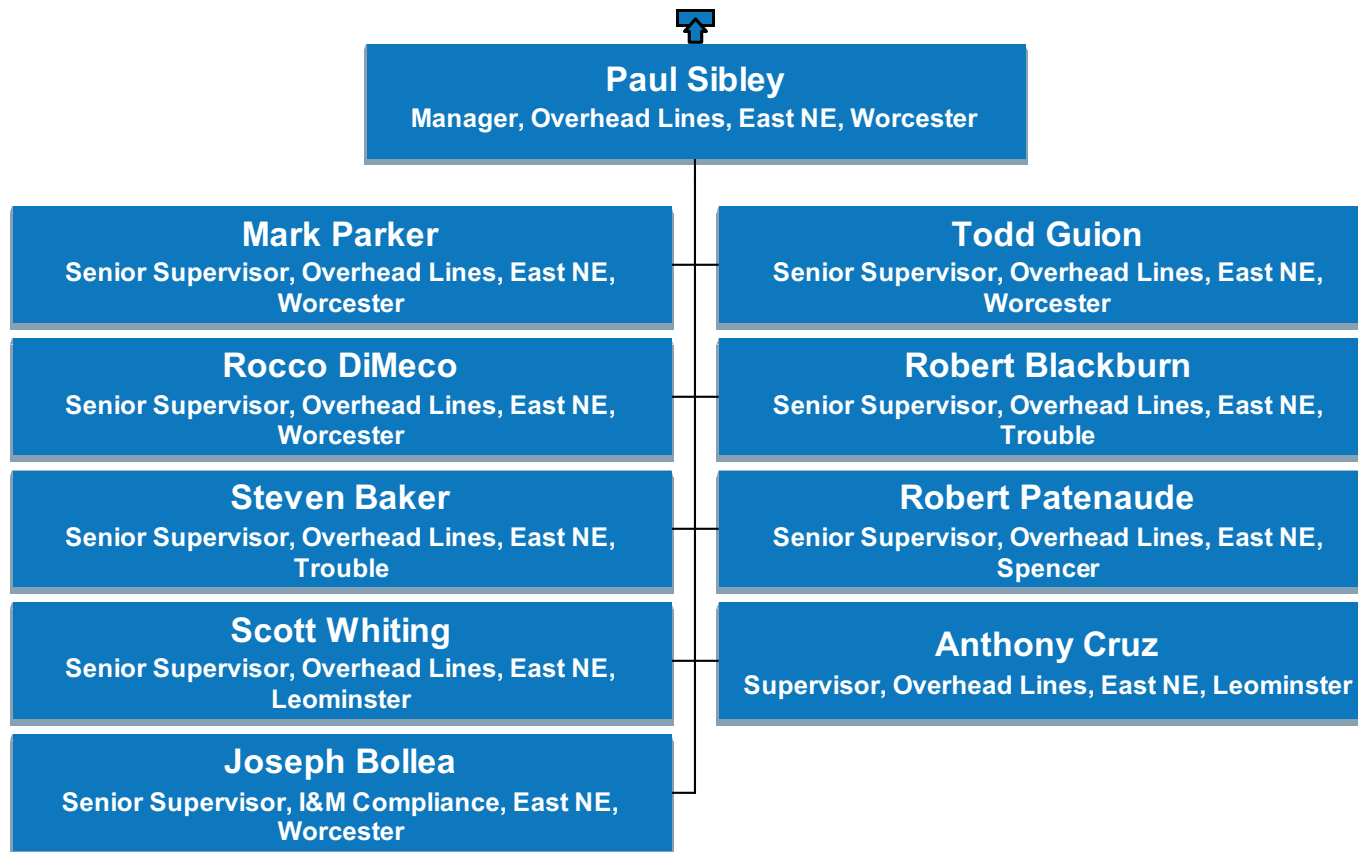


# US Maintenance & Construction

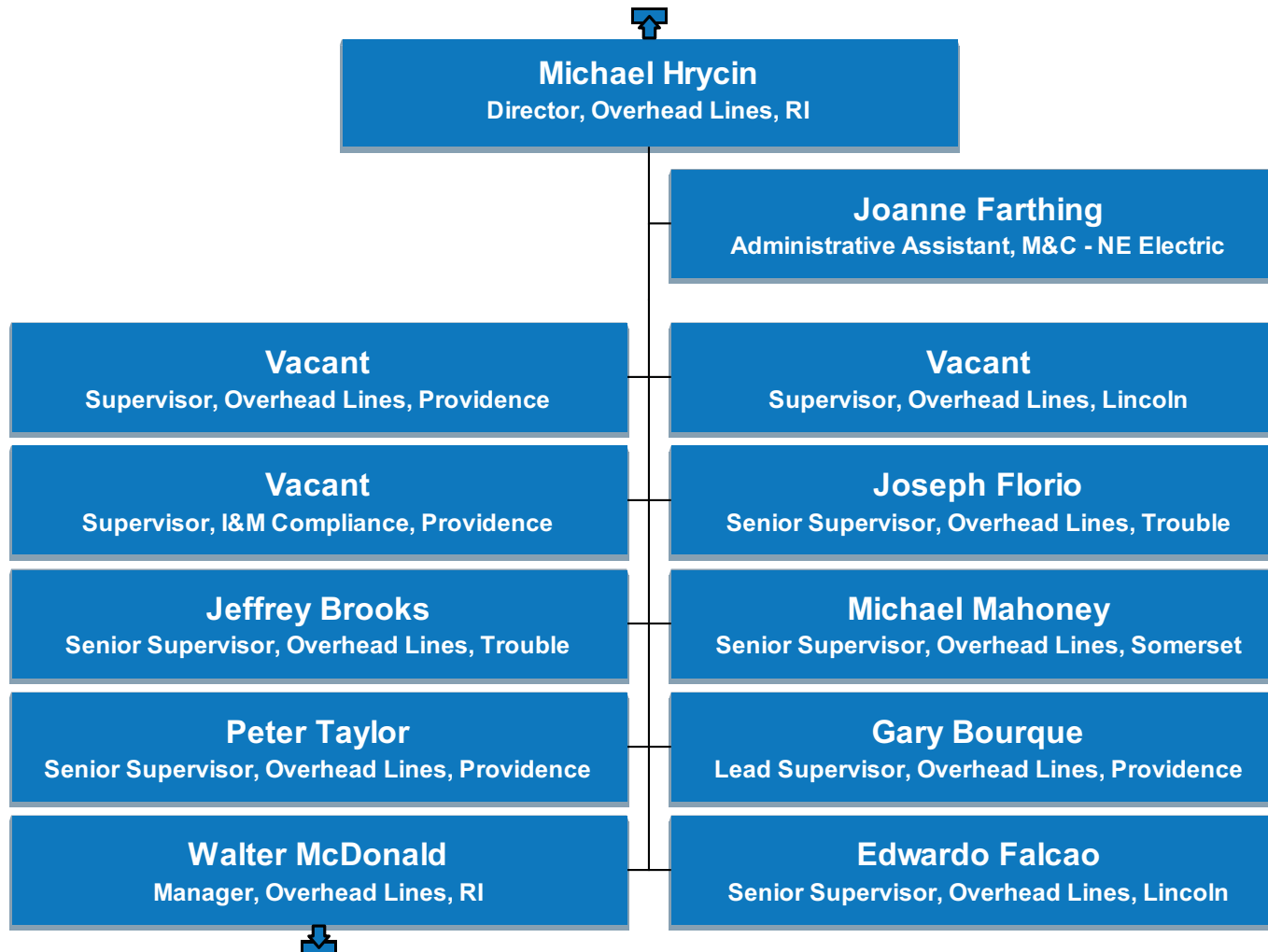


# US Maintenance & Construction

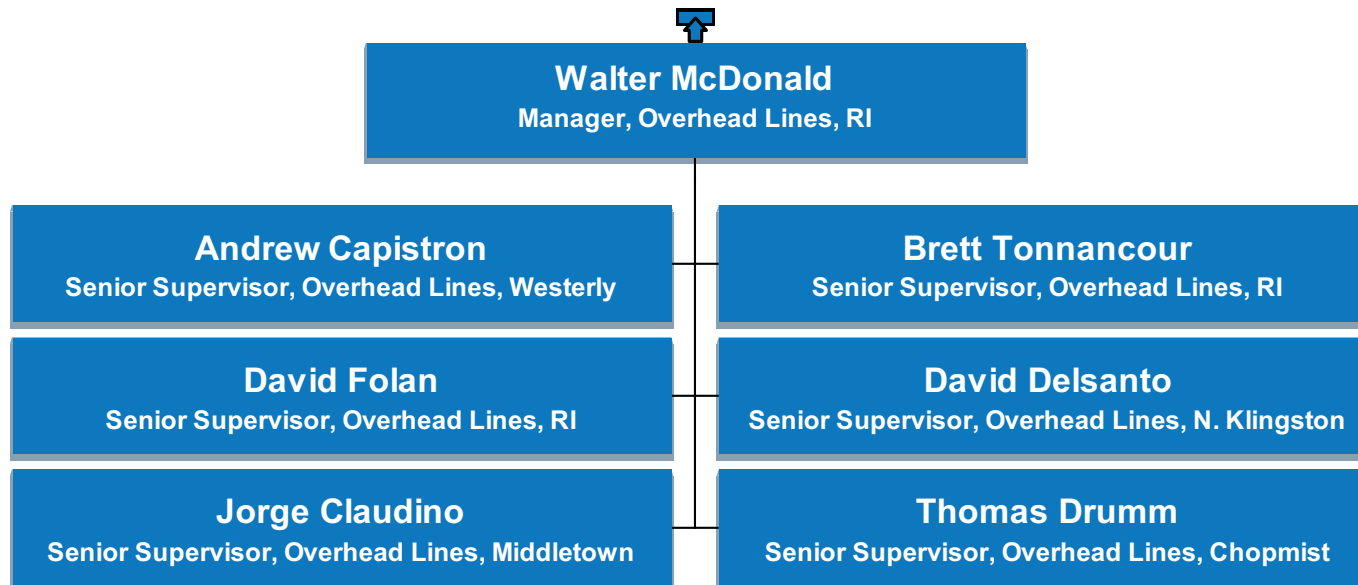




# US Maintenance & Construction

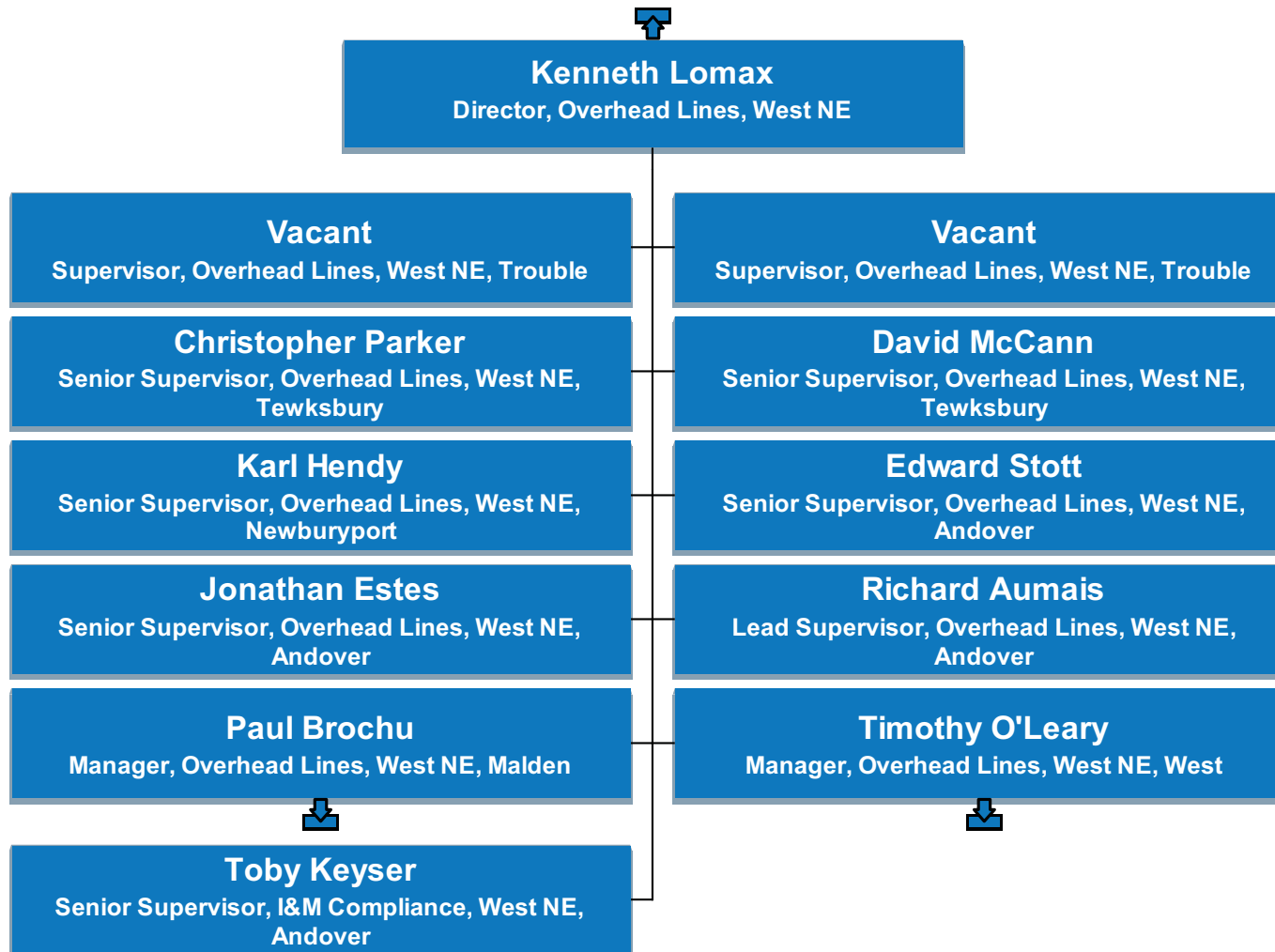


# US Maintenance & Construction

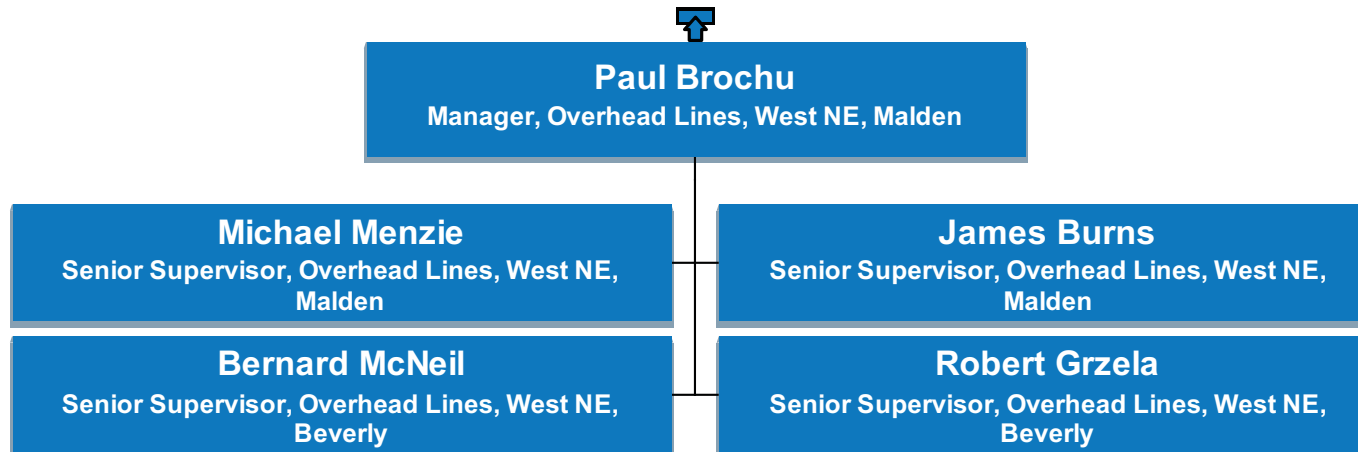




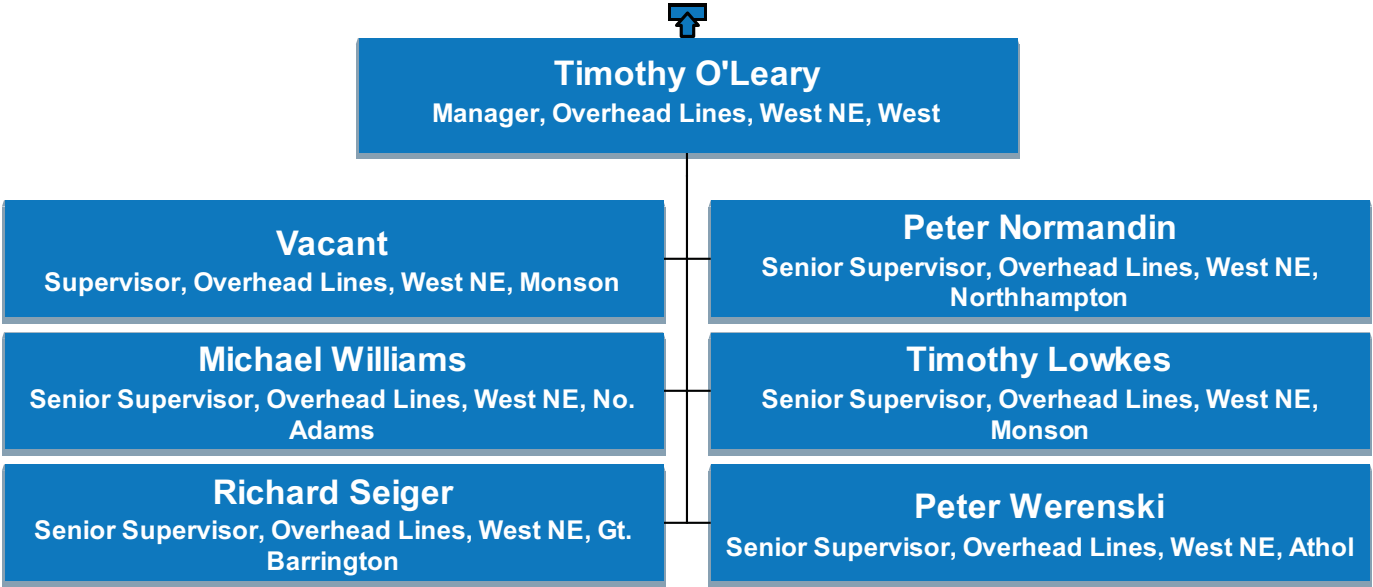
# US Maintenance & Construction



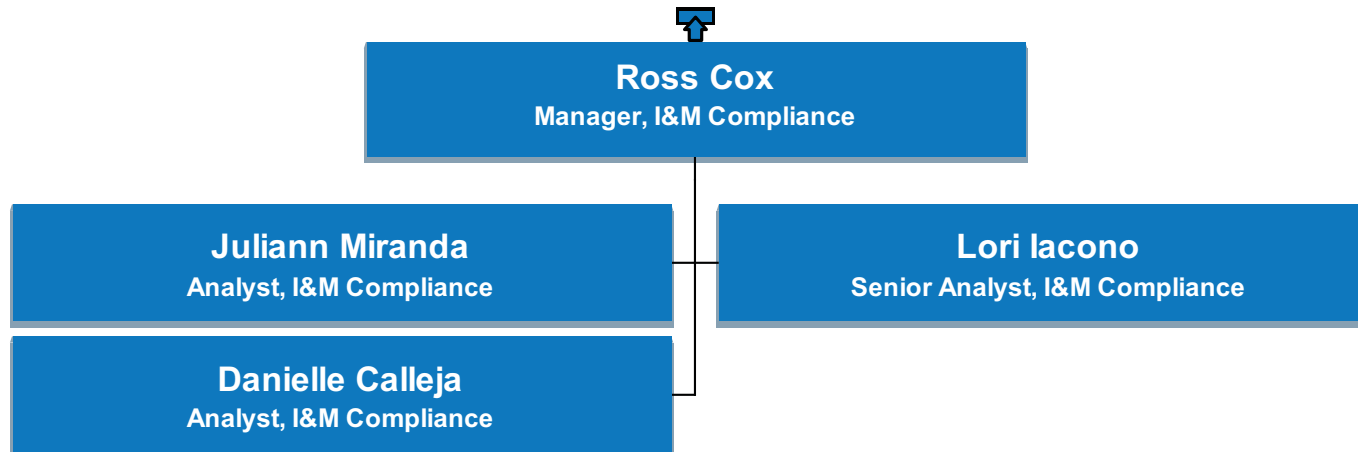
# US Maintenance & Construction



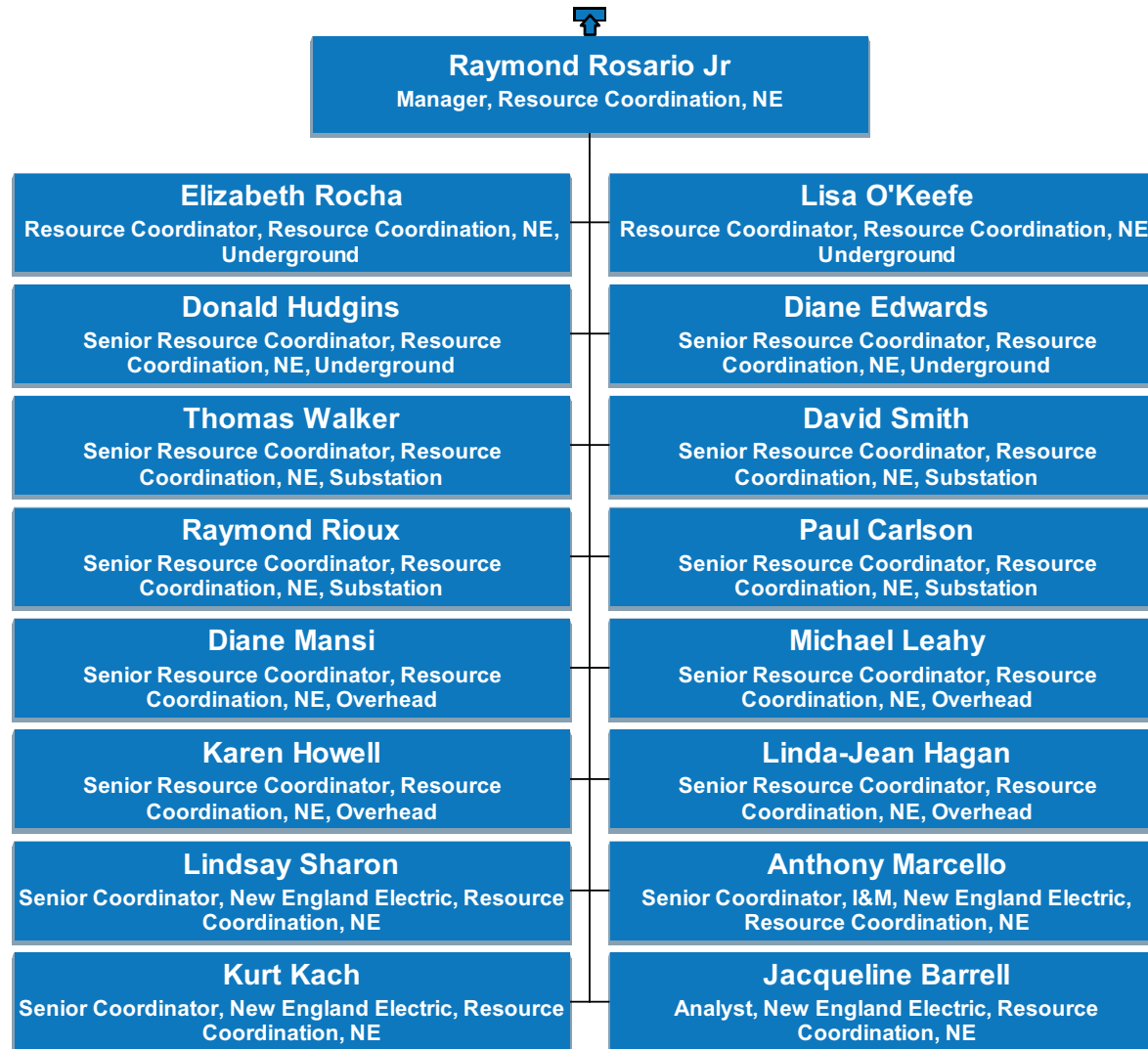
# US Maintenance & Construction



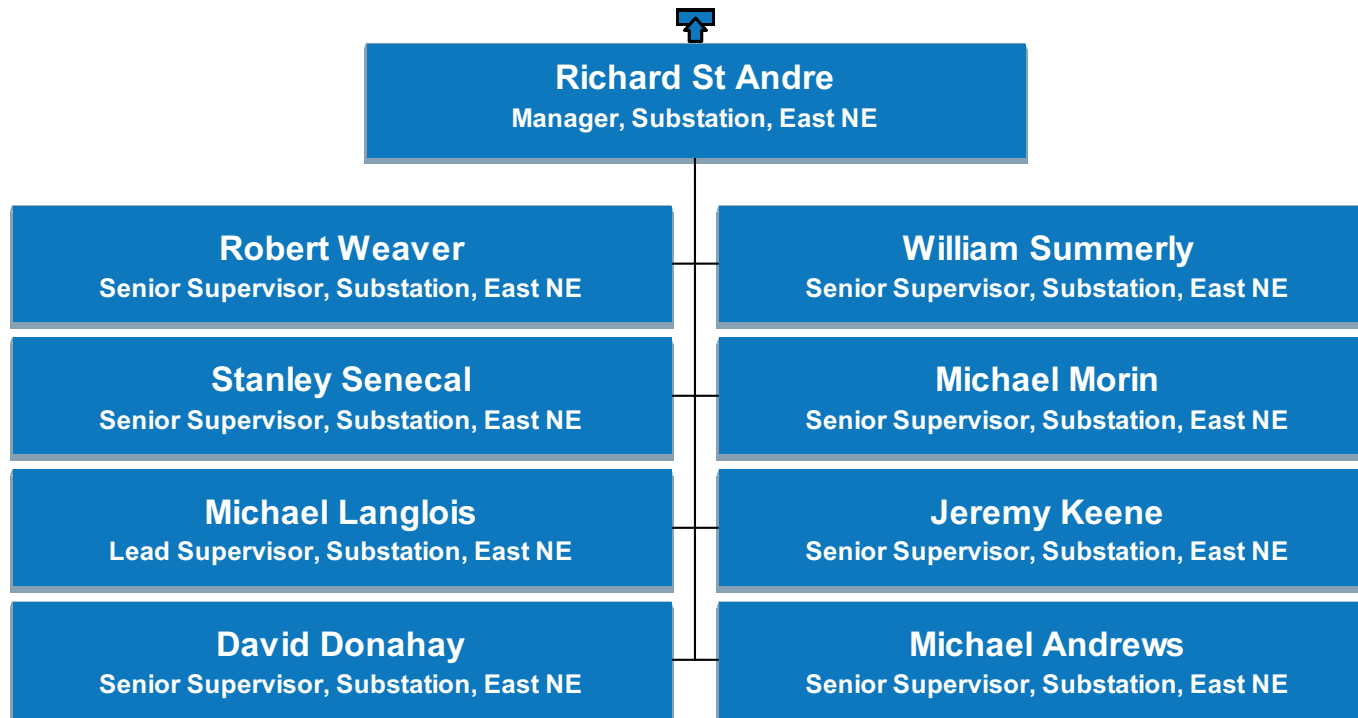
# US Maintenance & Construction



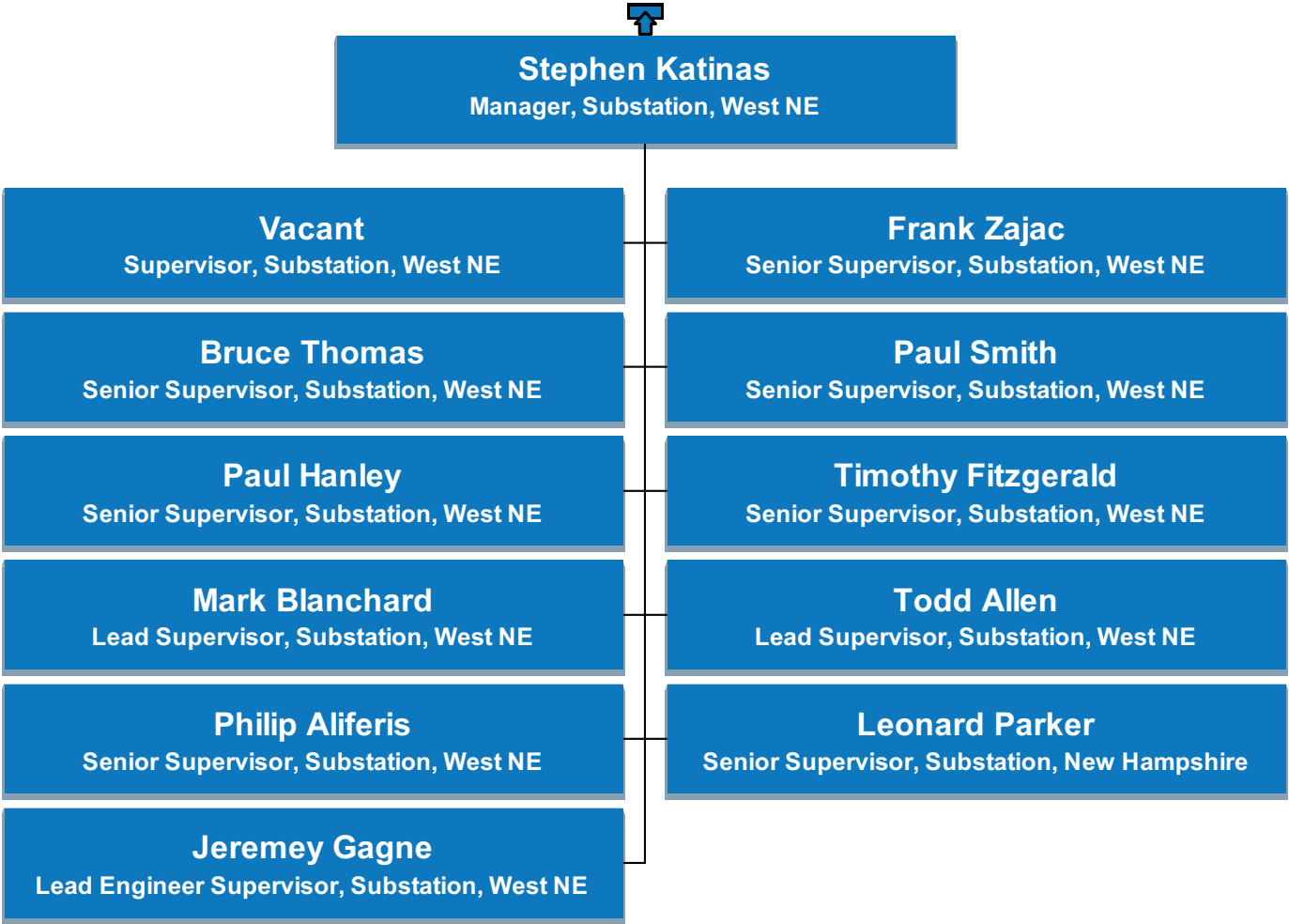
# US Maintenance & Construction



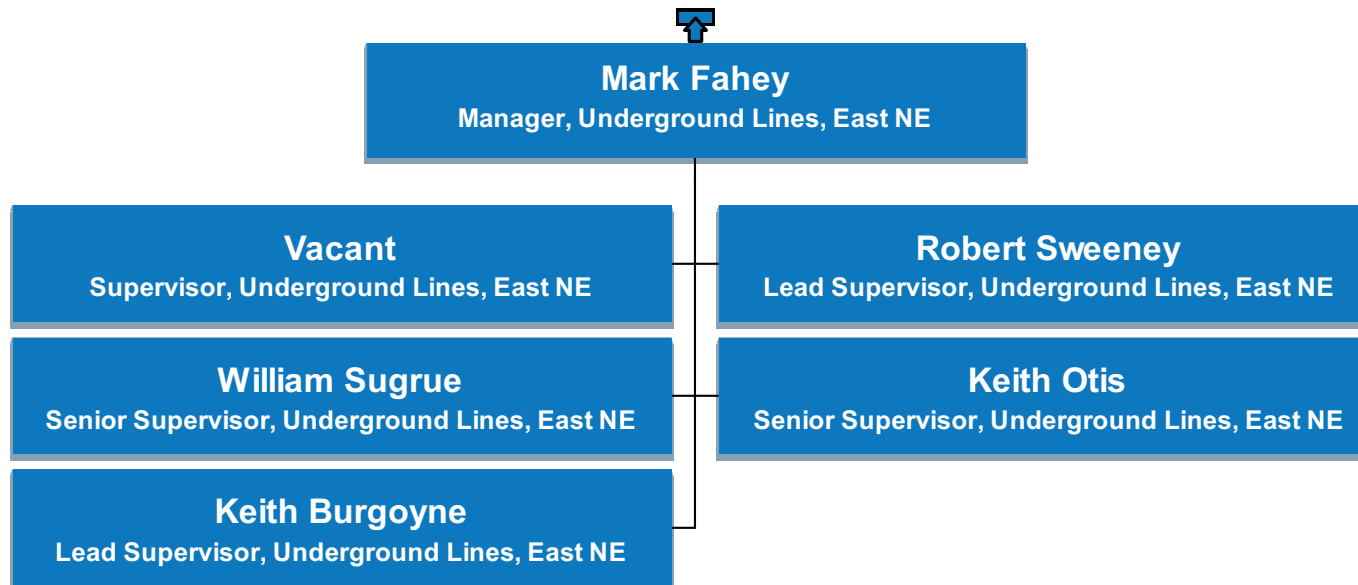
# US Maintenance & Construction



# US Maintenance & Construction

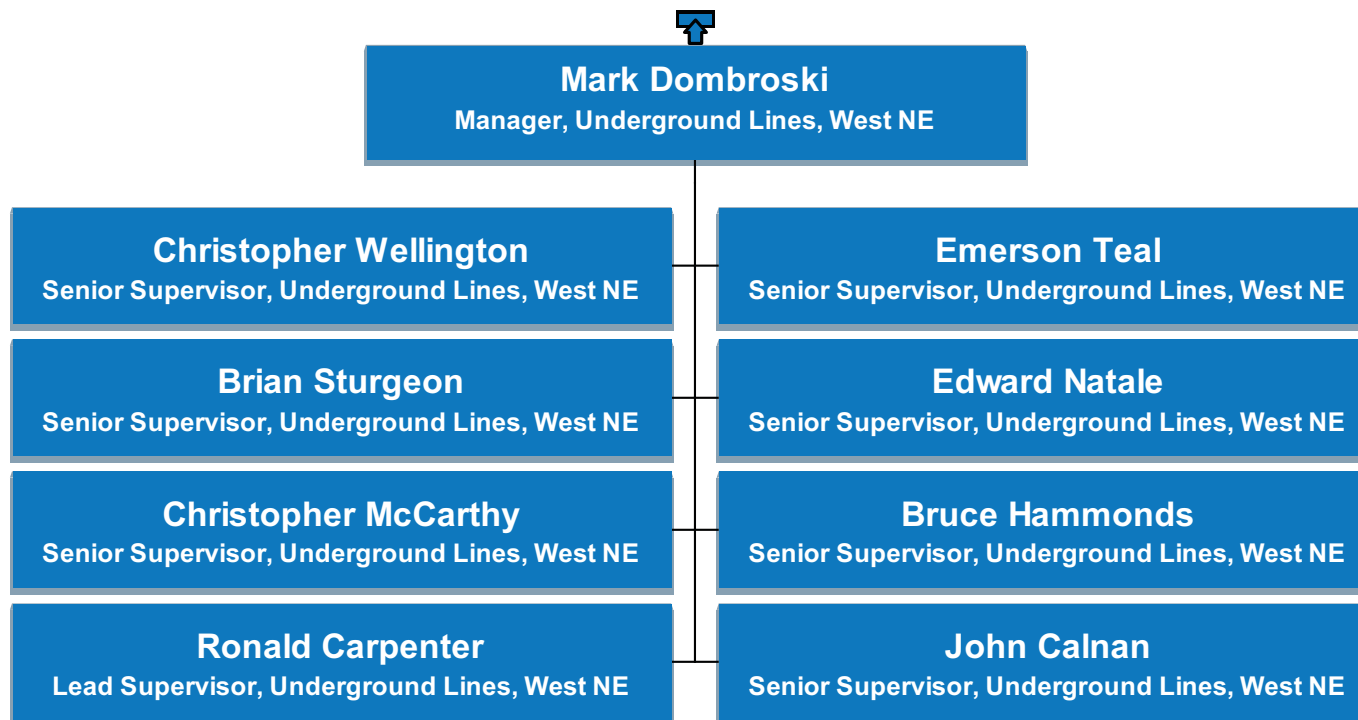


# US Maintenance & Construction

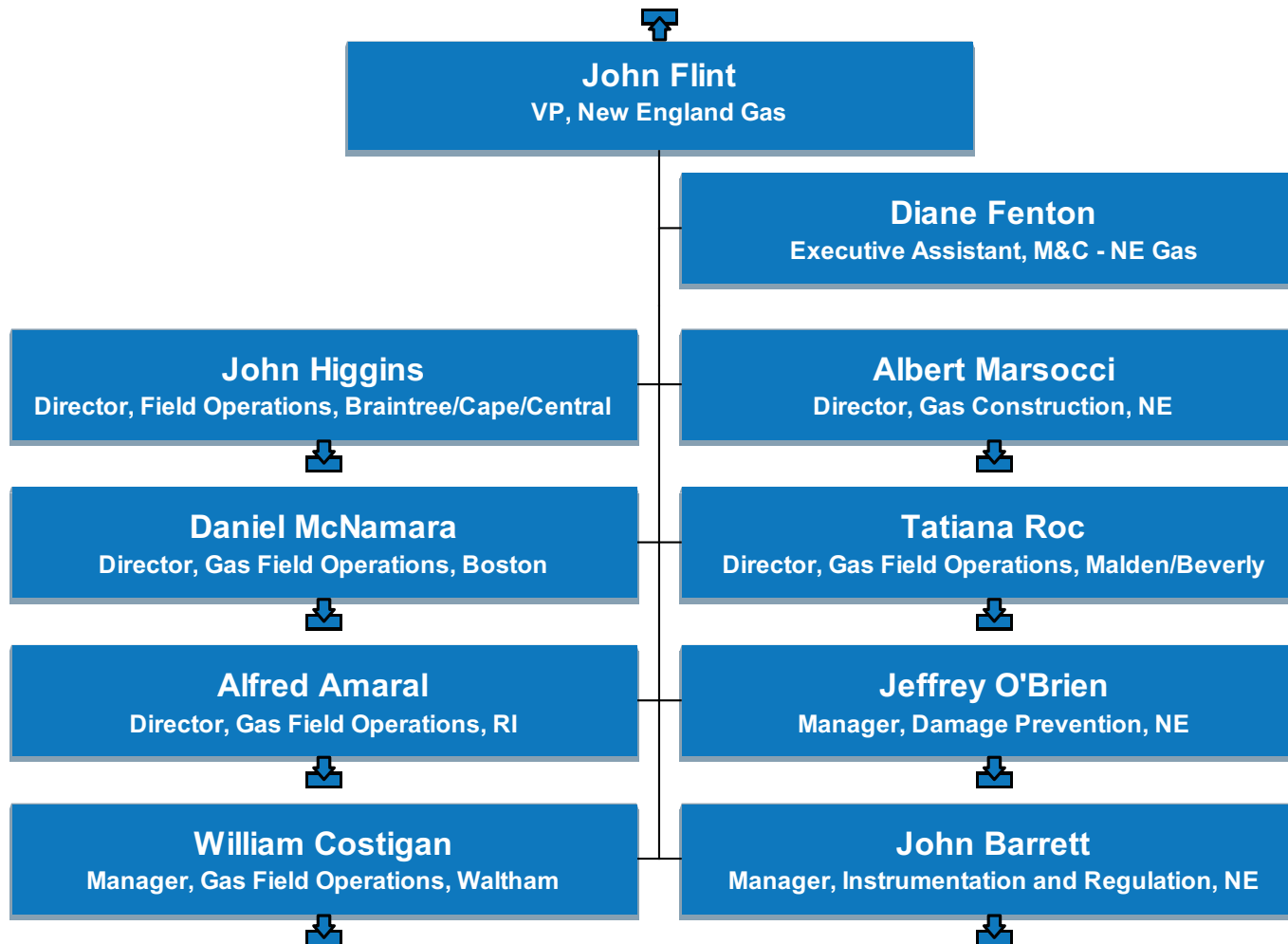




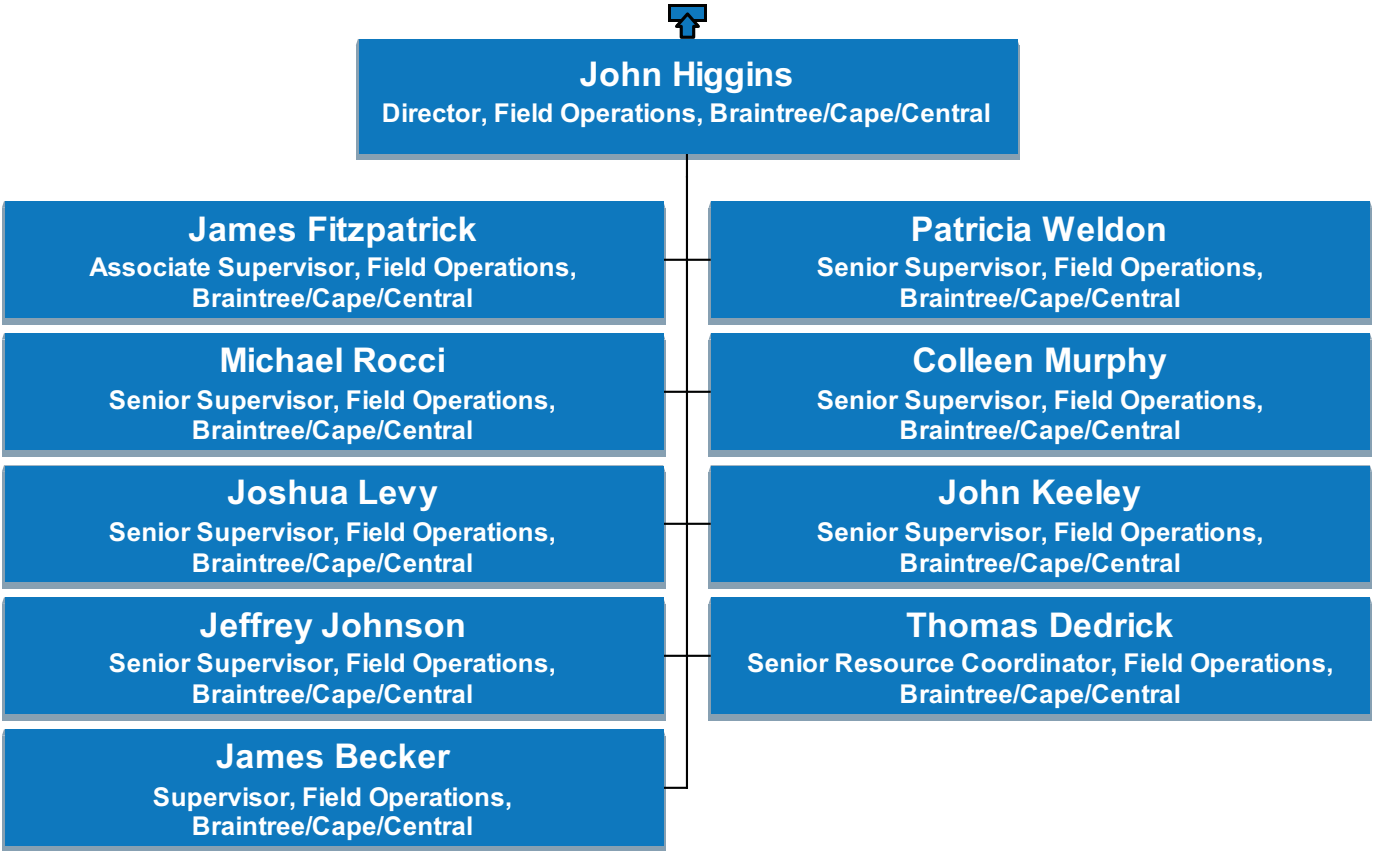
# US Maintenance & Construction



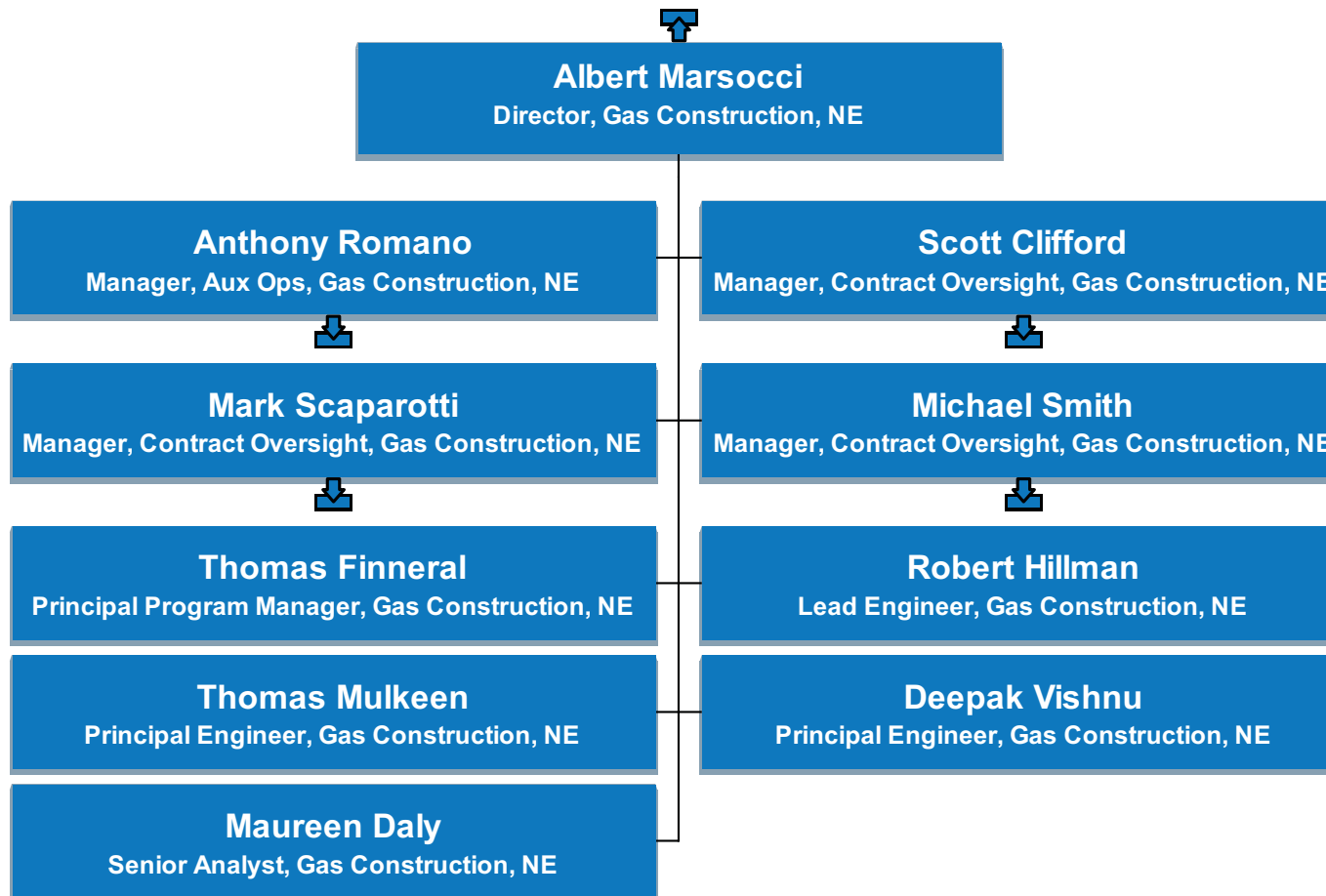
# US Maintenance & Construction



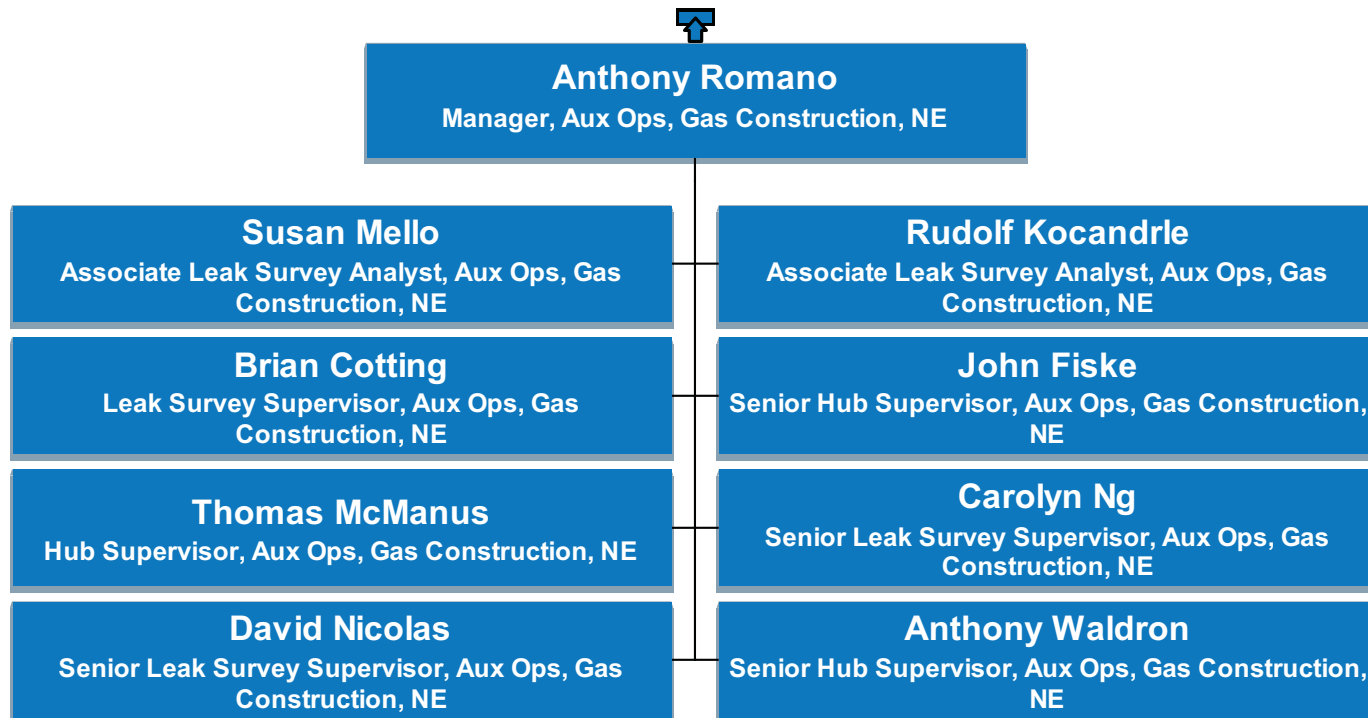
# US Maintenance & Construction

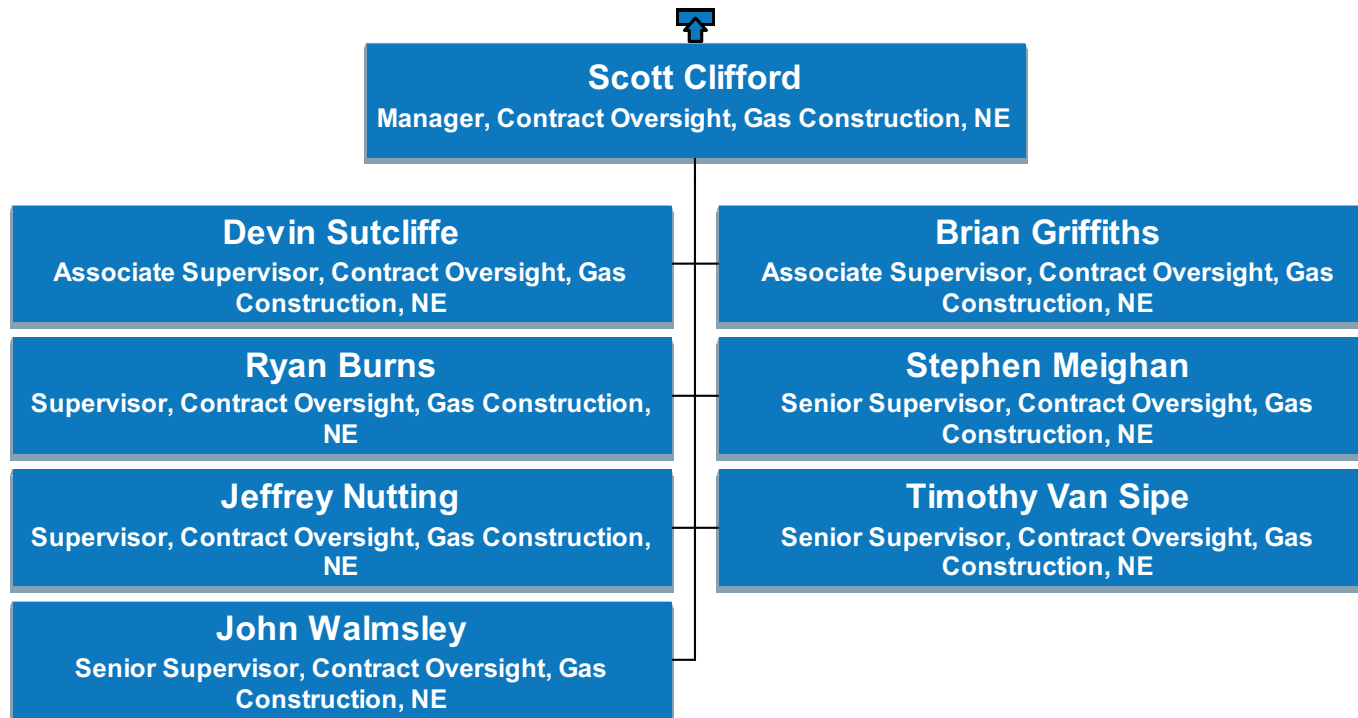


# US Maintenance & Construction

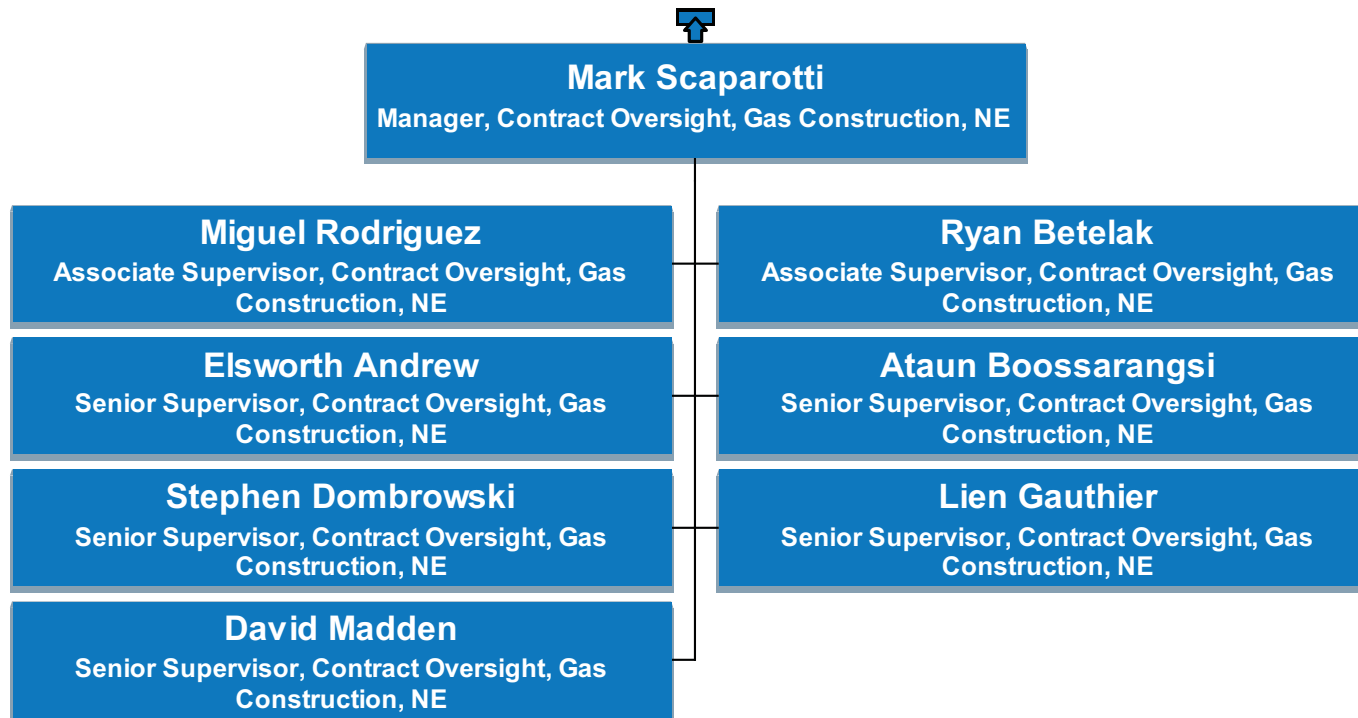


# US Maintenance & Construction

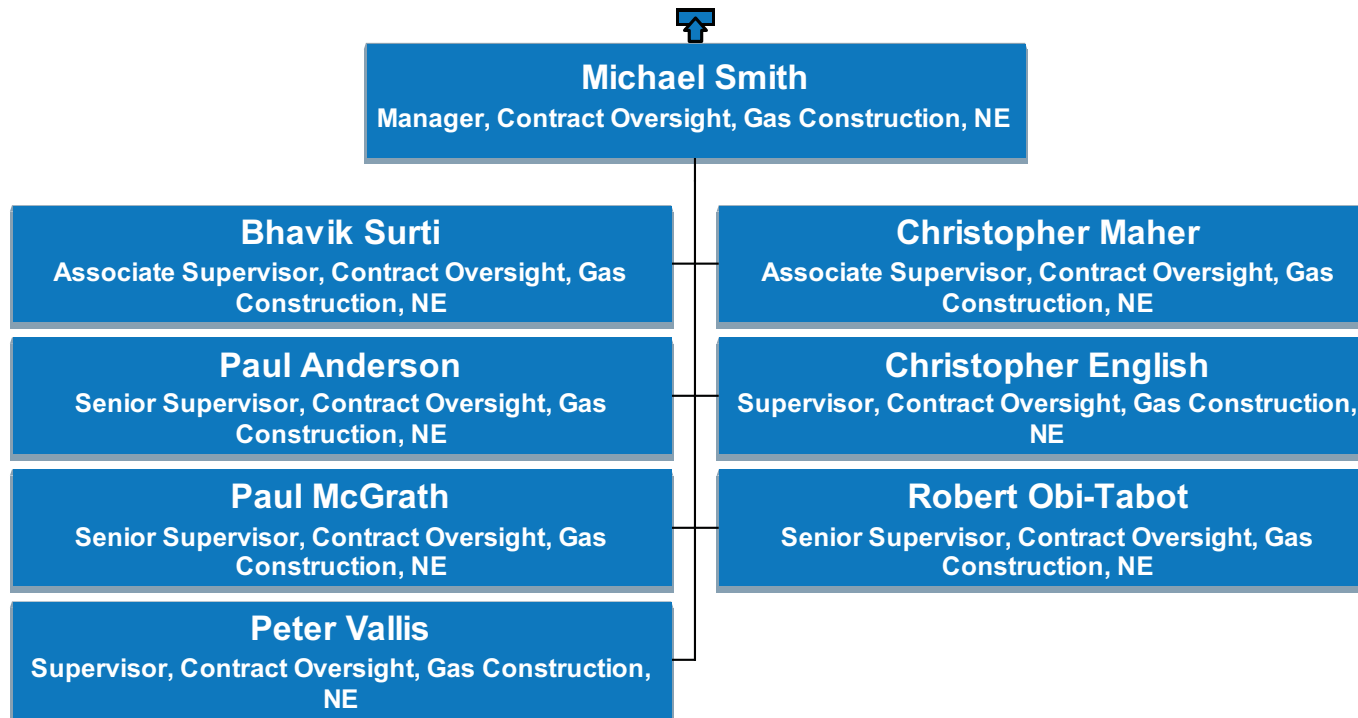




# US Maintenance & Construction

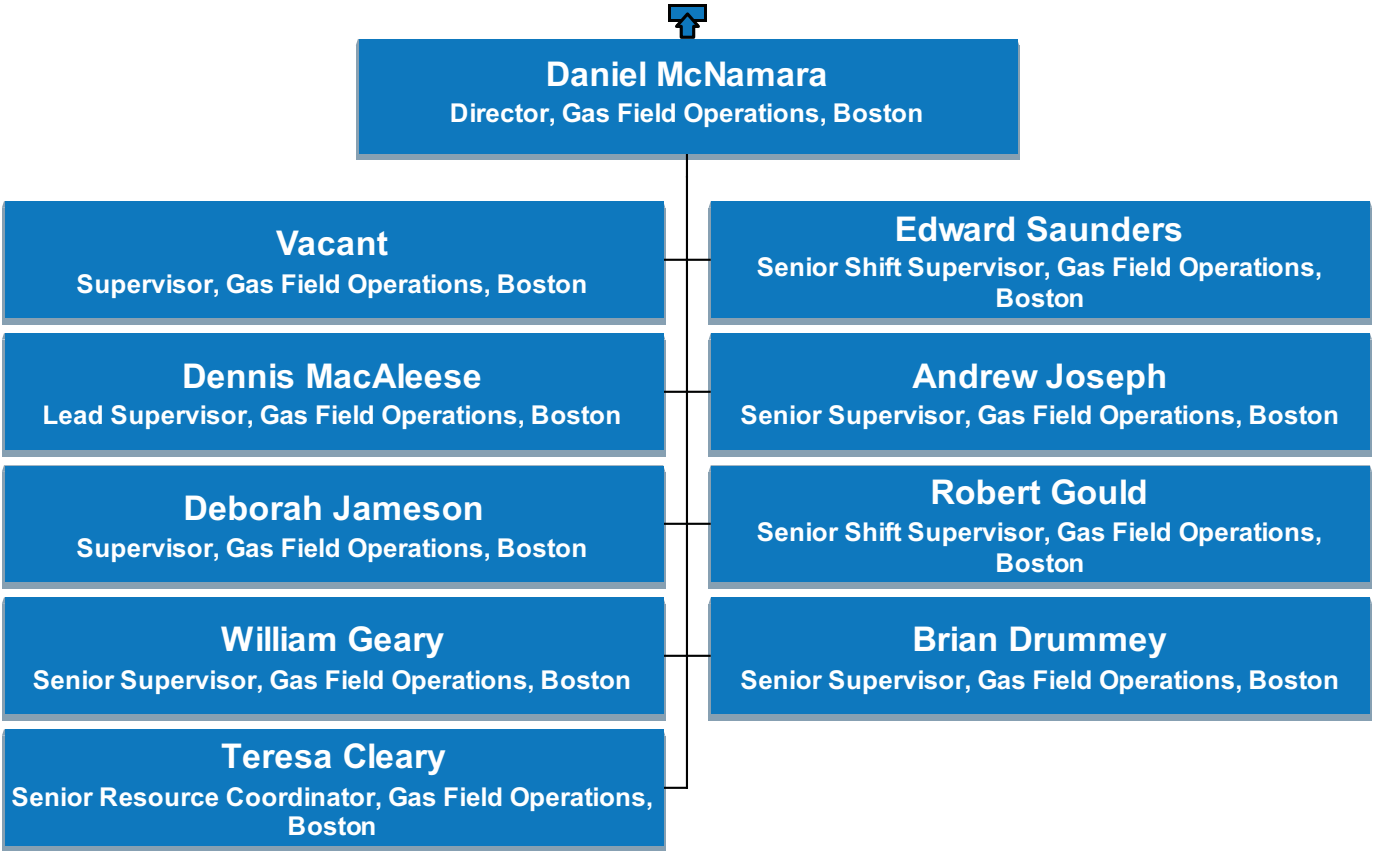


# US Maintenance & Construction

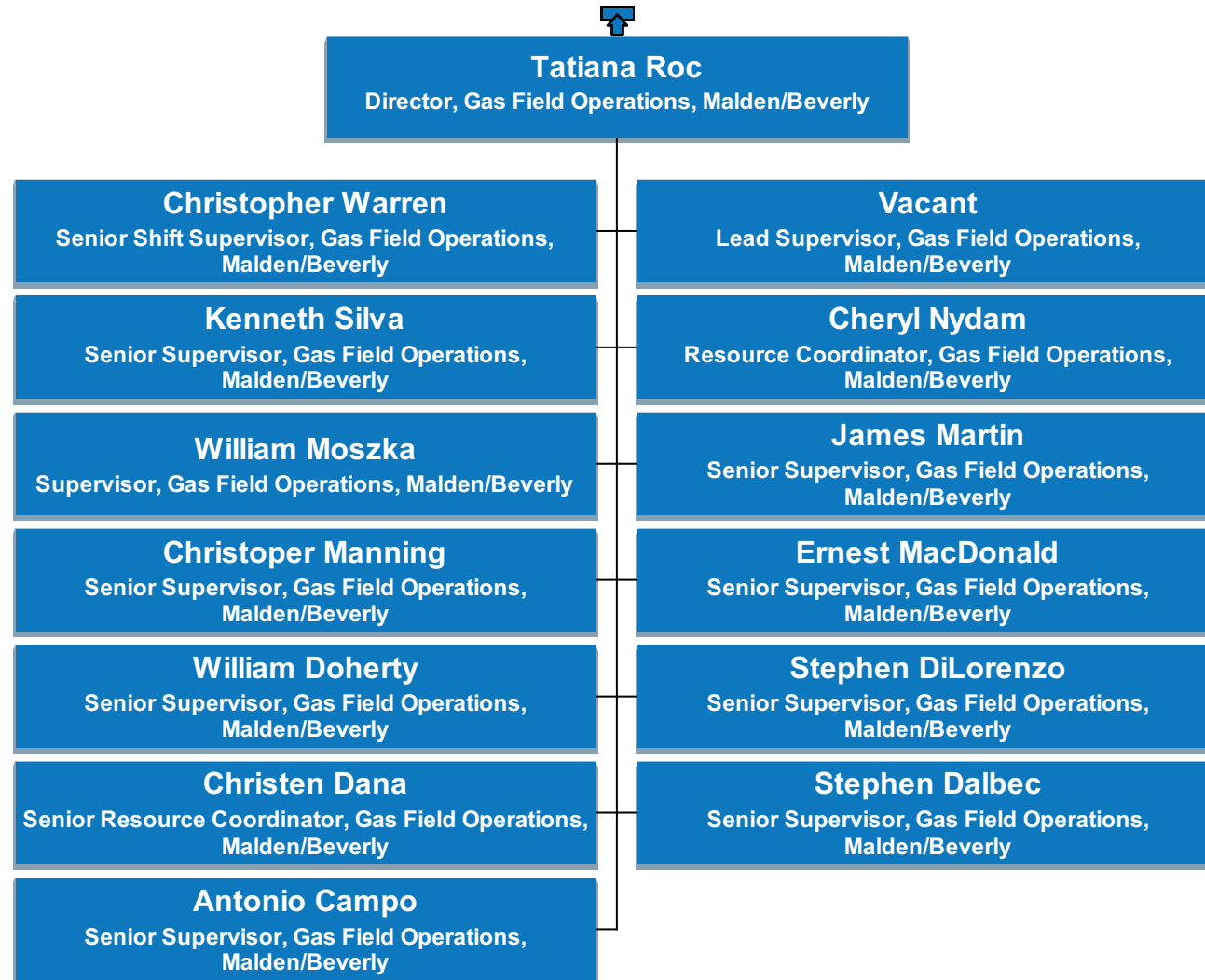




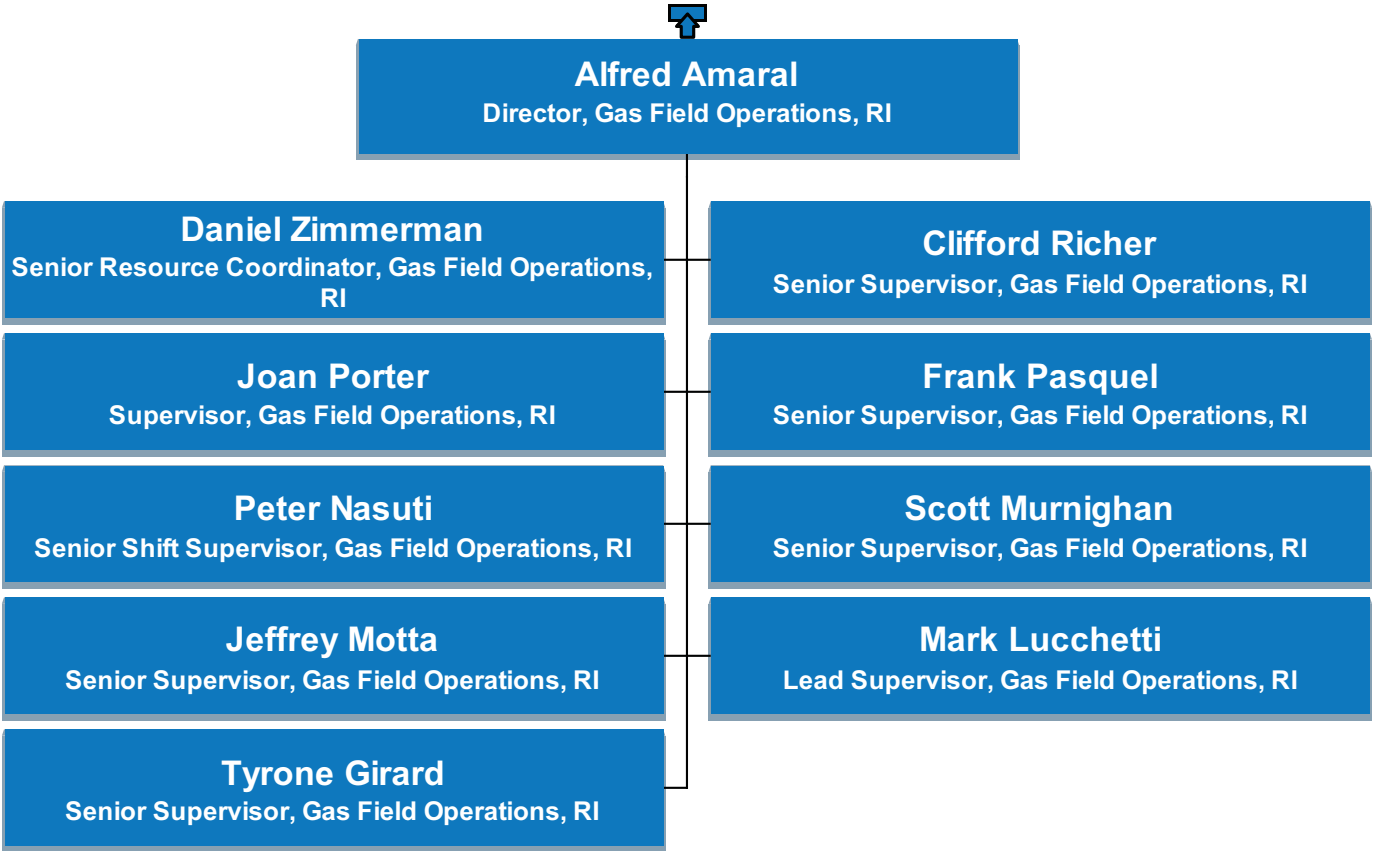
# US Maintenance & Construction



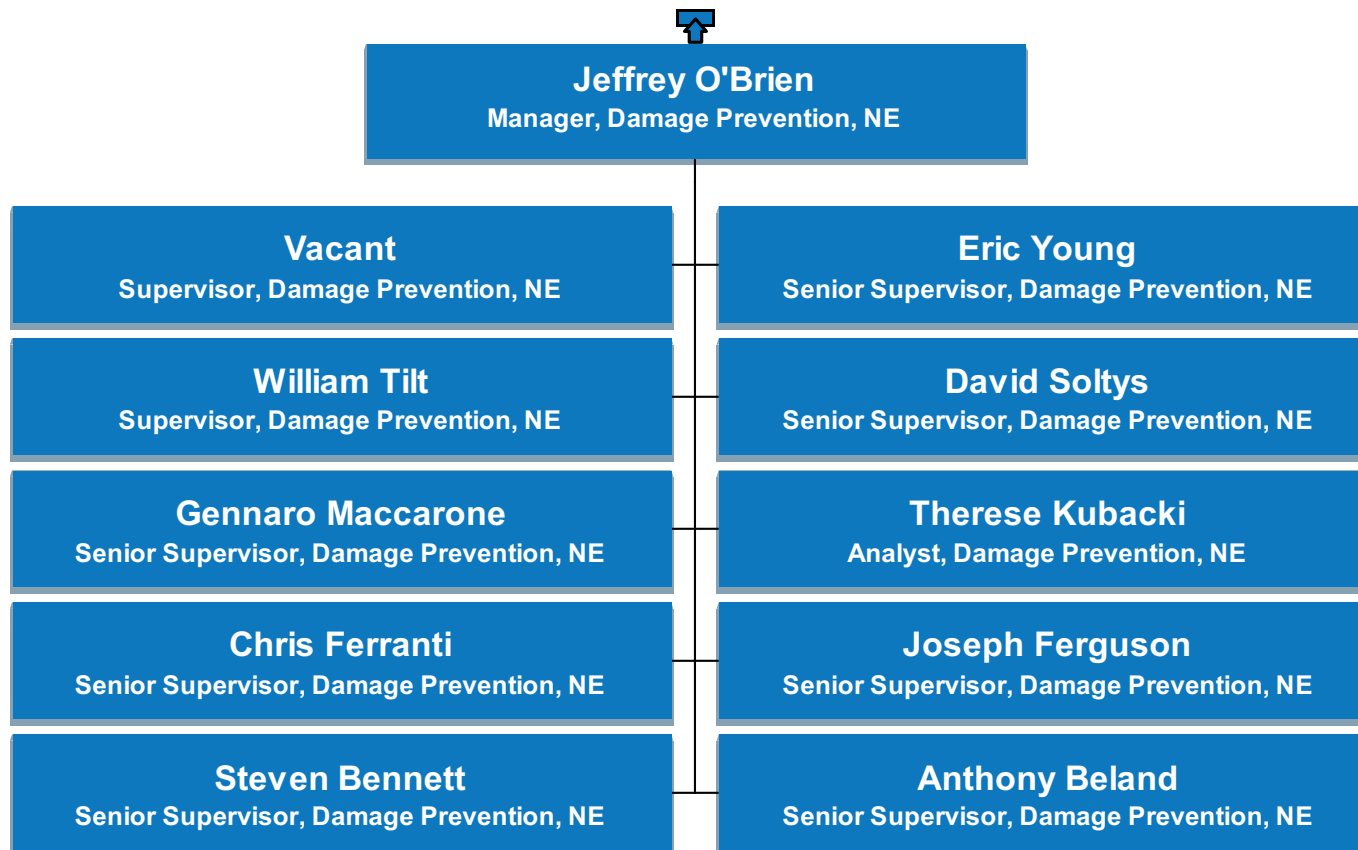
# US Maintenance & Construction



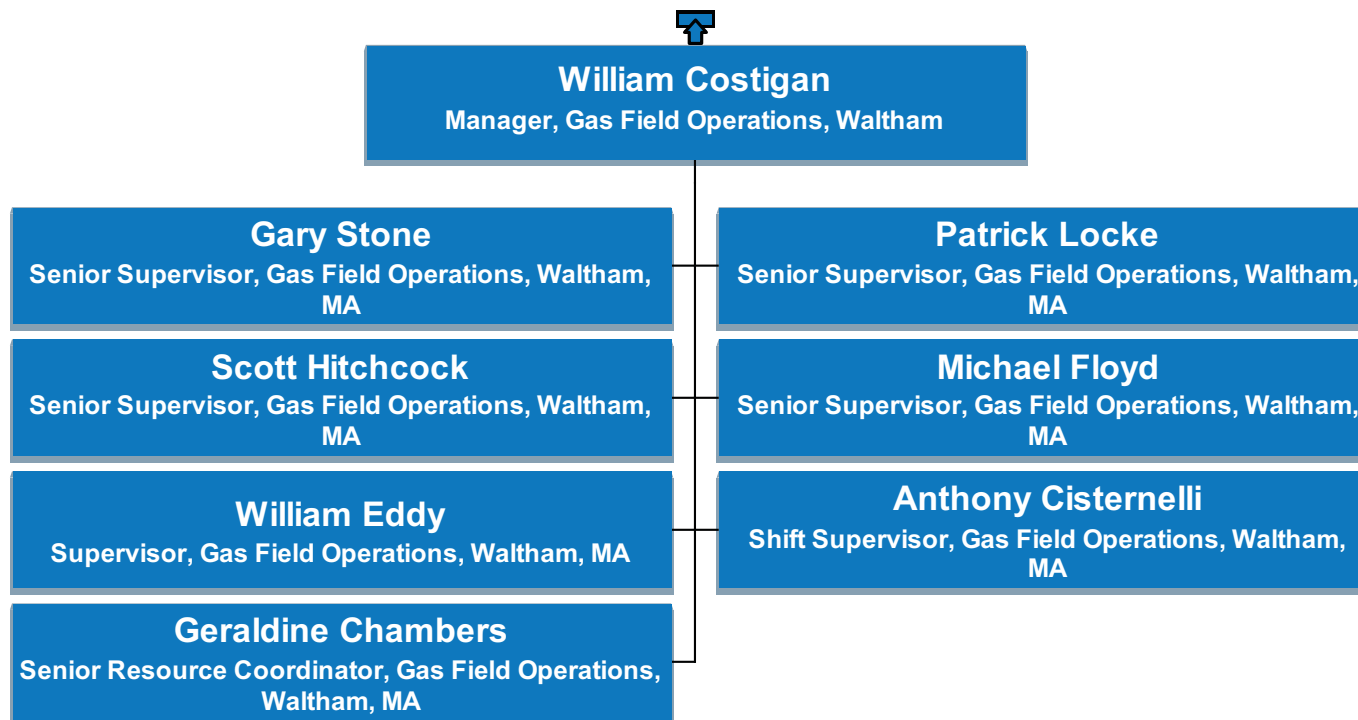
# US Maintenance & Construction



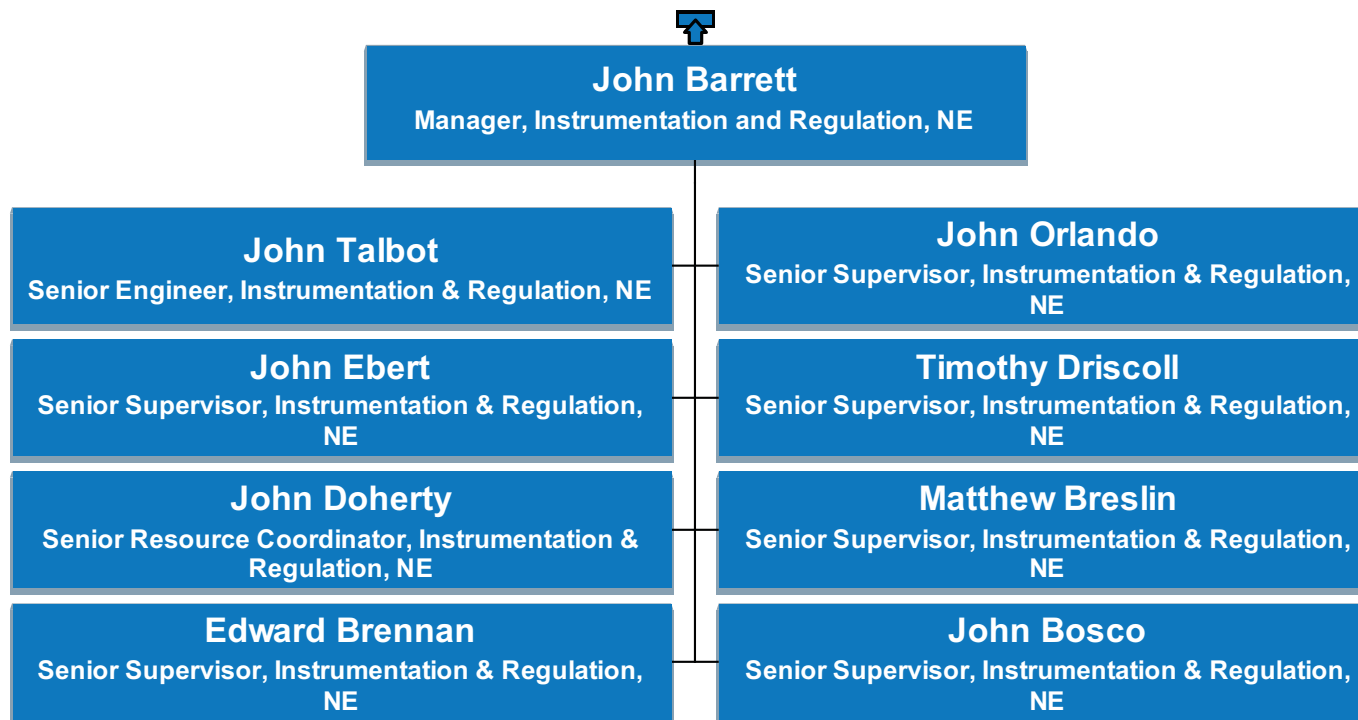
# US Maintenance & Construction



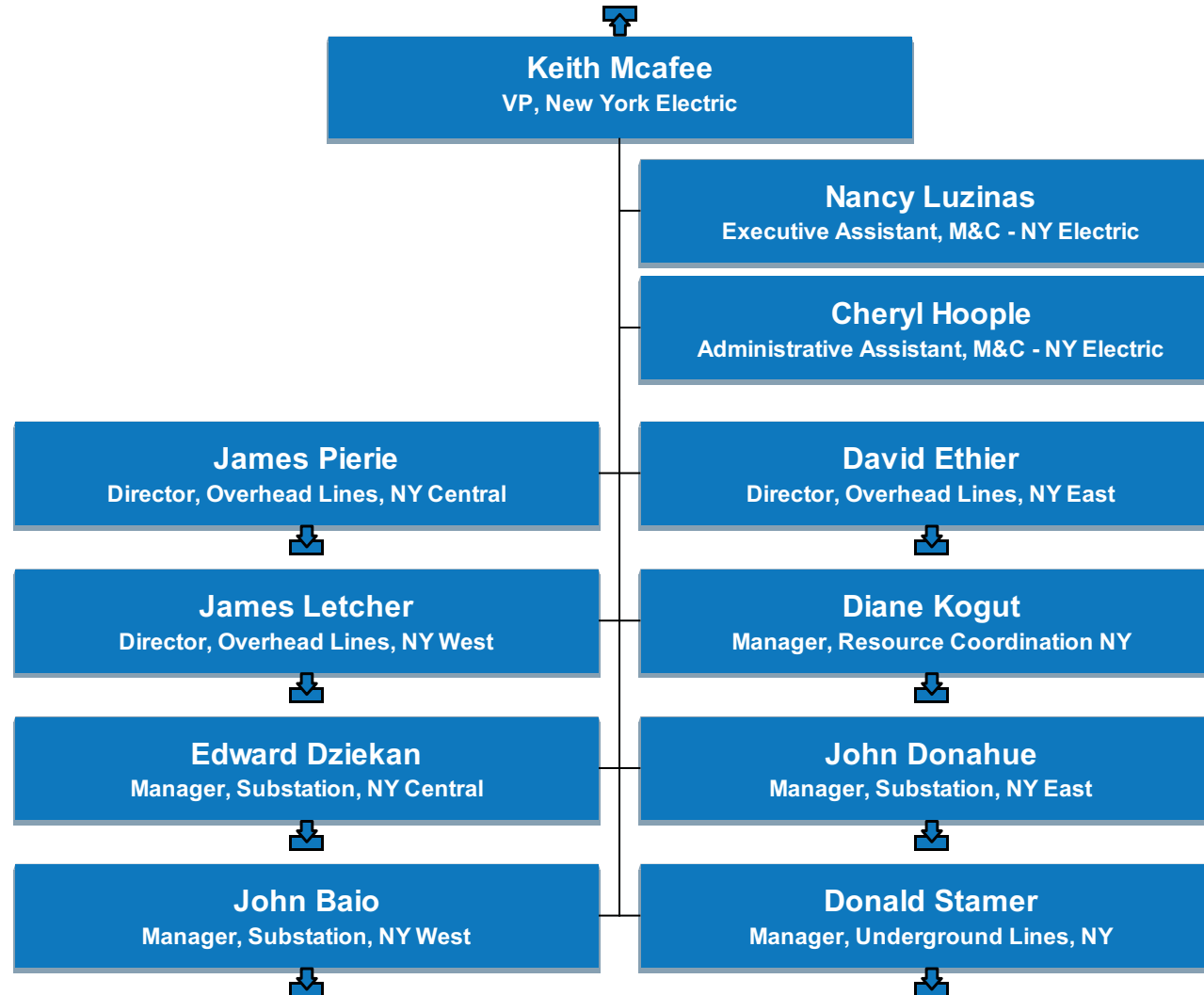
# US Maintenance & Construction



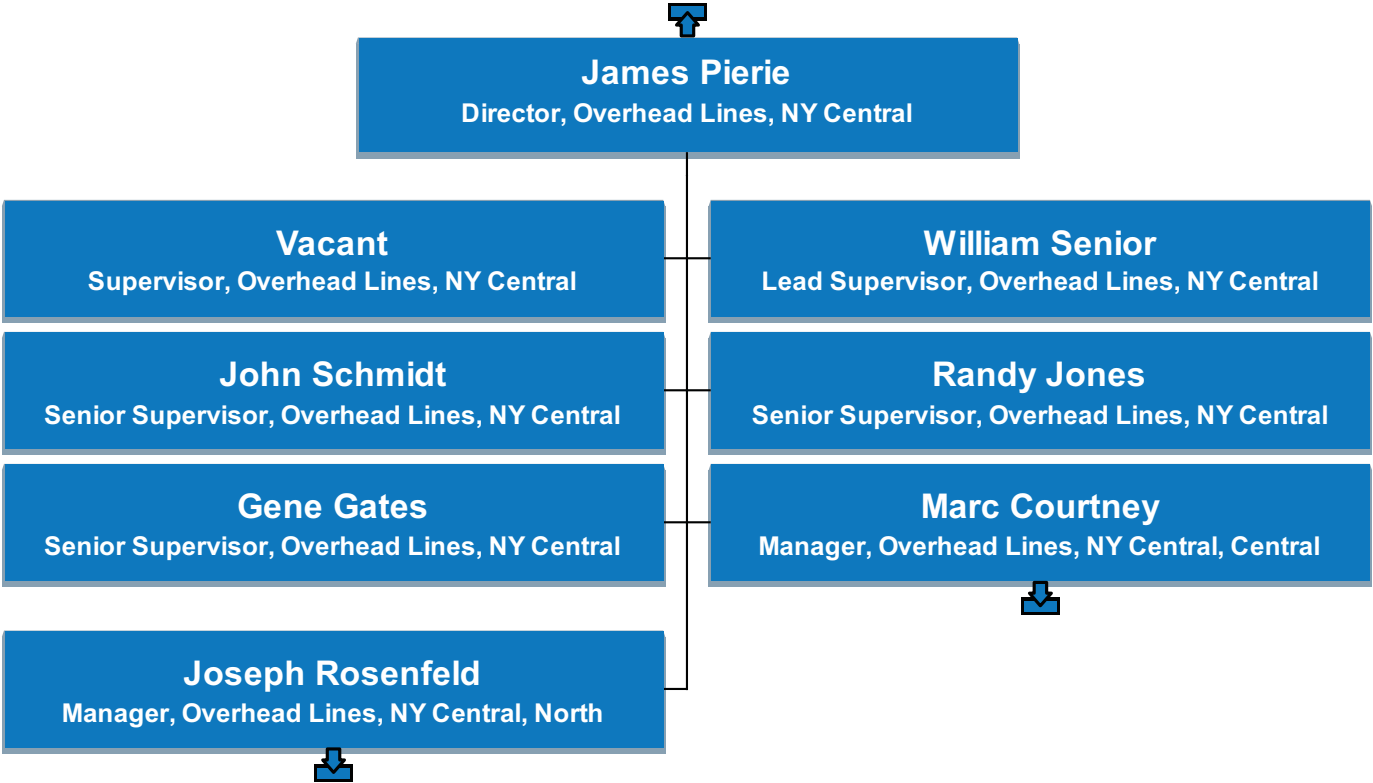
# US Maintenance & Construction



# US Maintenance & Construction

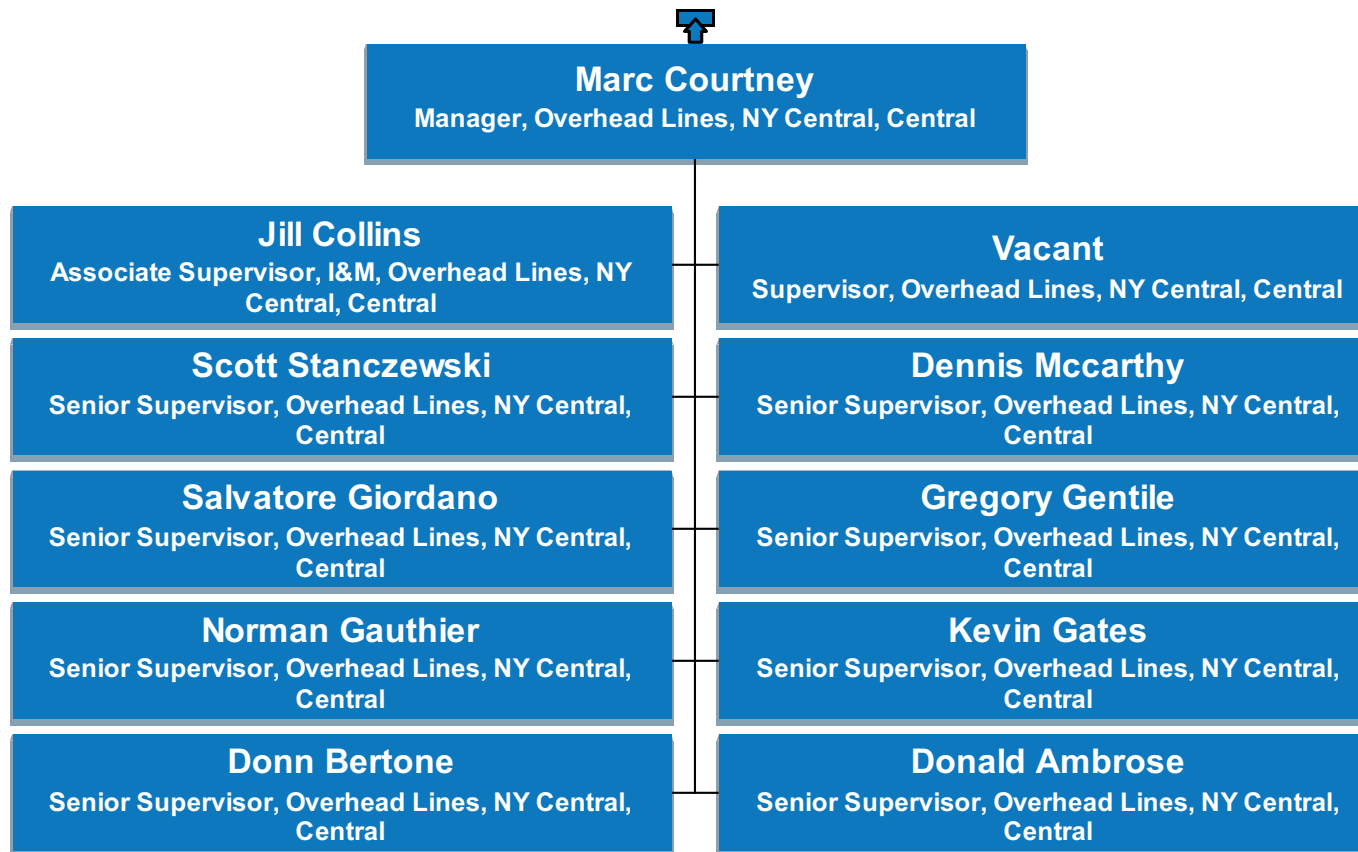


# US Maintenance & Construction

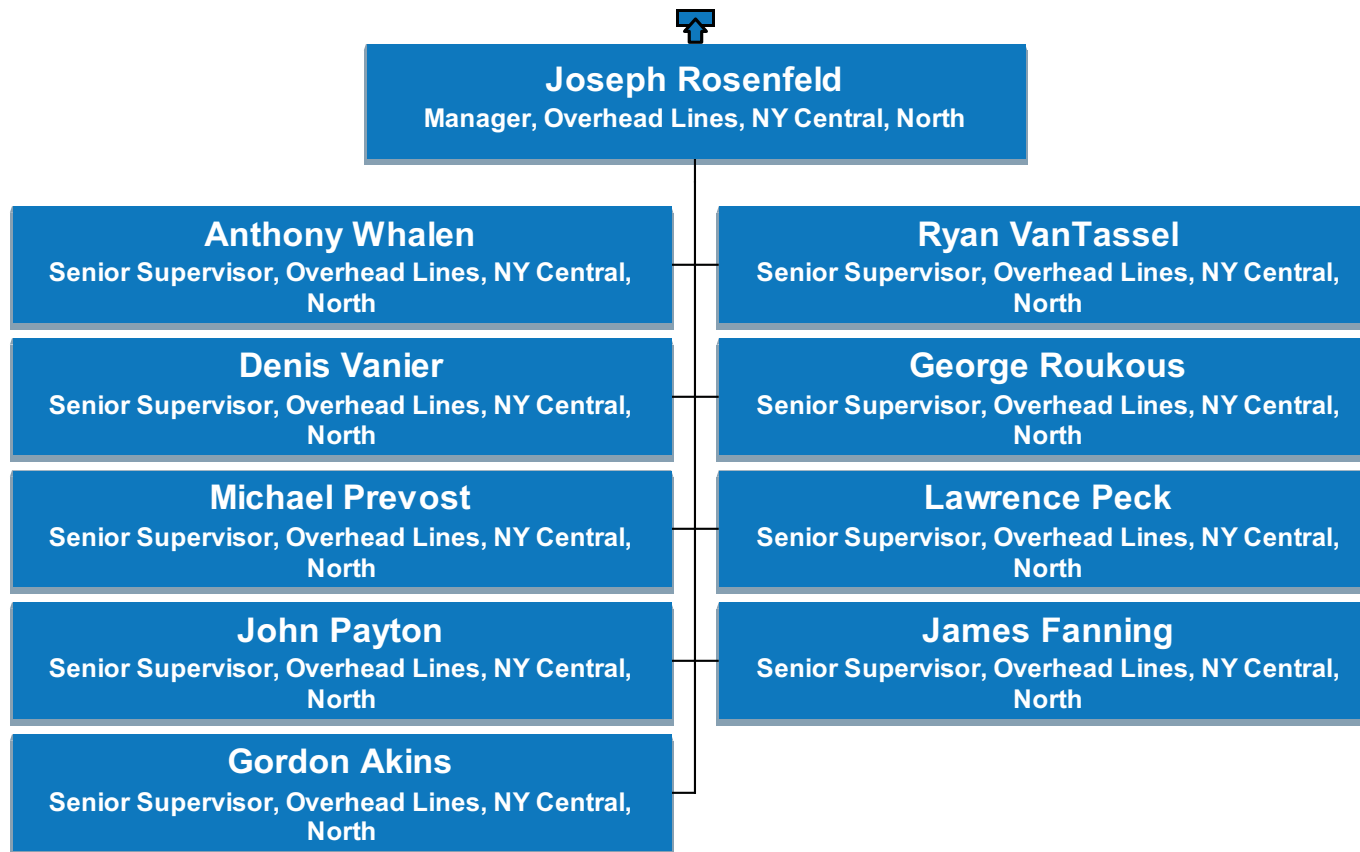




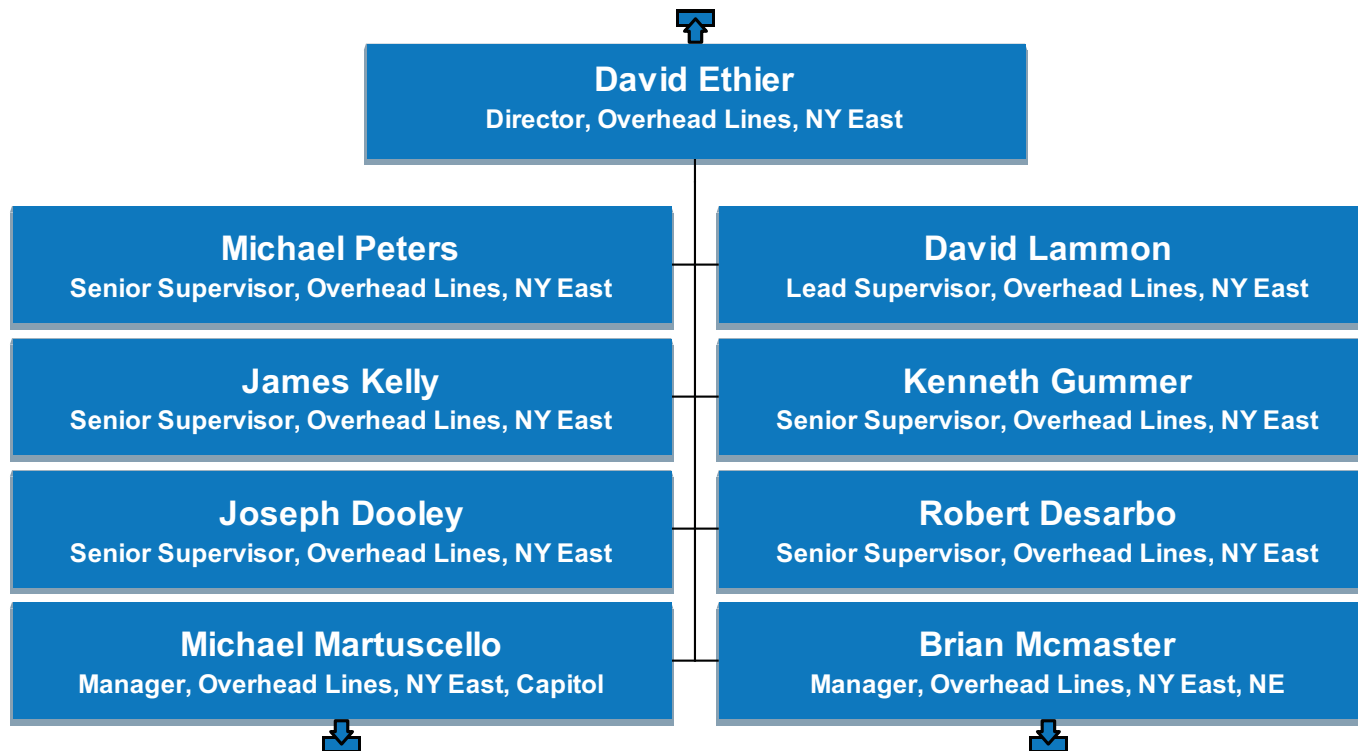
# US Maintenance & Construction



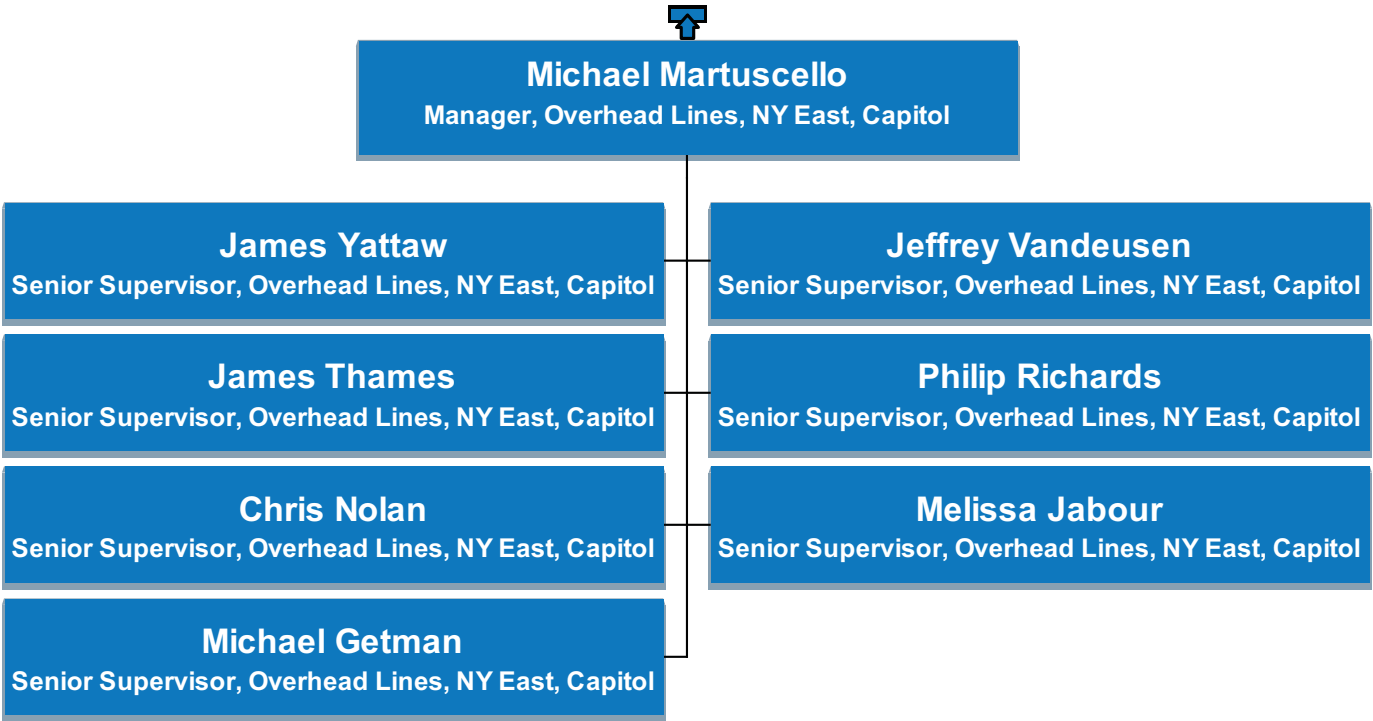
# US Maintenance & Construction



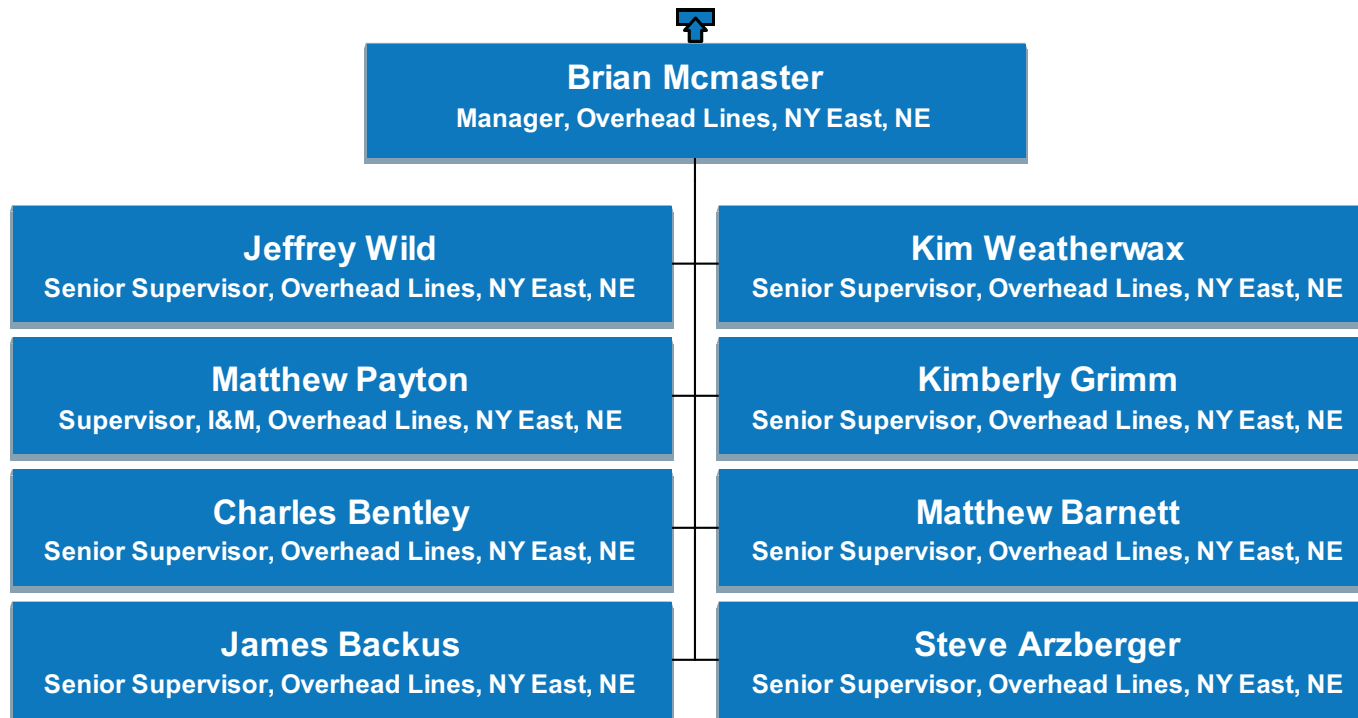
# US Maintenance & Construction



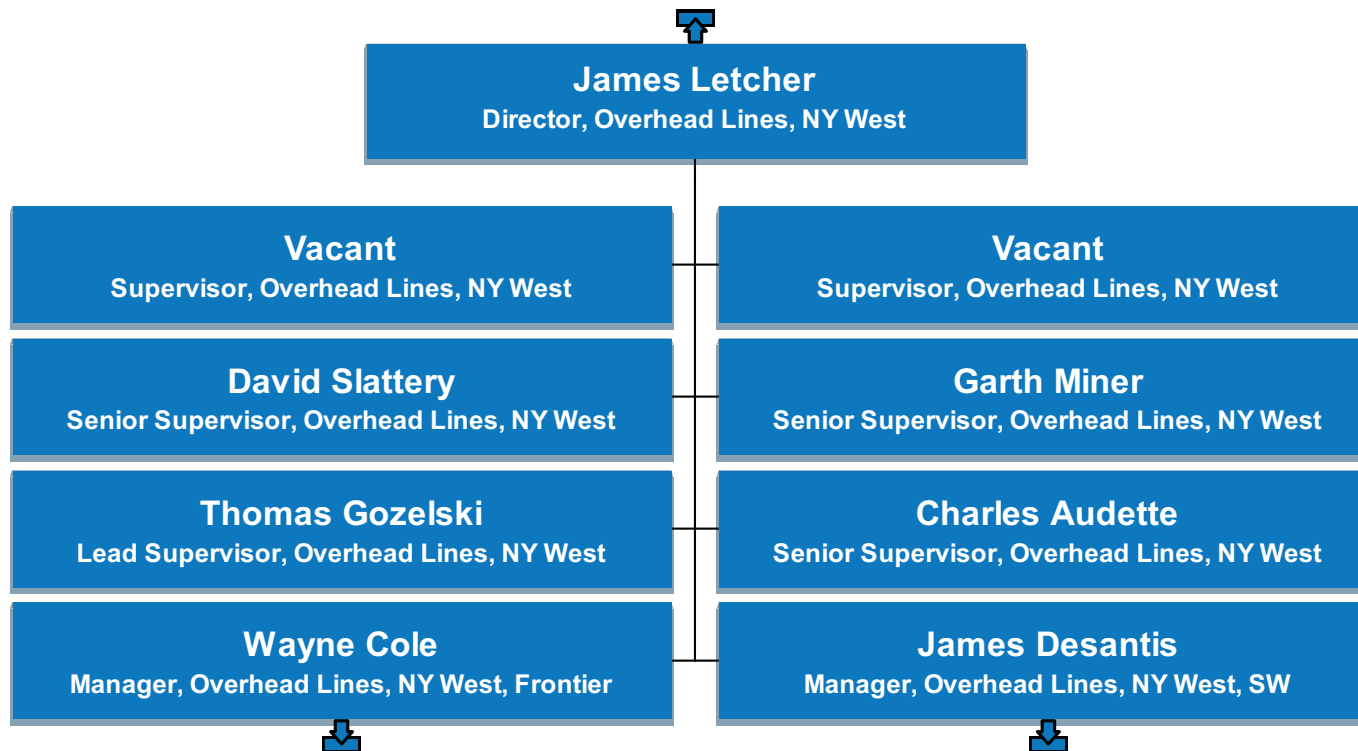
# US Maintenance & Construction



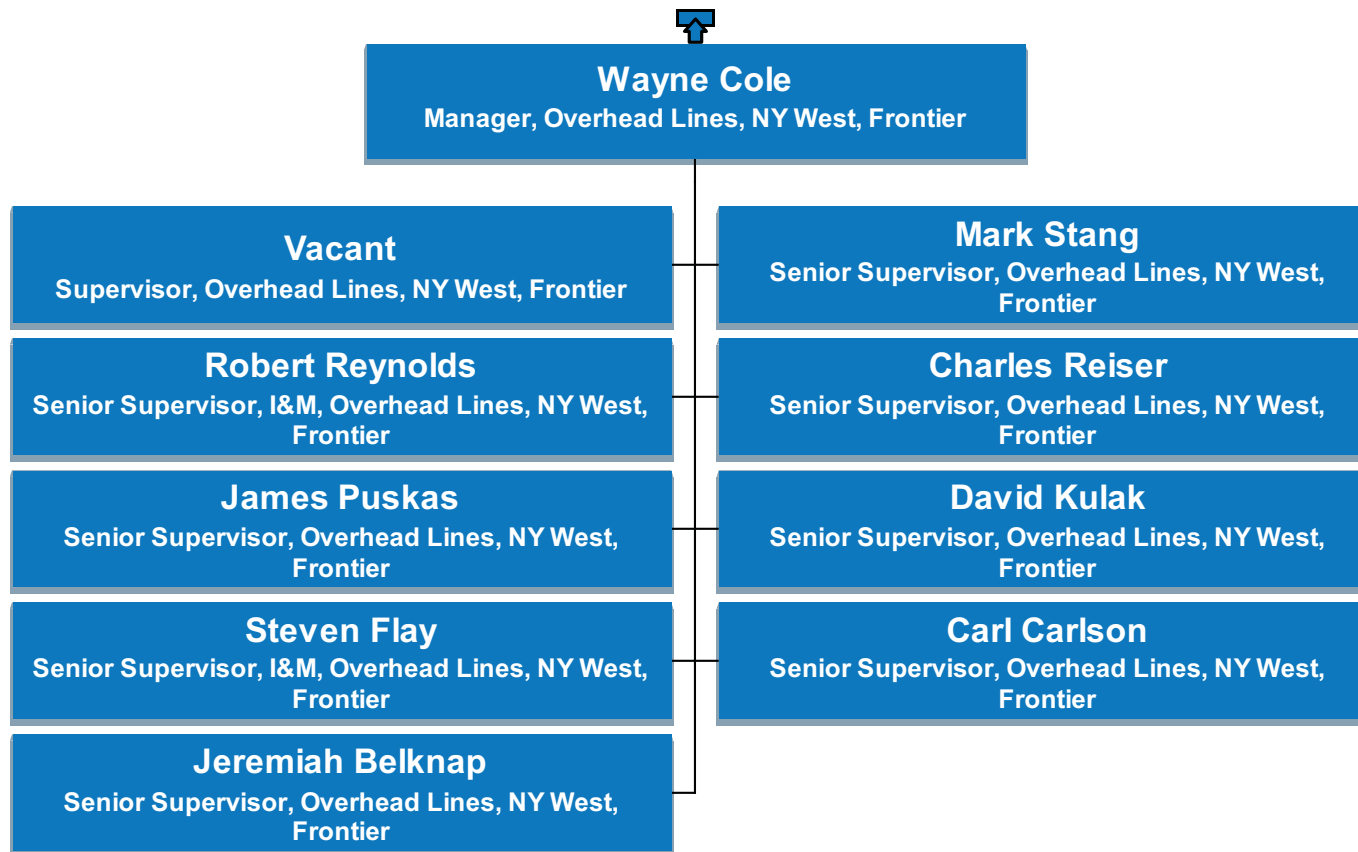
# US Maintenance & Construction



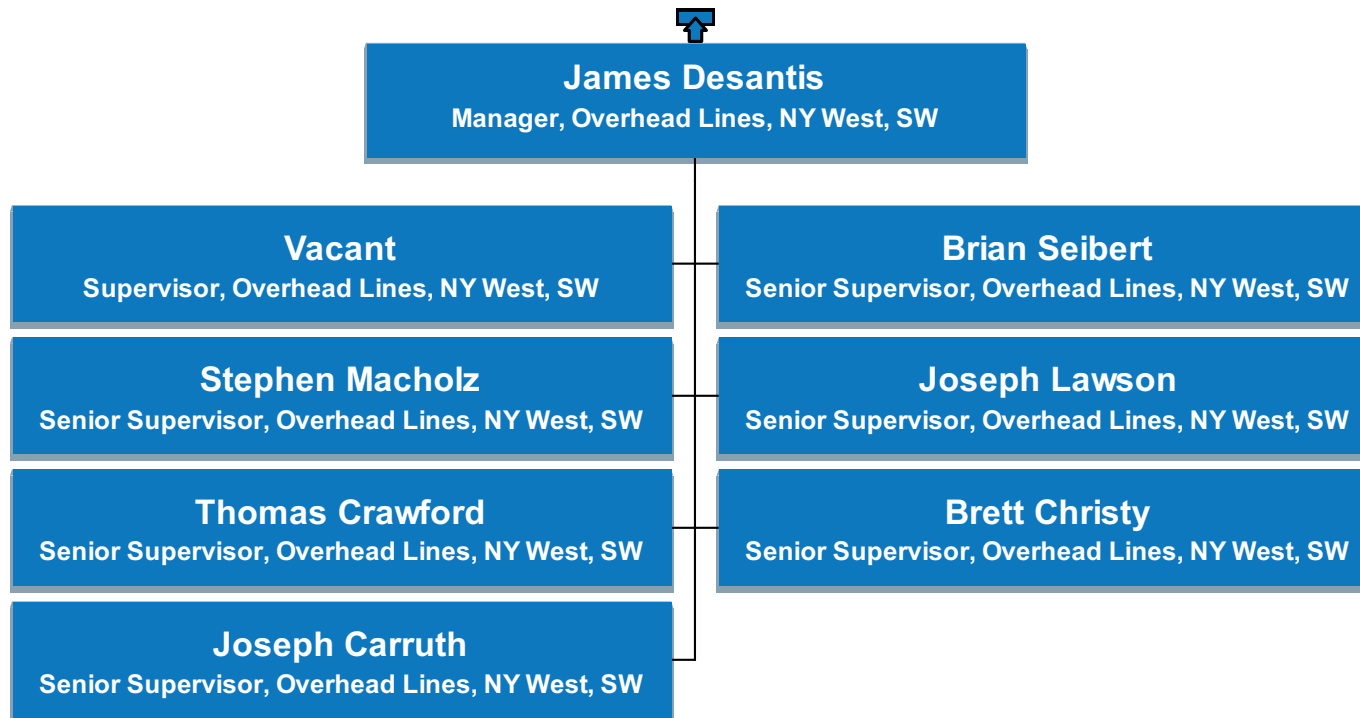
# US Maintenance & Construction



# US Maintenance & Construction

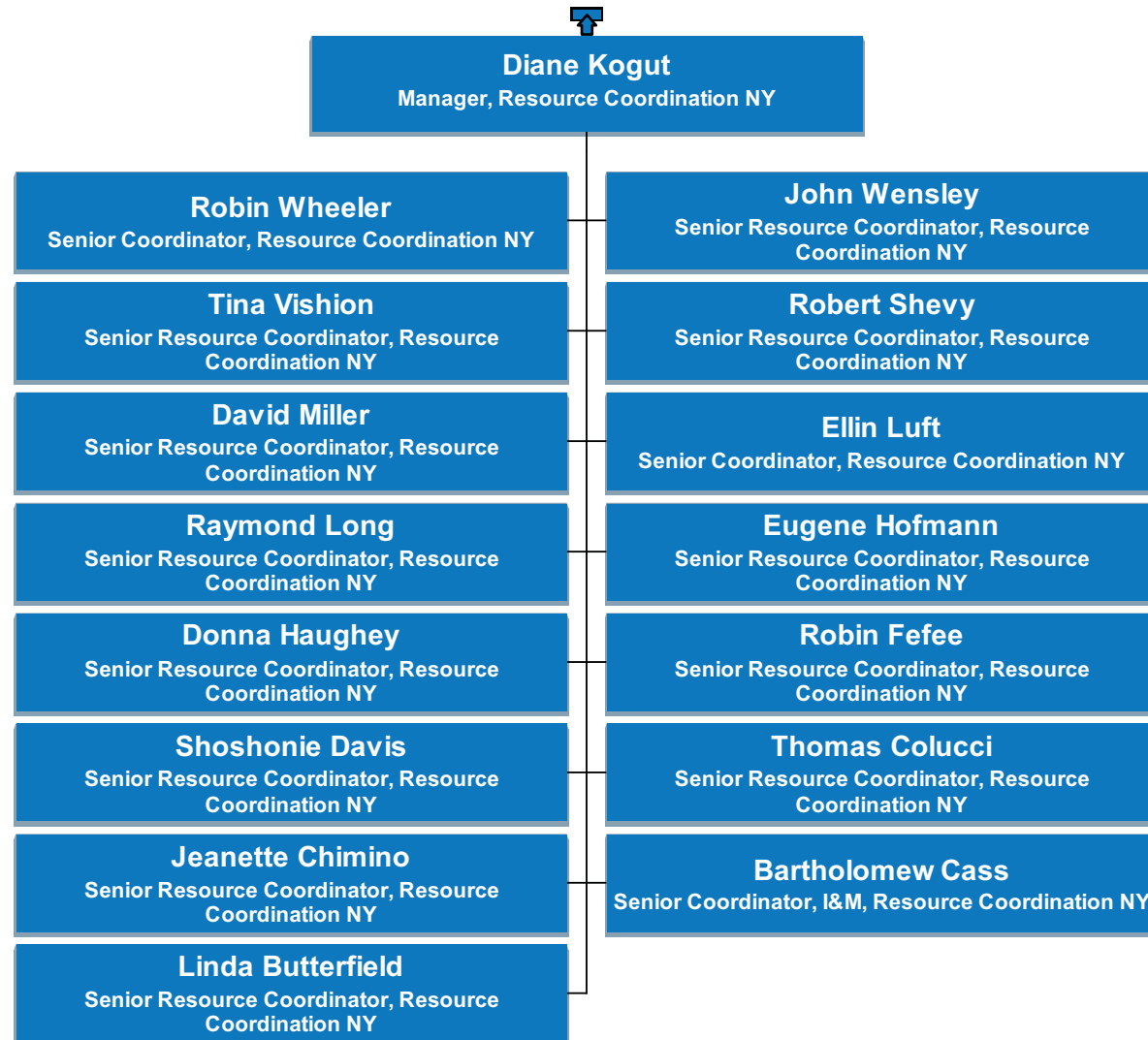


# US Maintenance & Construction

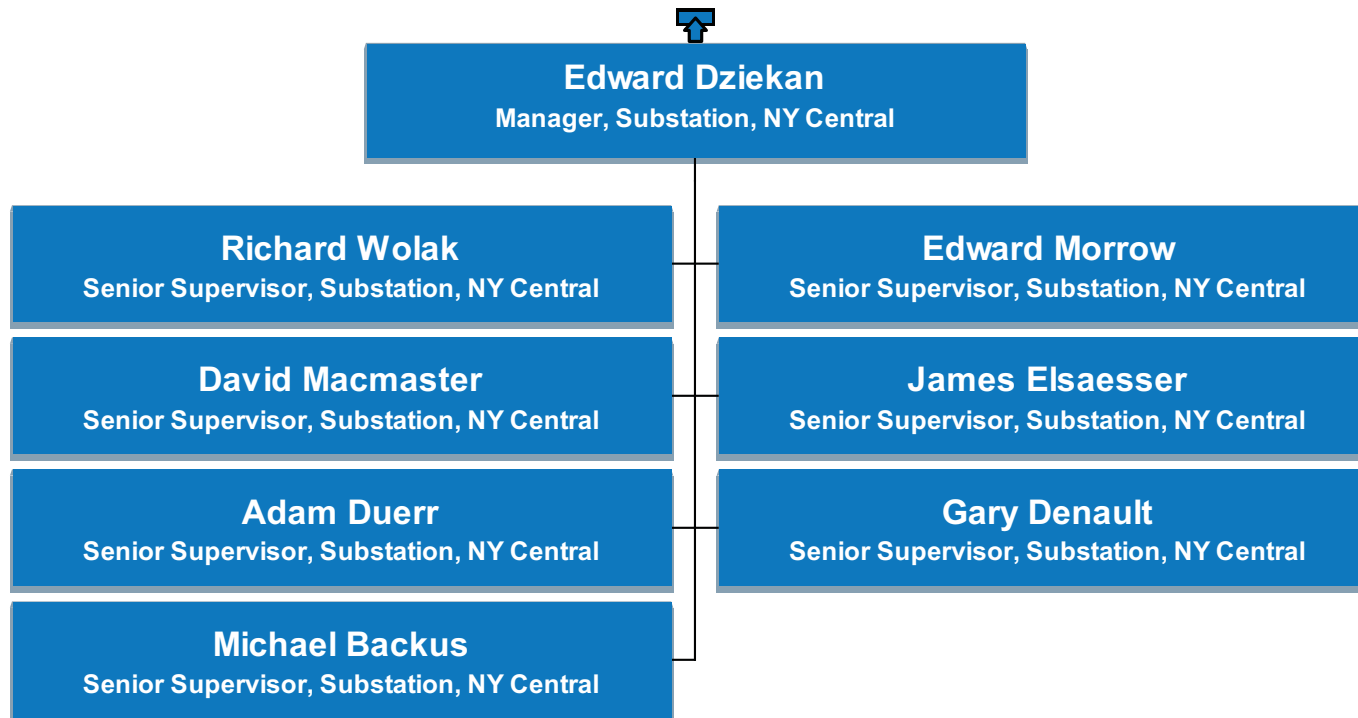




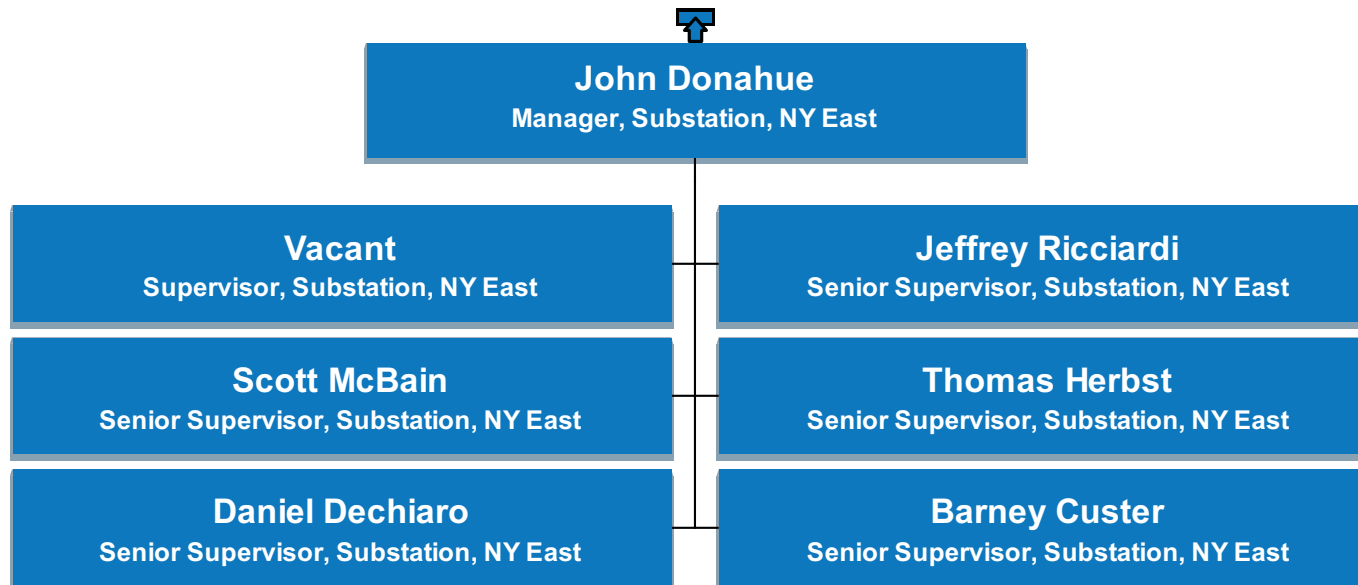
# US Maintenance & Construction



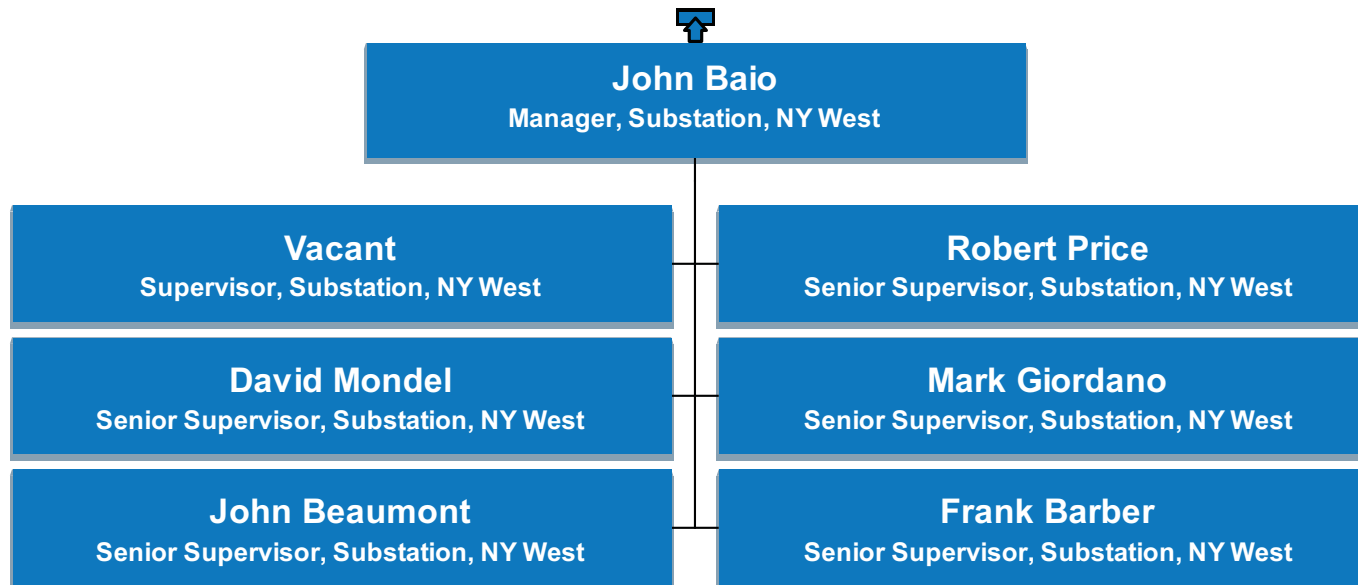
# US Maintenance & Construction



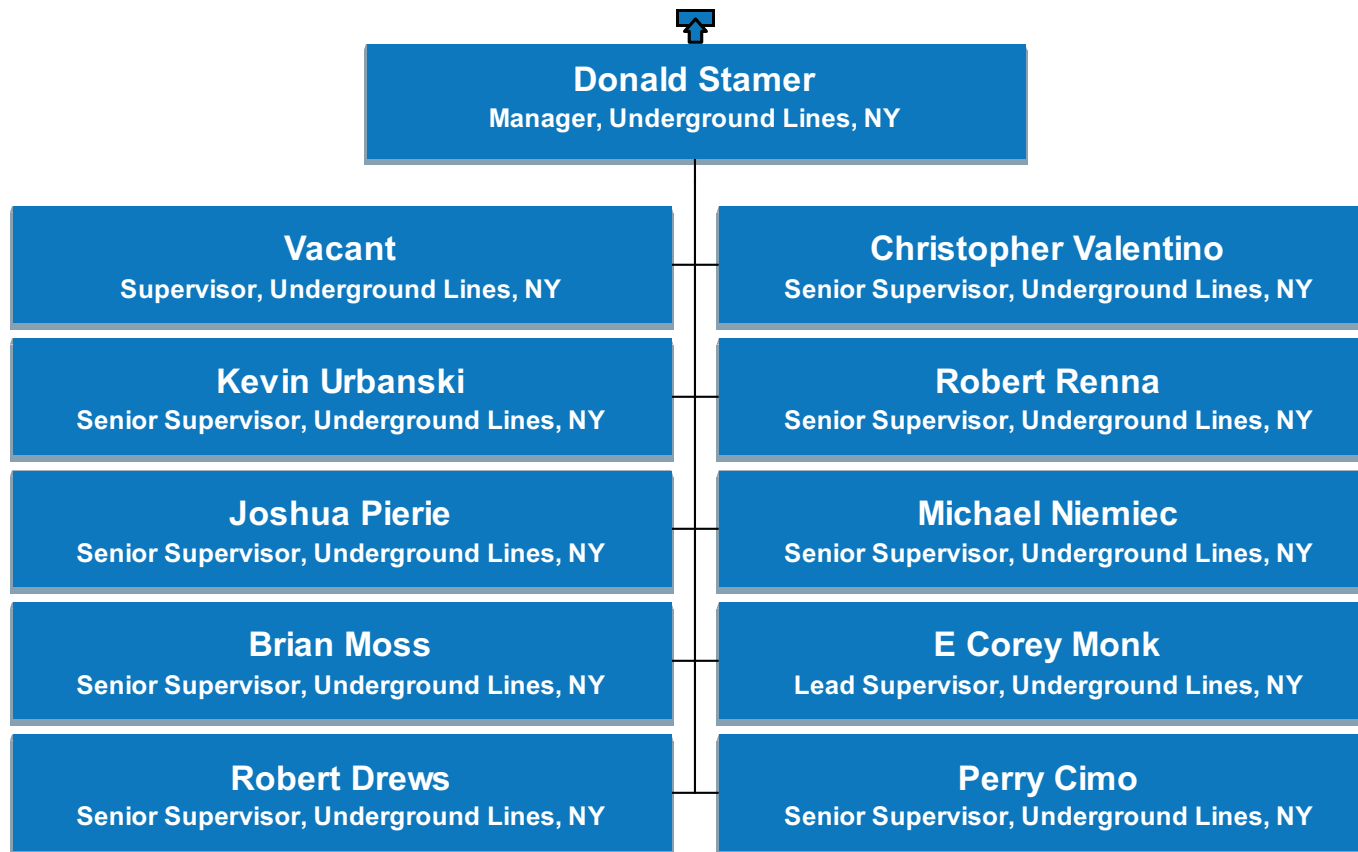
# US Maintenance & Construction



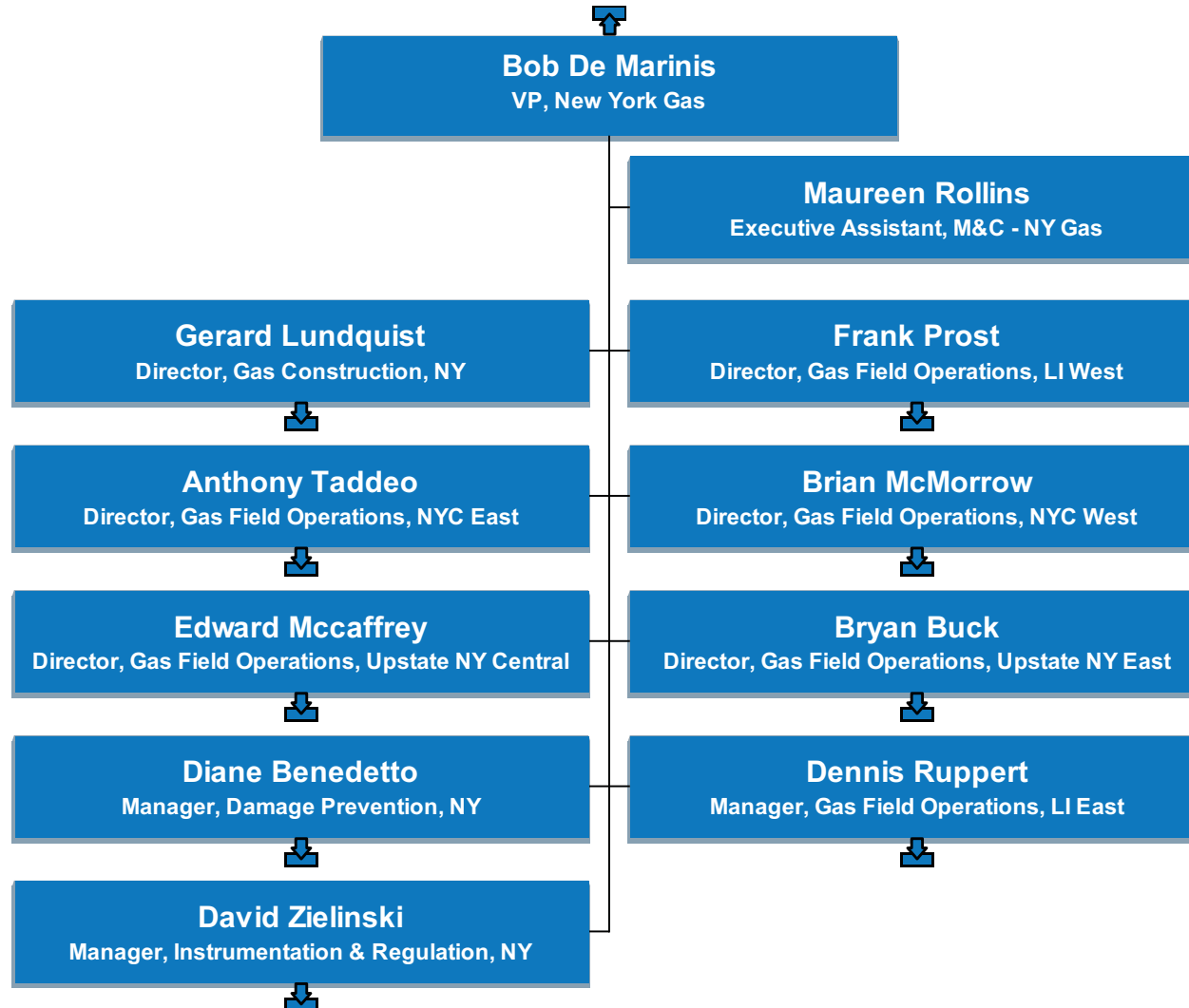
# US Maintenance & Construction



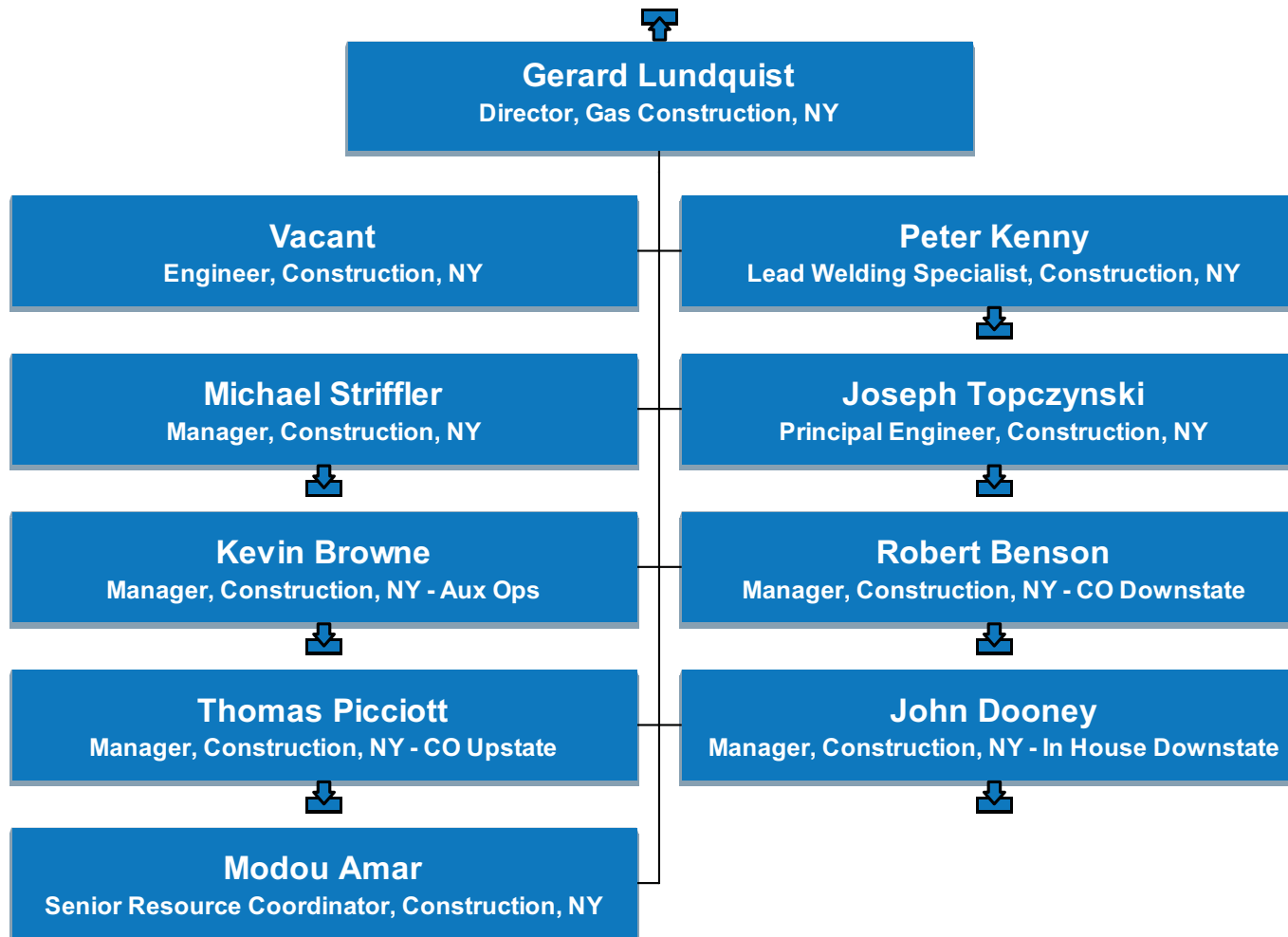
# US Maintenance & Construction



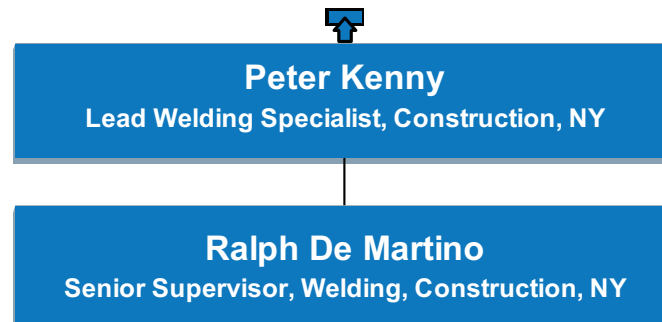
# US Maintenance & Construction



# US Maintenance & Construction

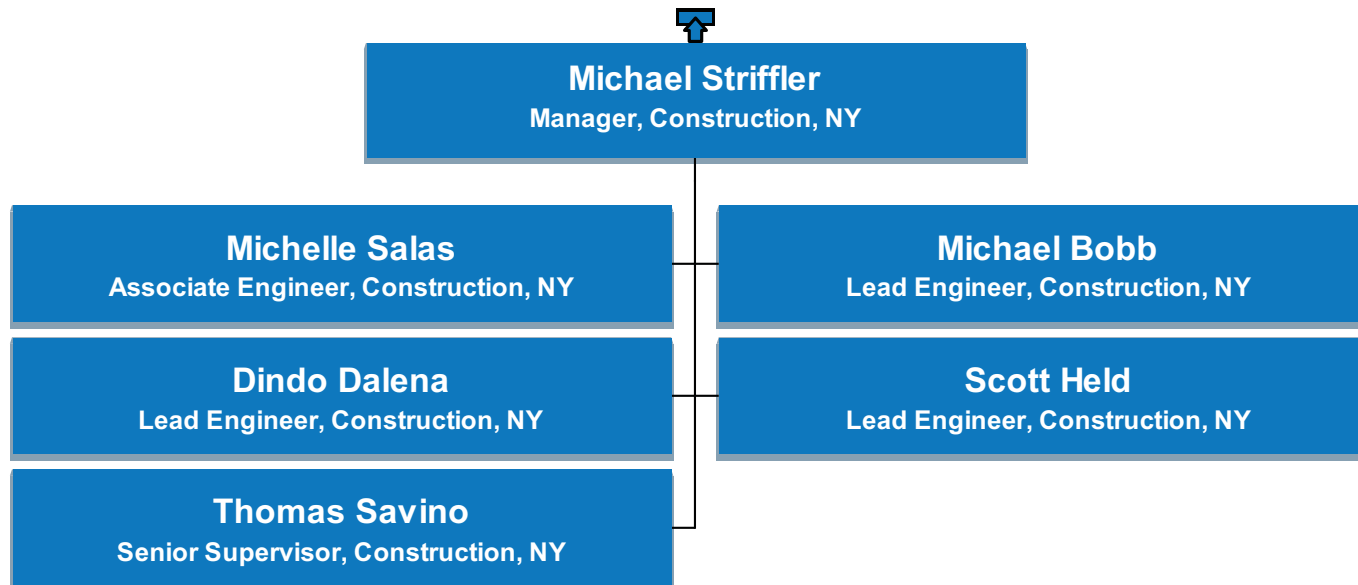


# US Maintenance & Construction

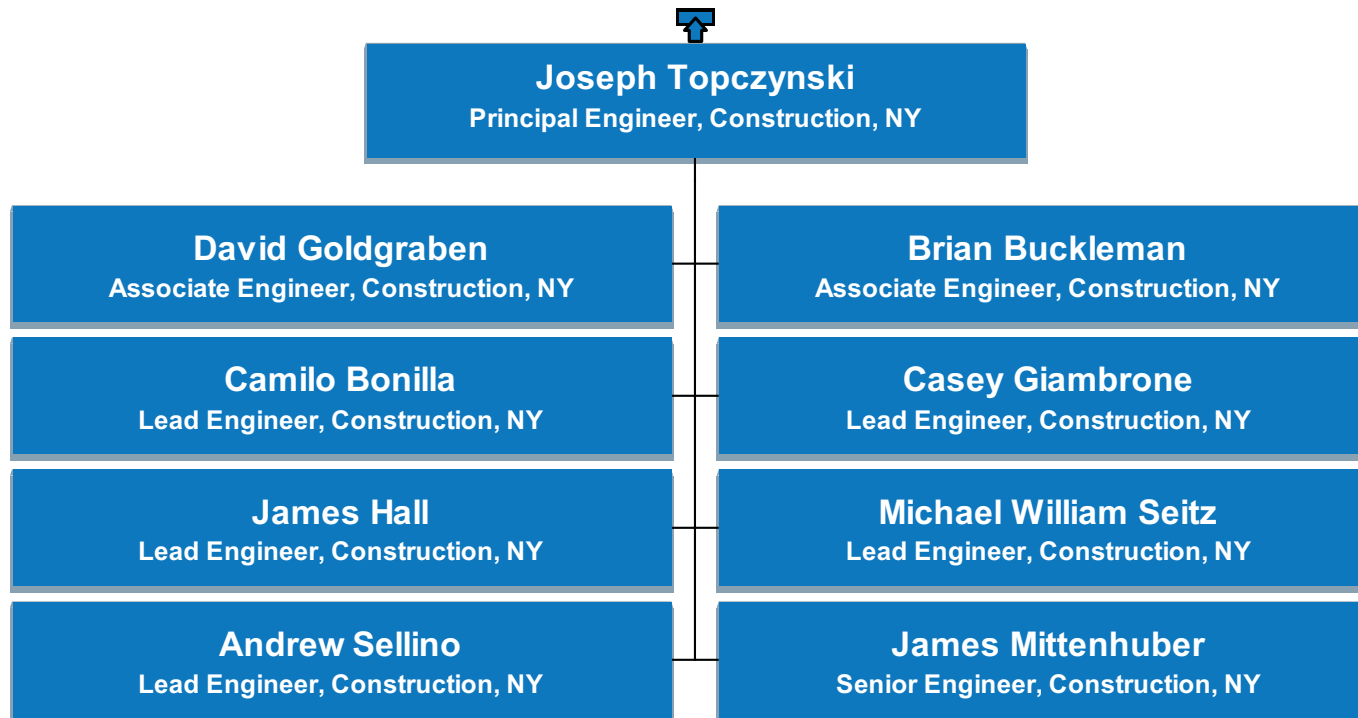




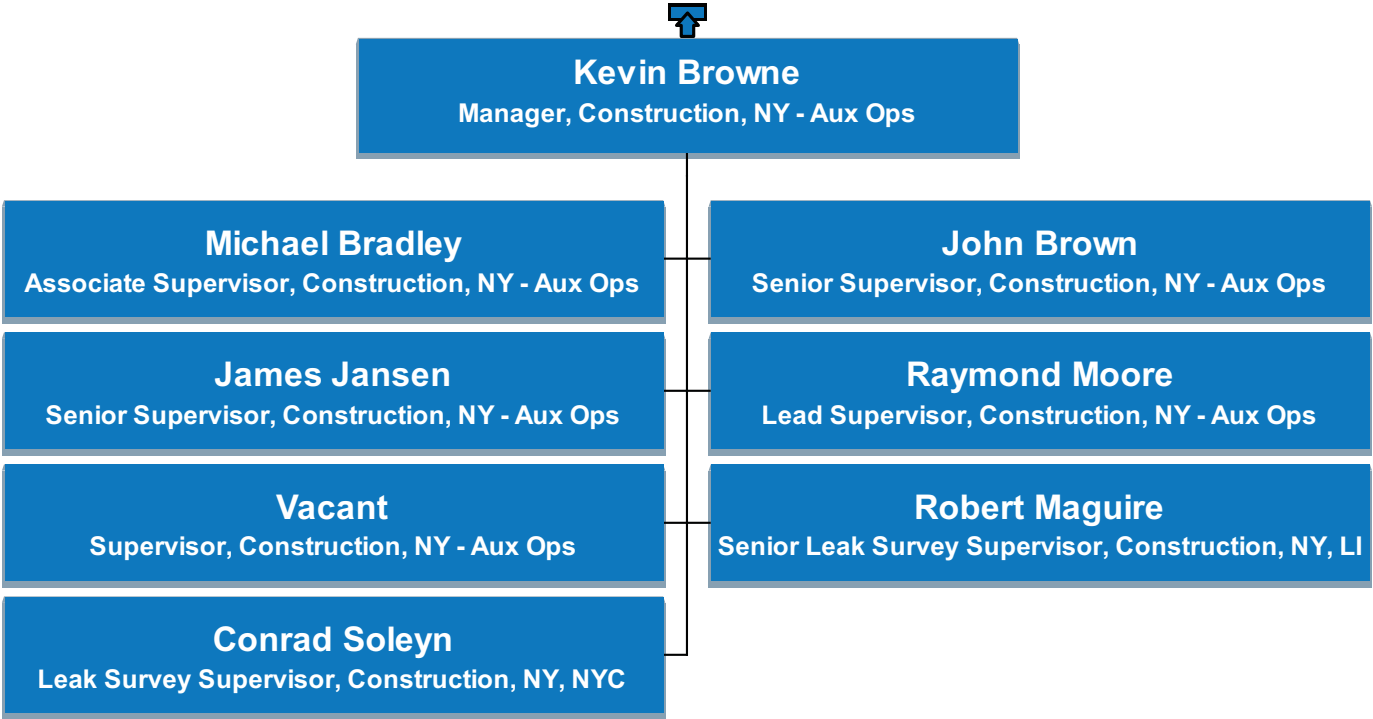
# US Maintenance & Construction



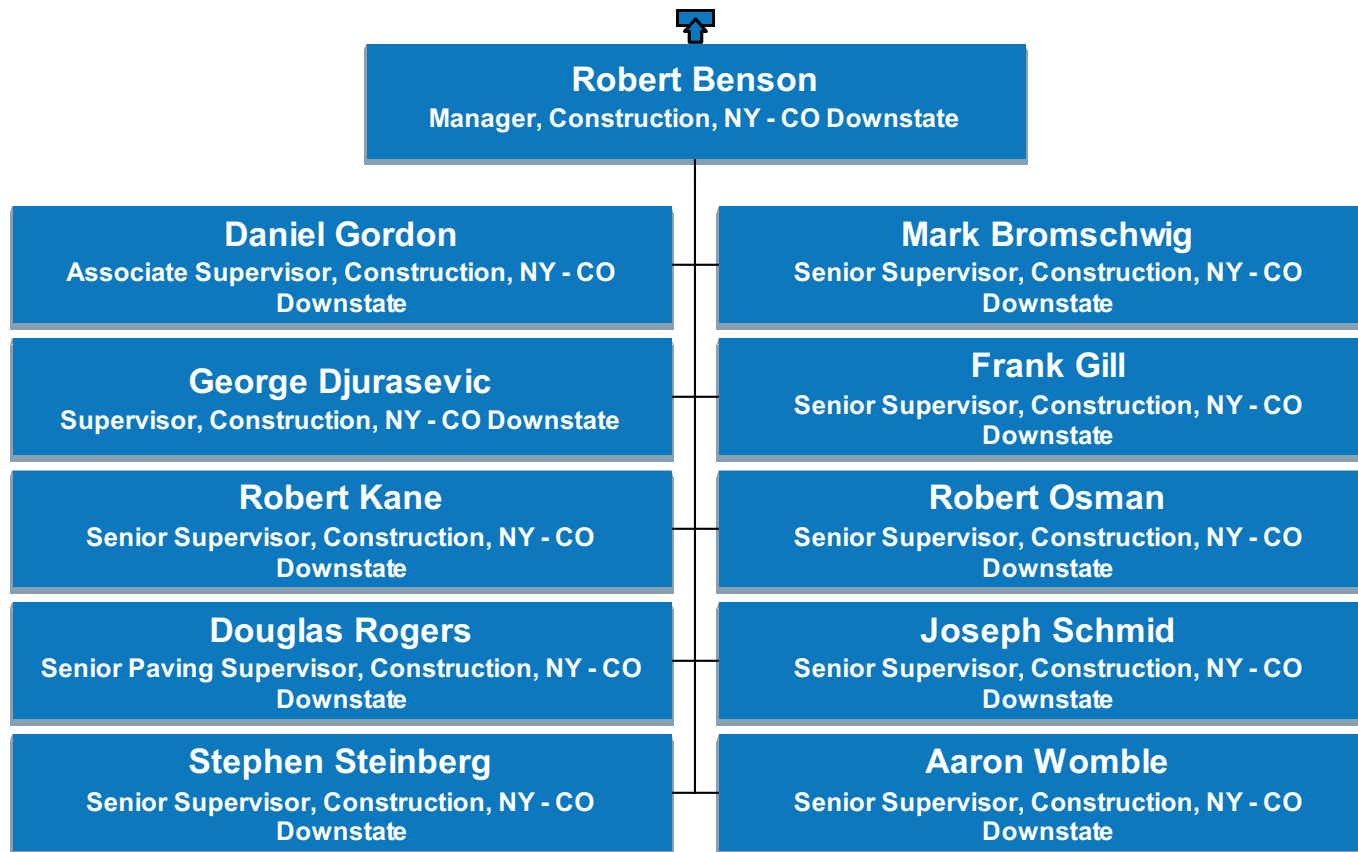
# US Maintenance & Construction



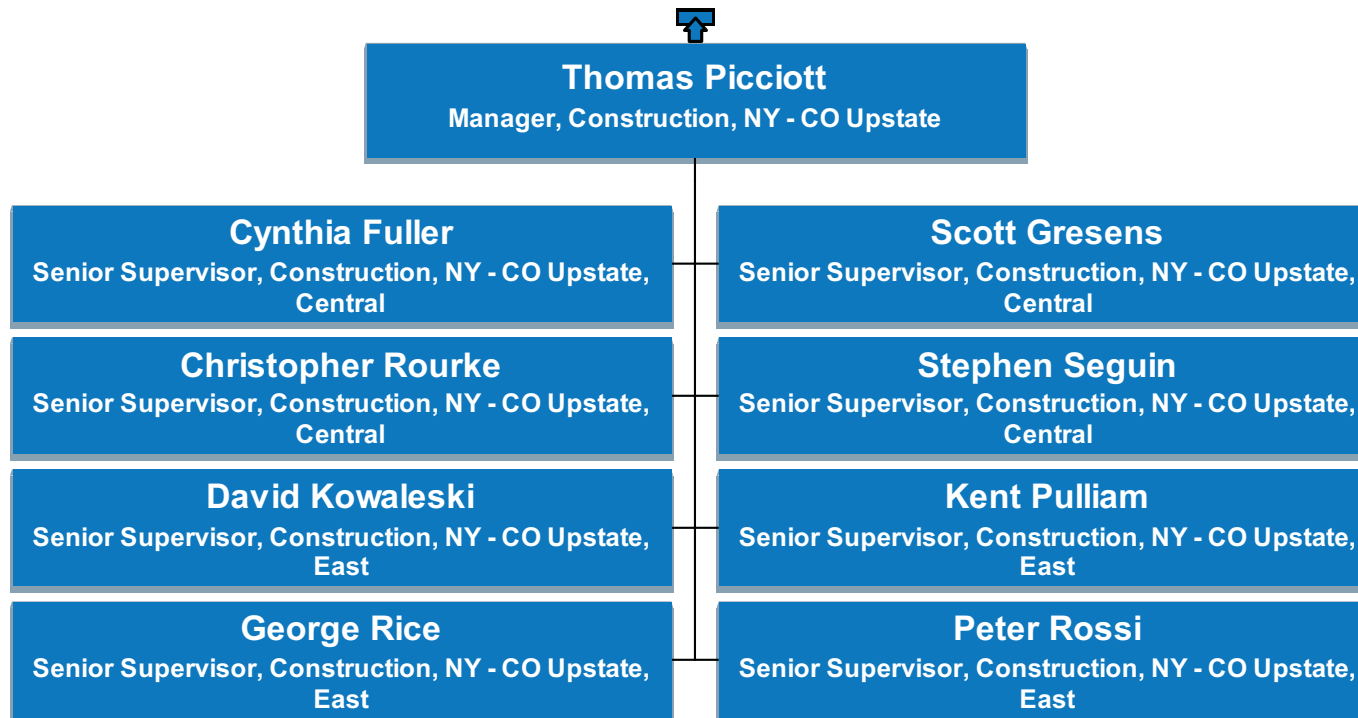
# US Maintenance & Construction



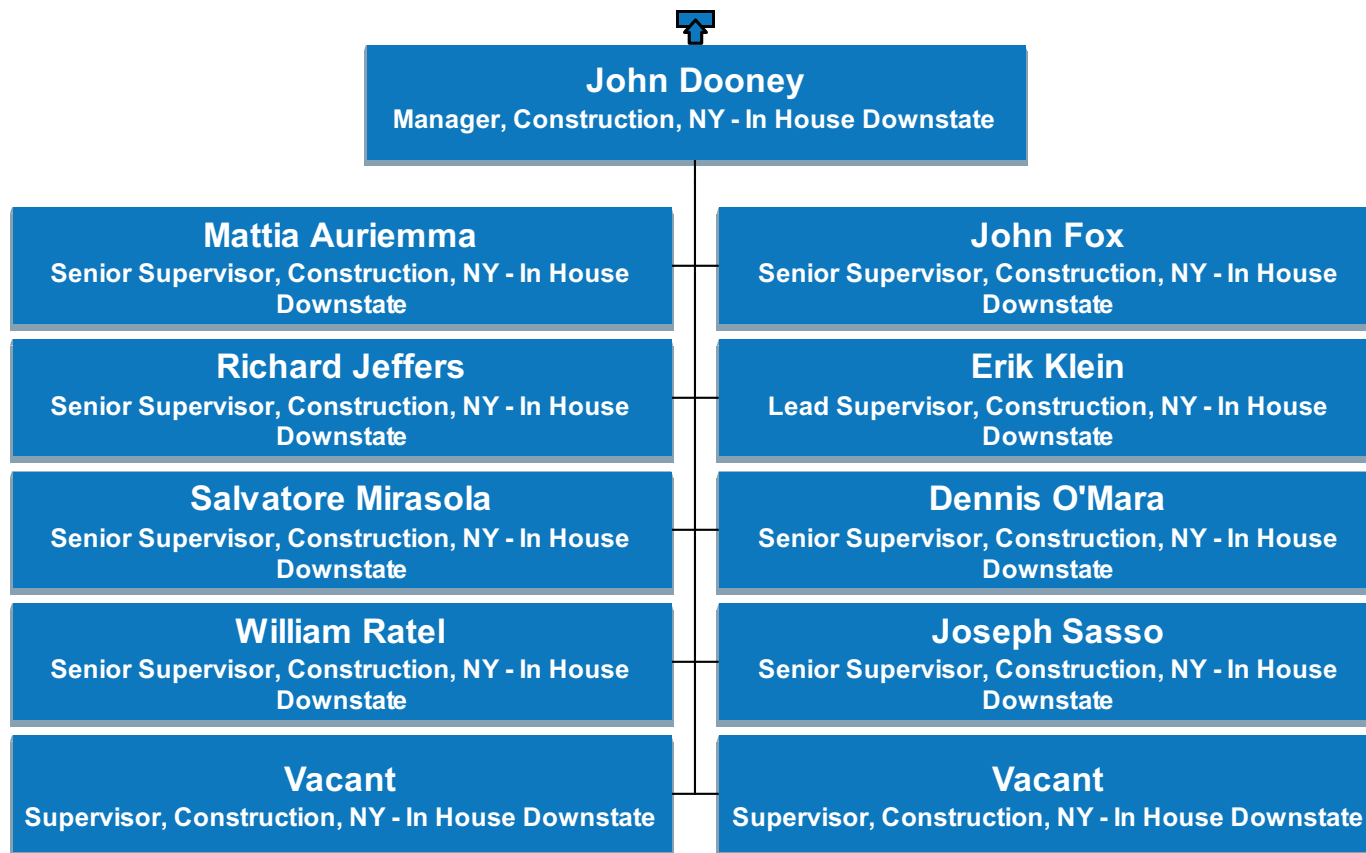
# US Maintenance & Construction



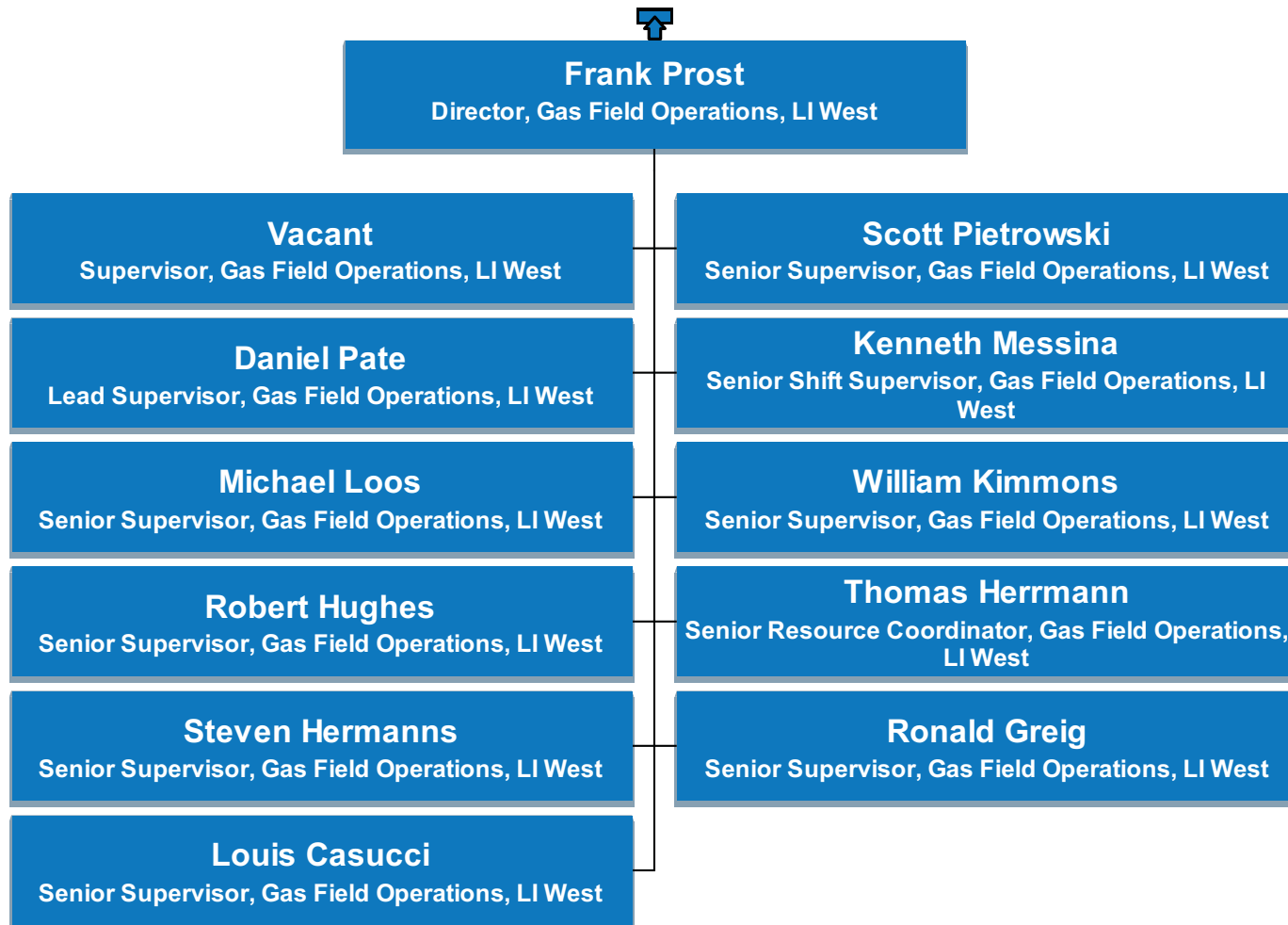
# US Maintenance & Construction



# US Maintenance & Construction



# US Maintenance & Construction

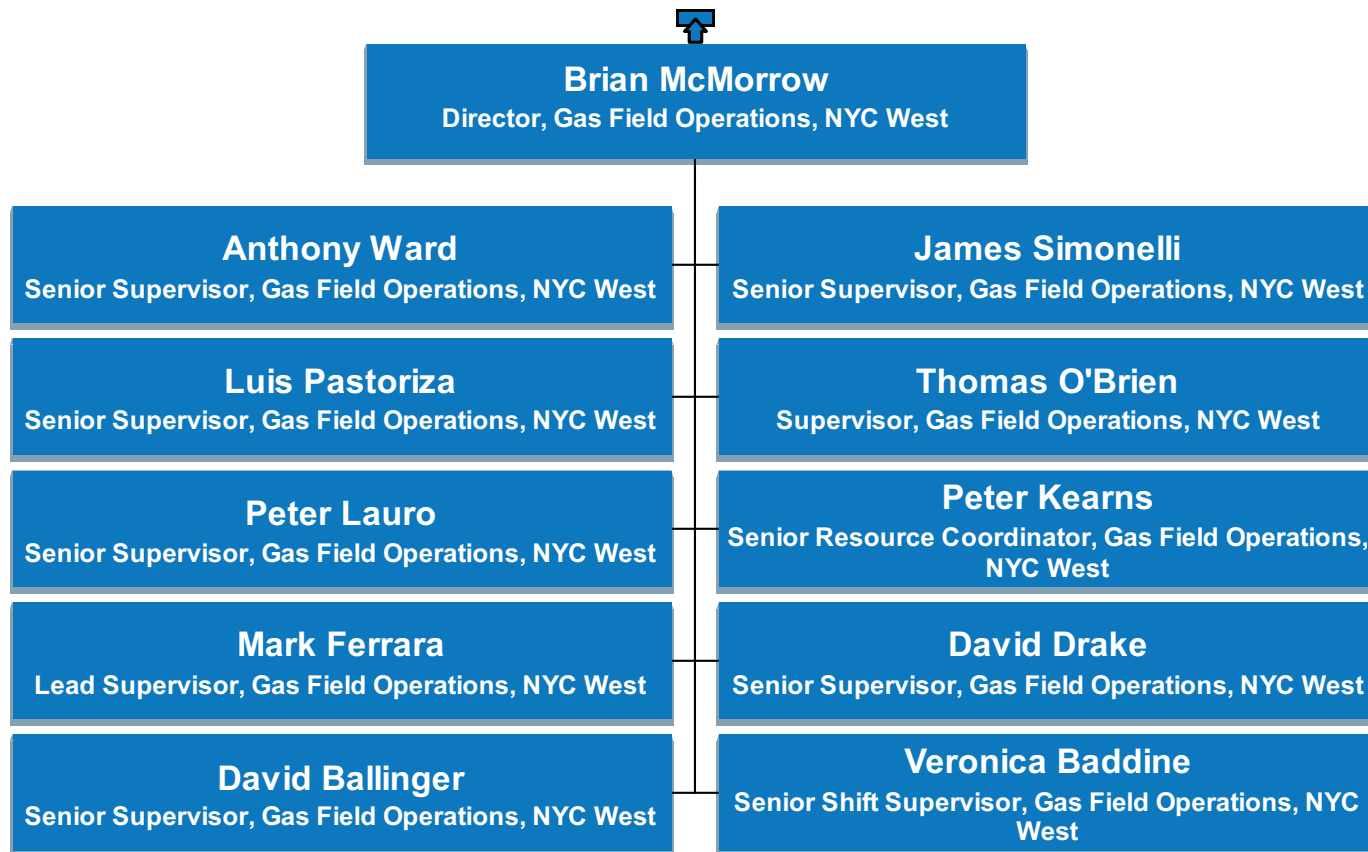


# US Maintenance & Construction

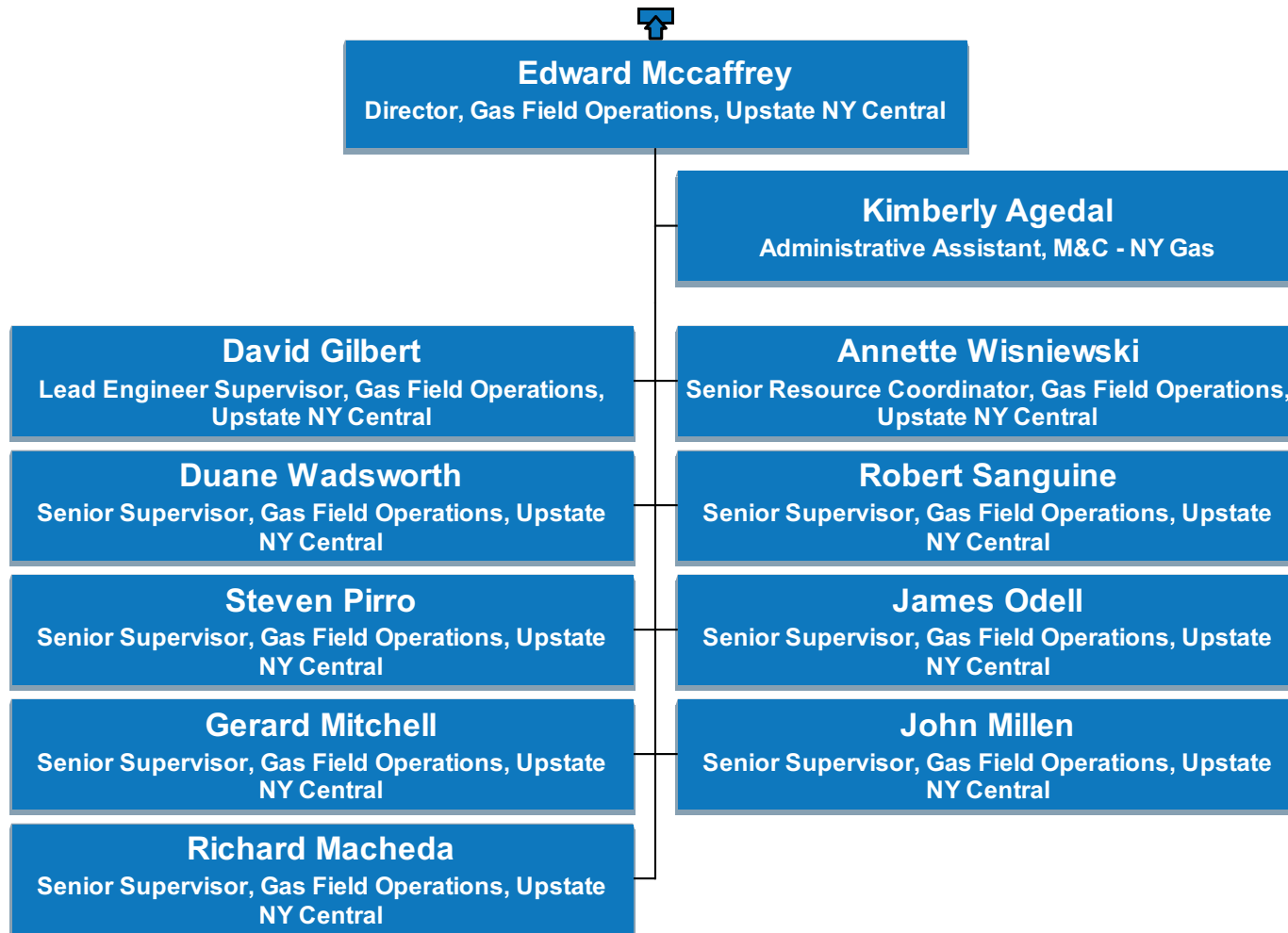




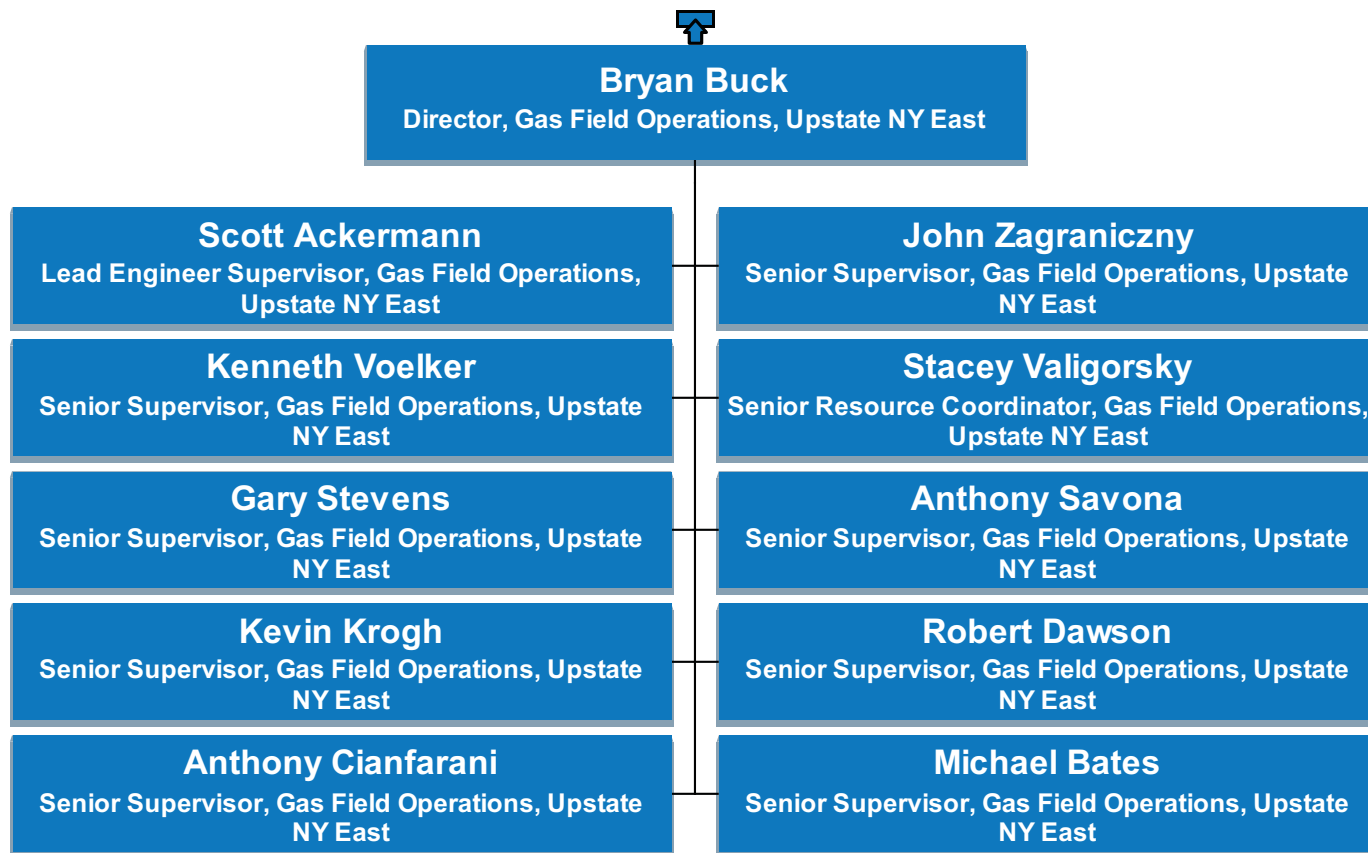
# US Maintenance & Construction



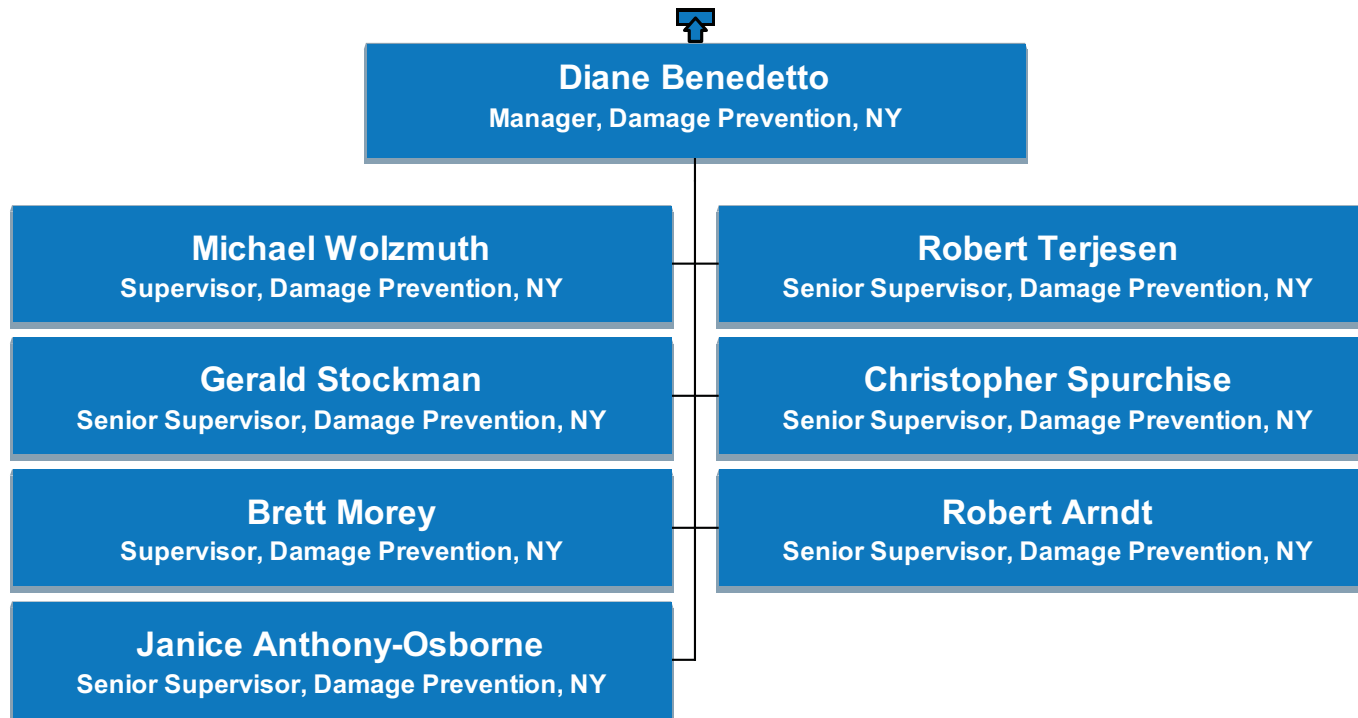
# US Maintenance & Construction



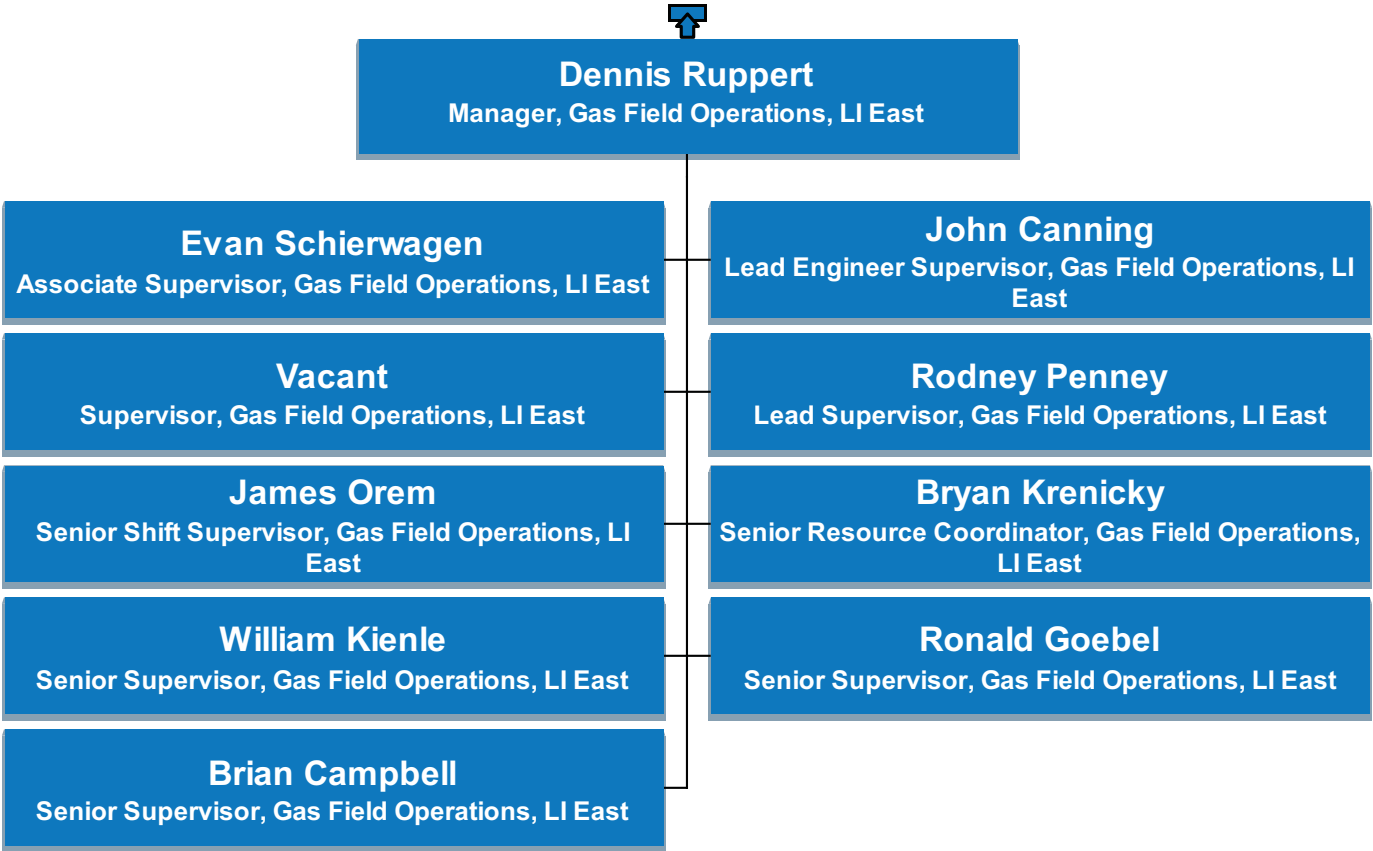
# US Maintenance & Construction



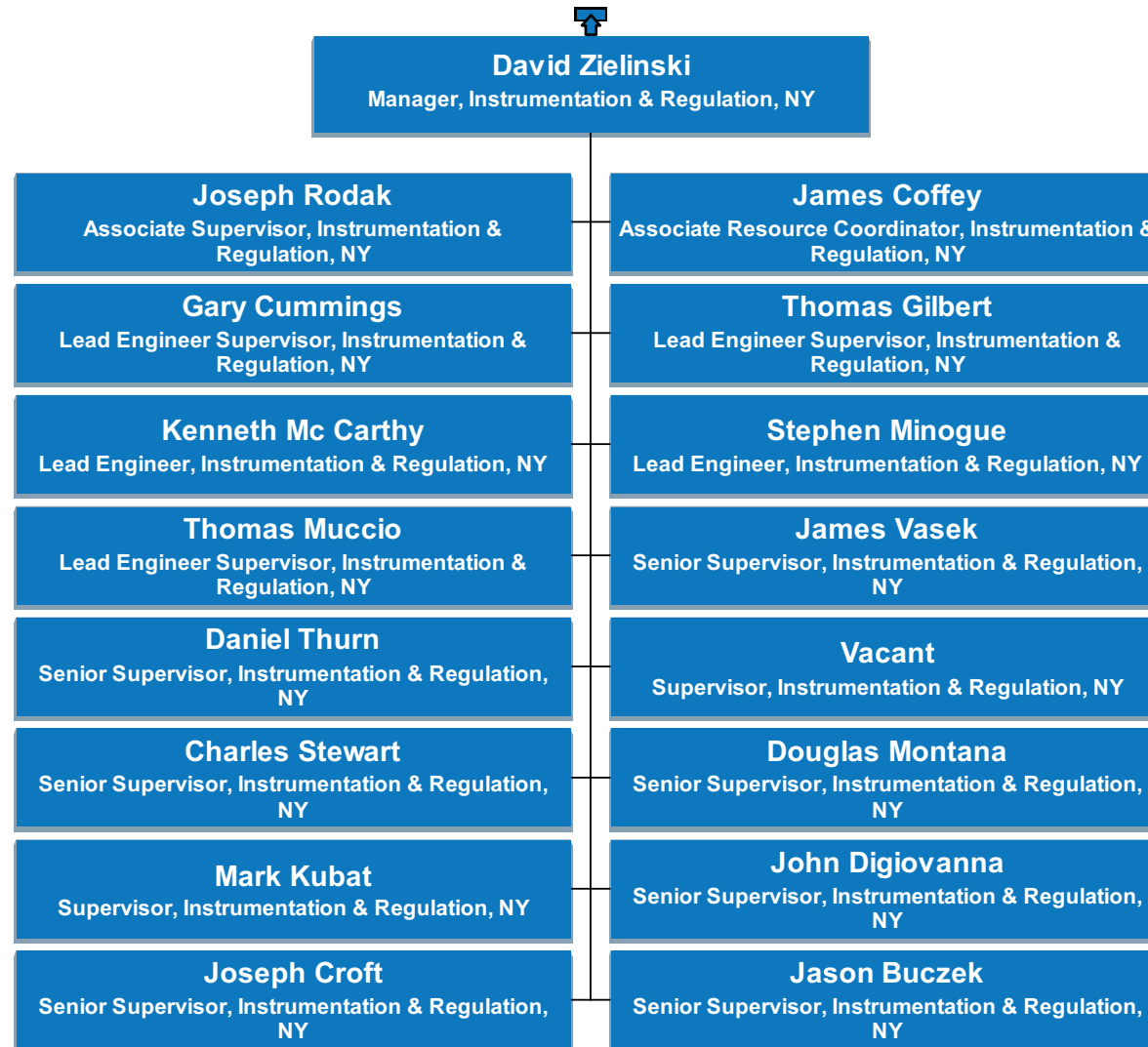
# US Maintenance & Construction



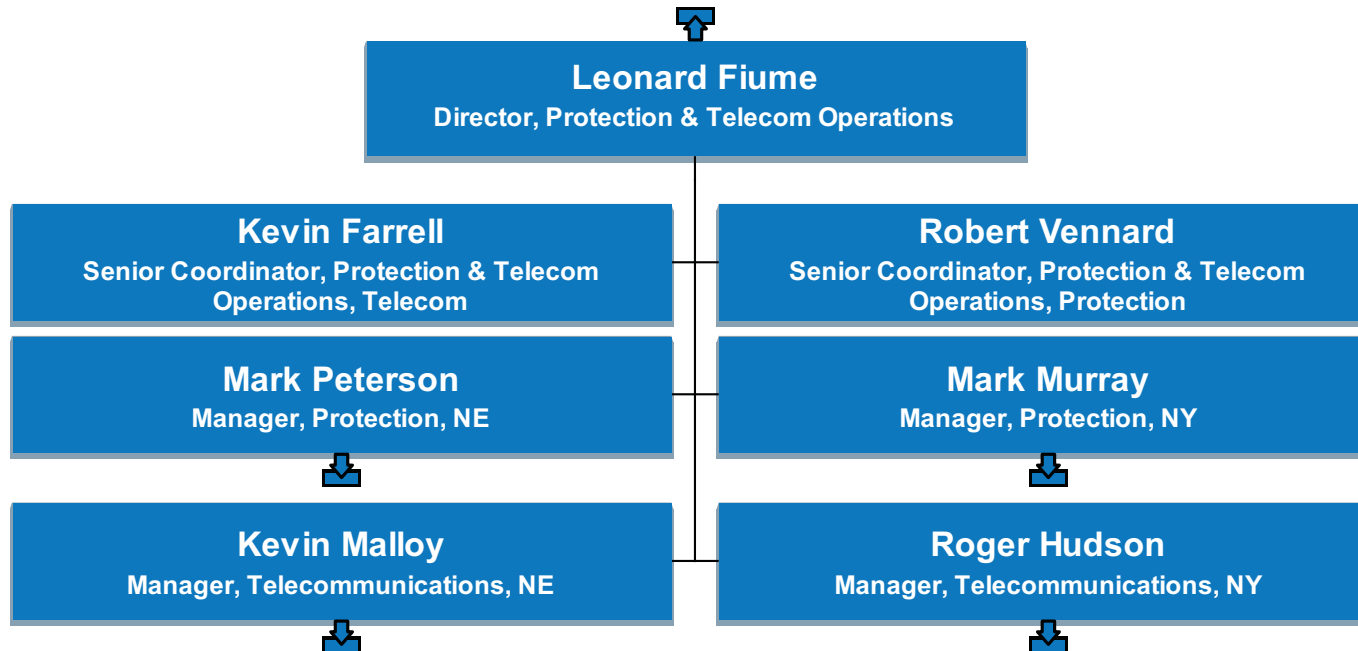
# US Maintenance & Construction



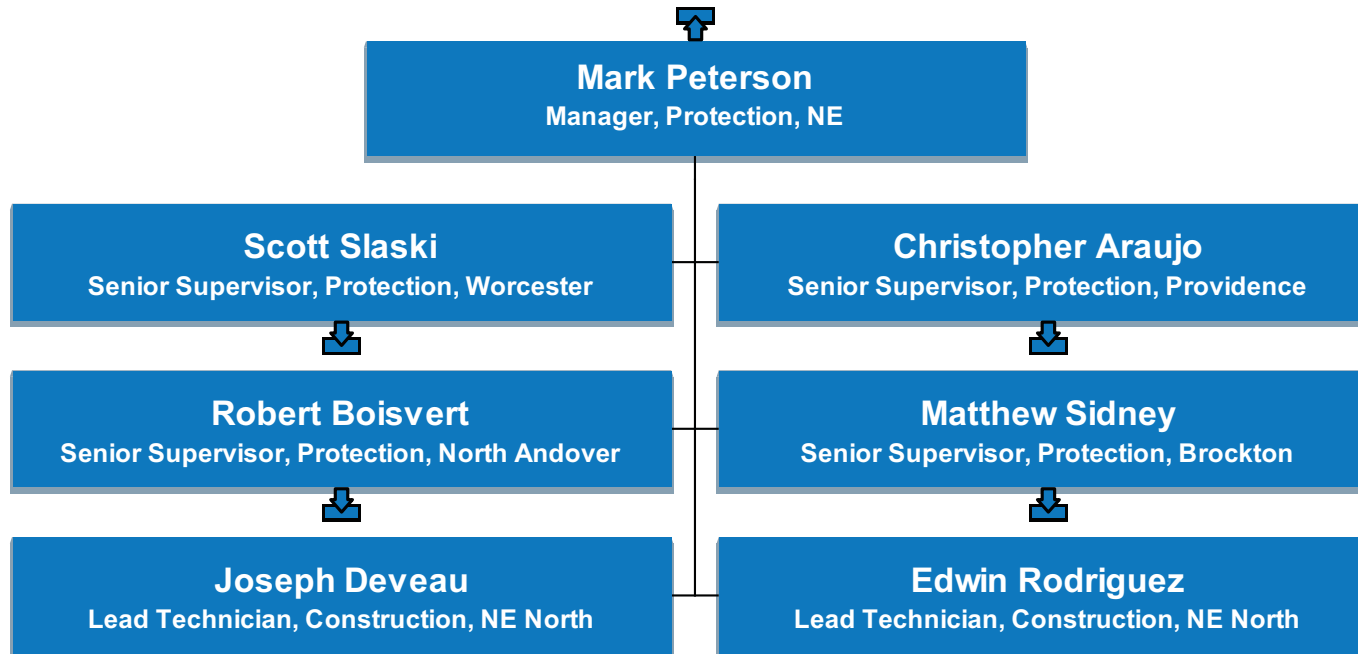
# US Maintenance & Construction



# US Maintenance & Construction

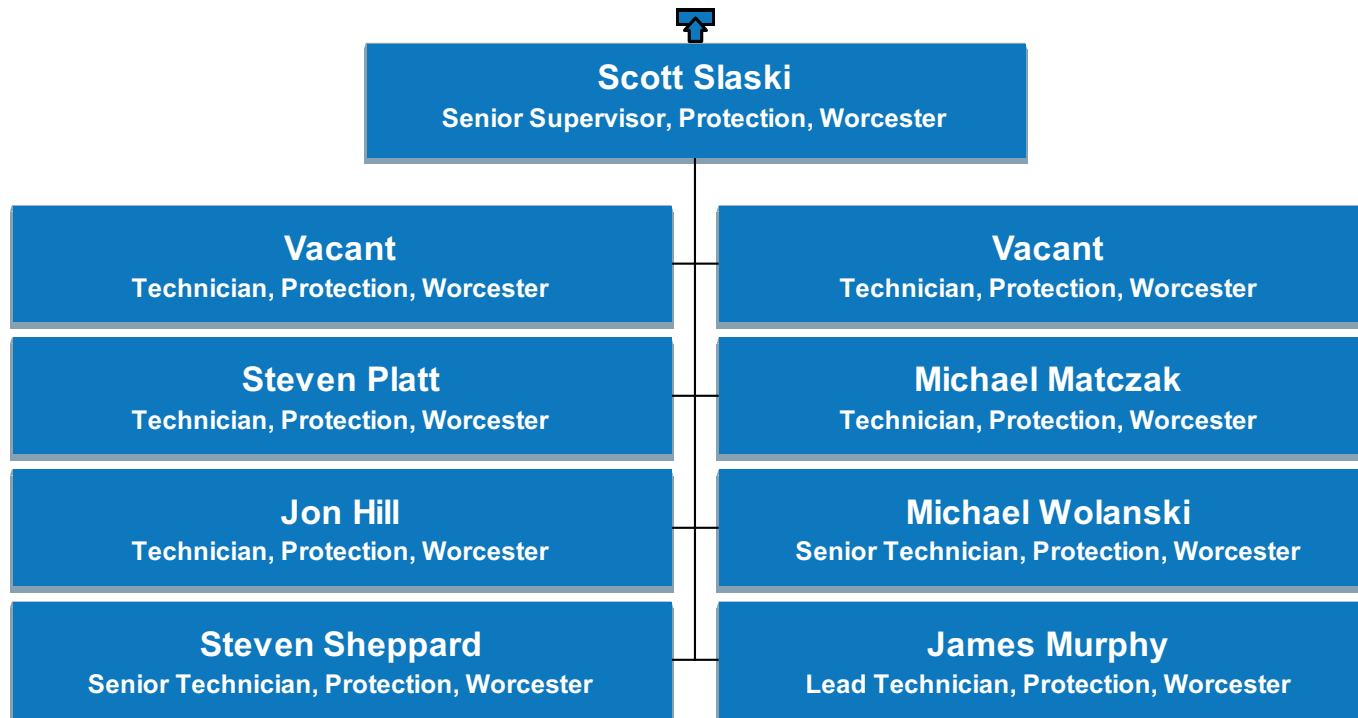


# US Maintenance & Construction

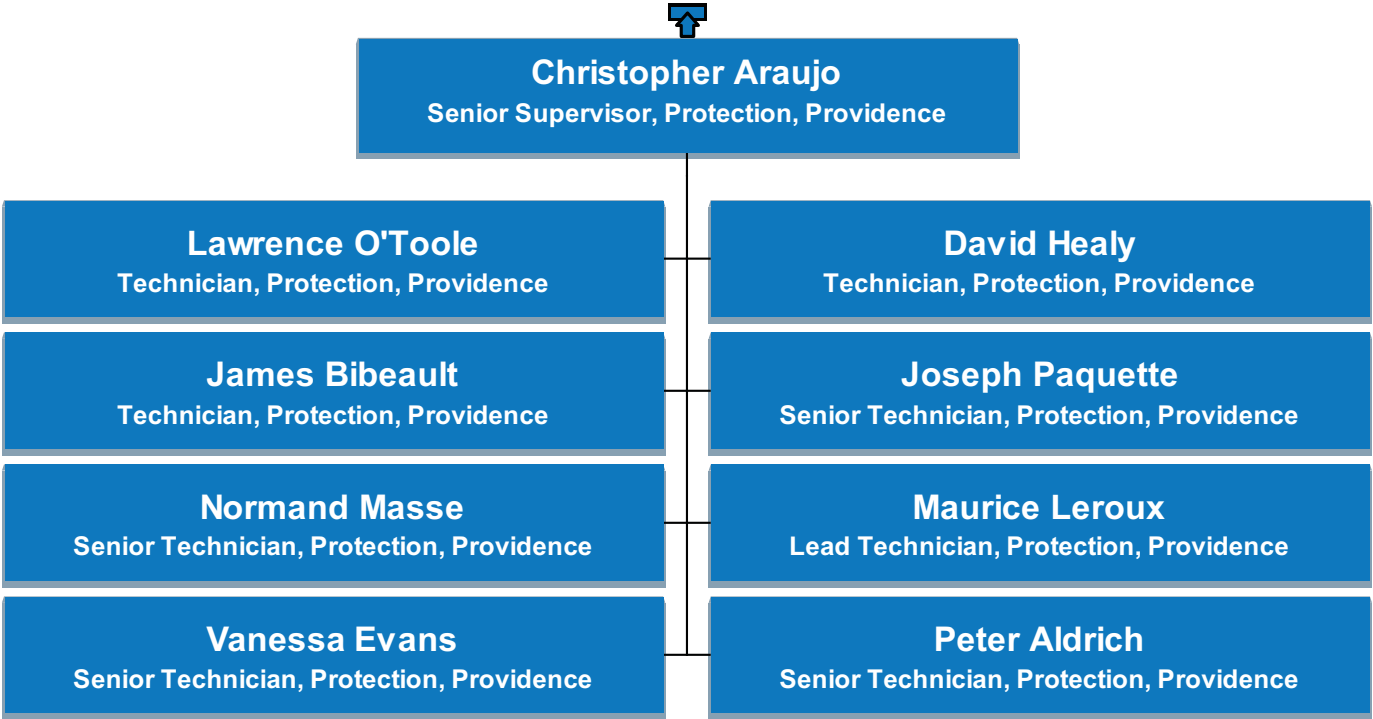




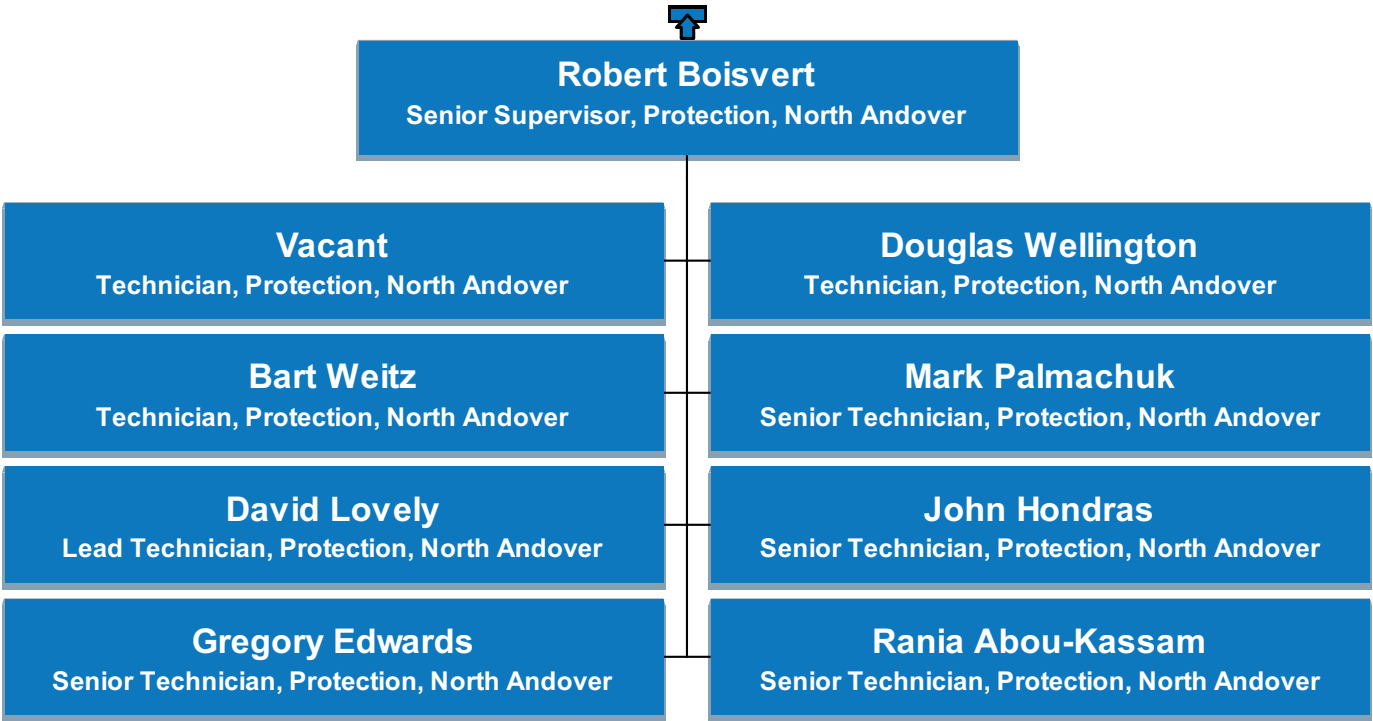
# US Maintenance & Construction



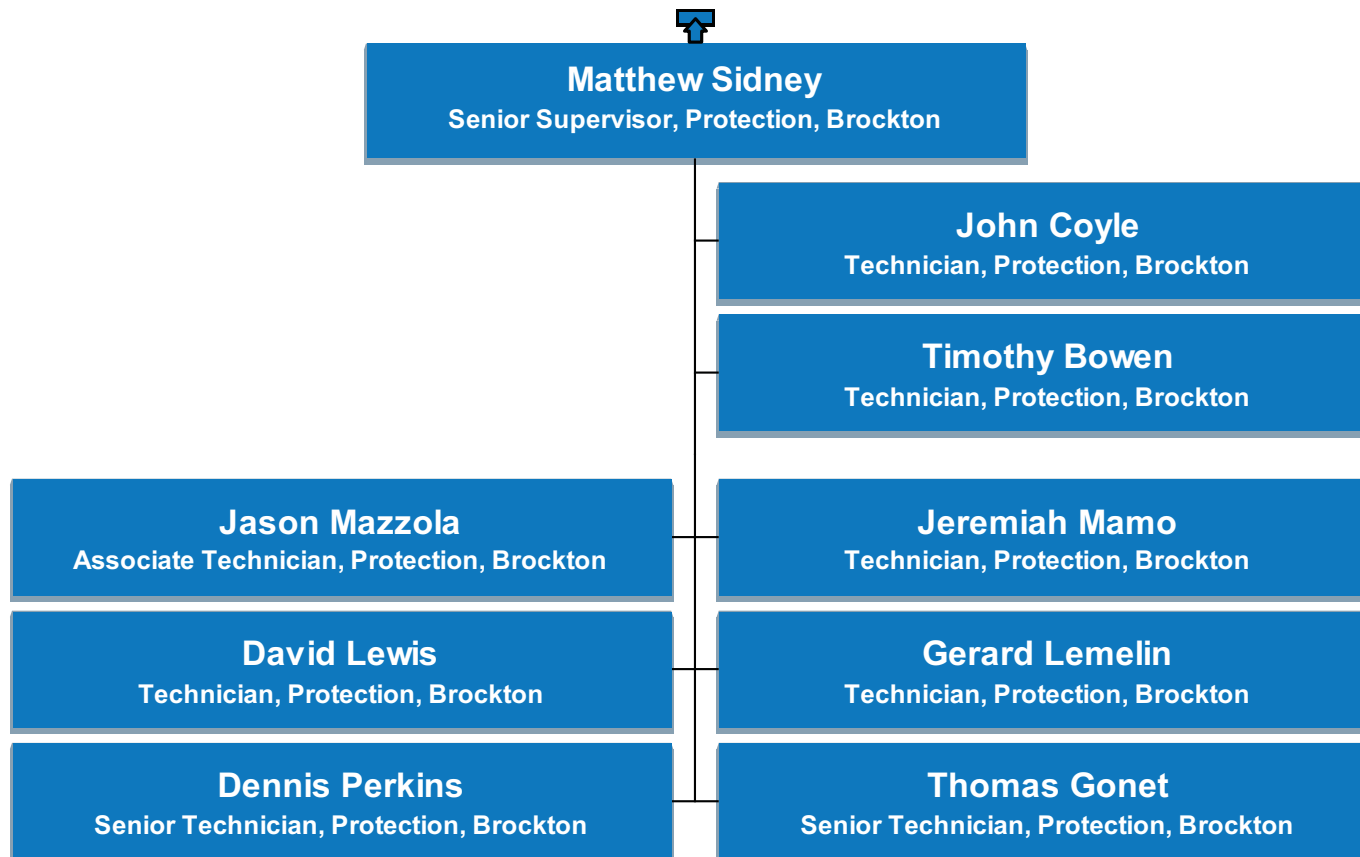
# US Maintenance & Construction



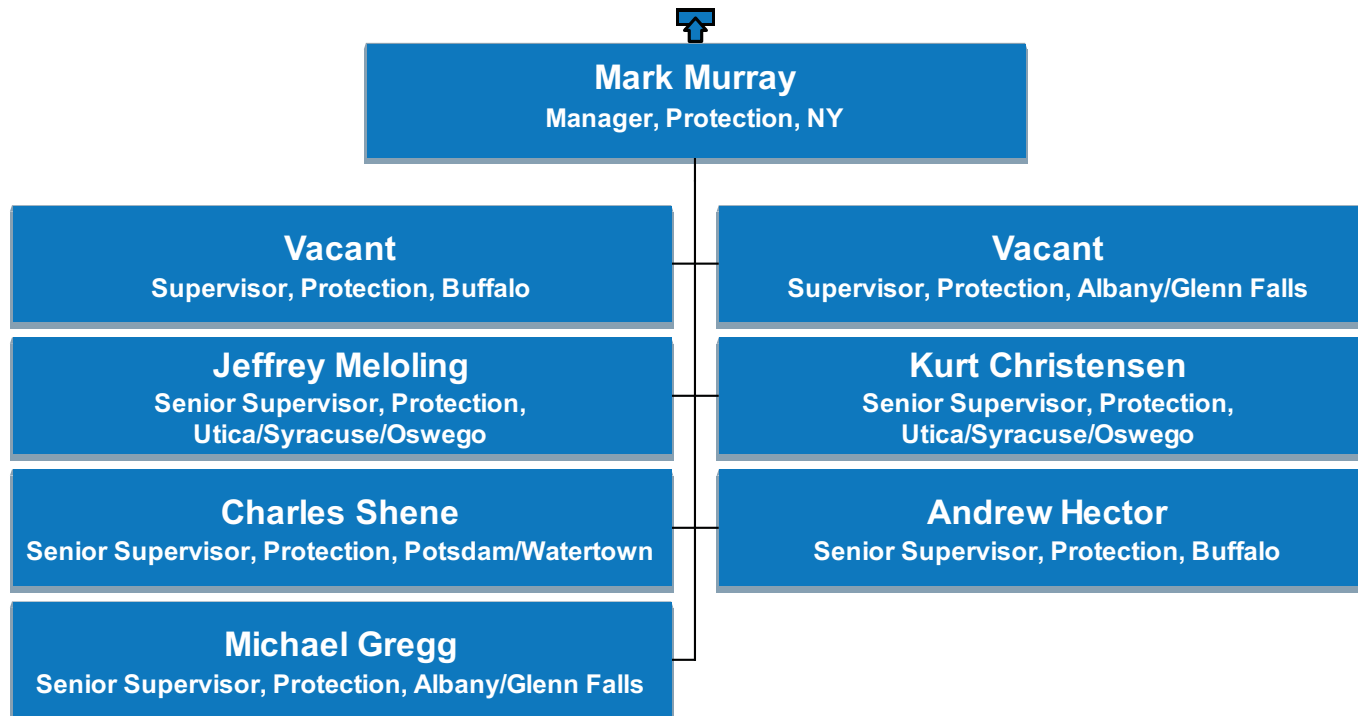
# US Maintenance & Construction



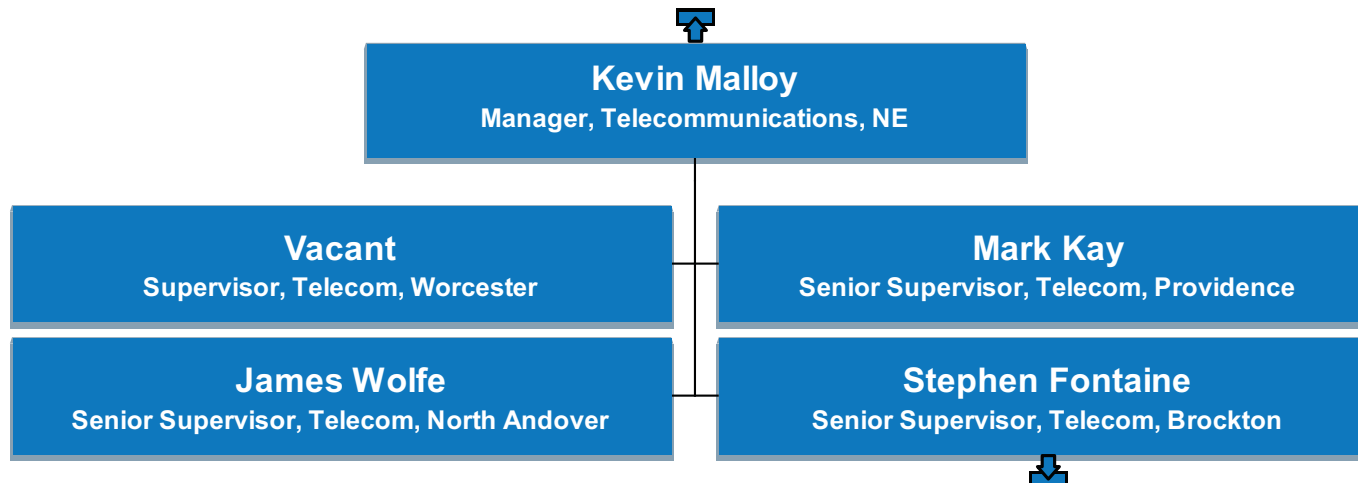
# US Maintenance & Construction



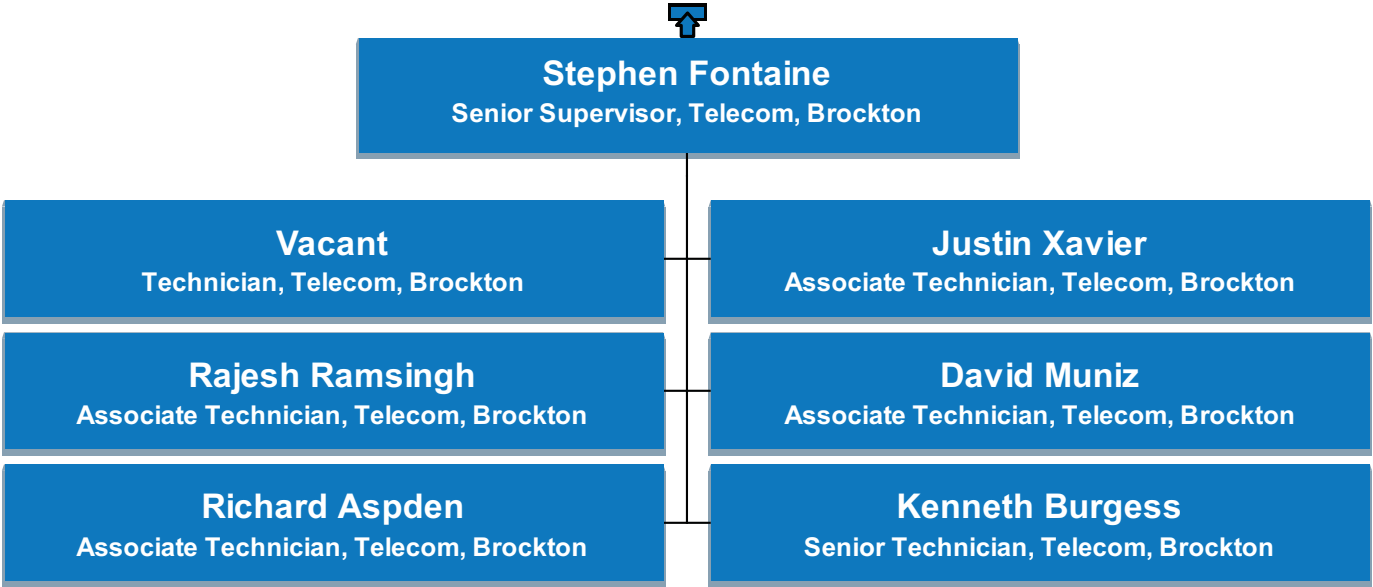
# US Maintenance & Construction



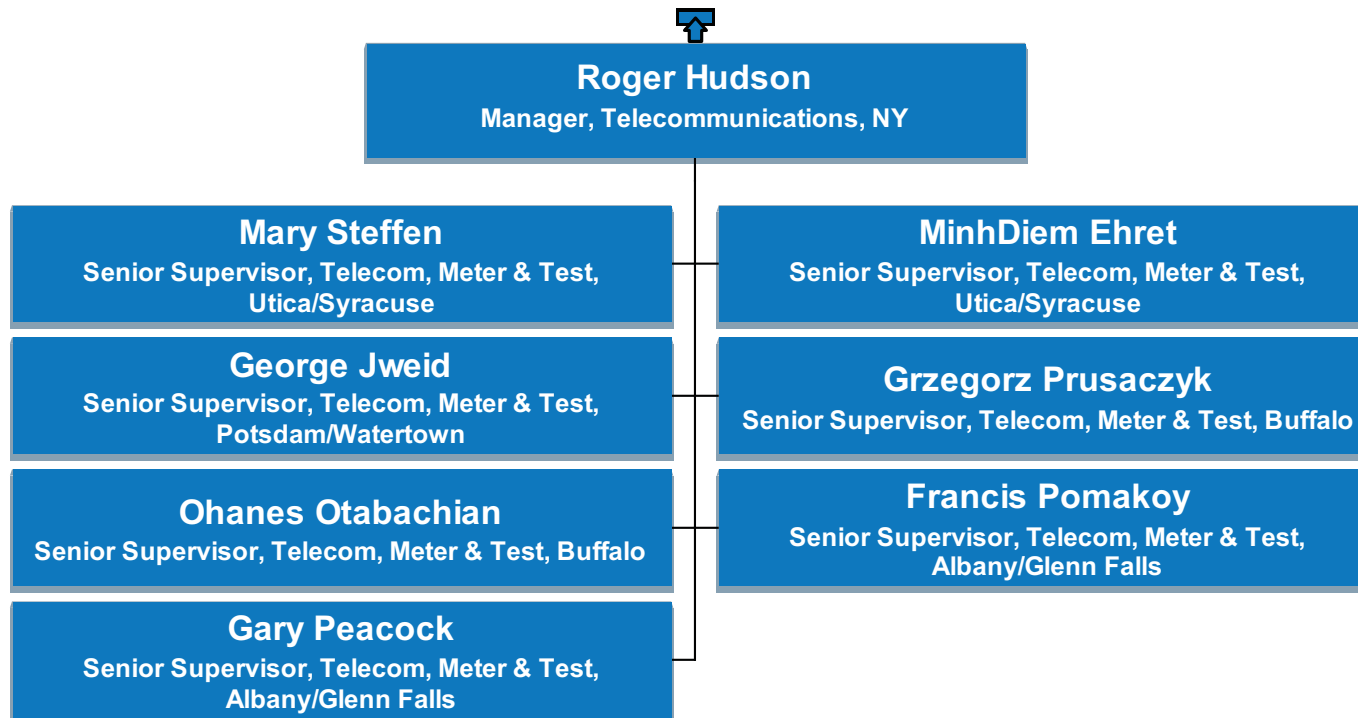
# US Maintenance & Construction



# US Maintenance & Construction

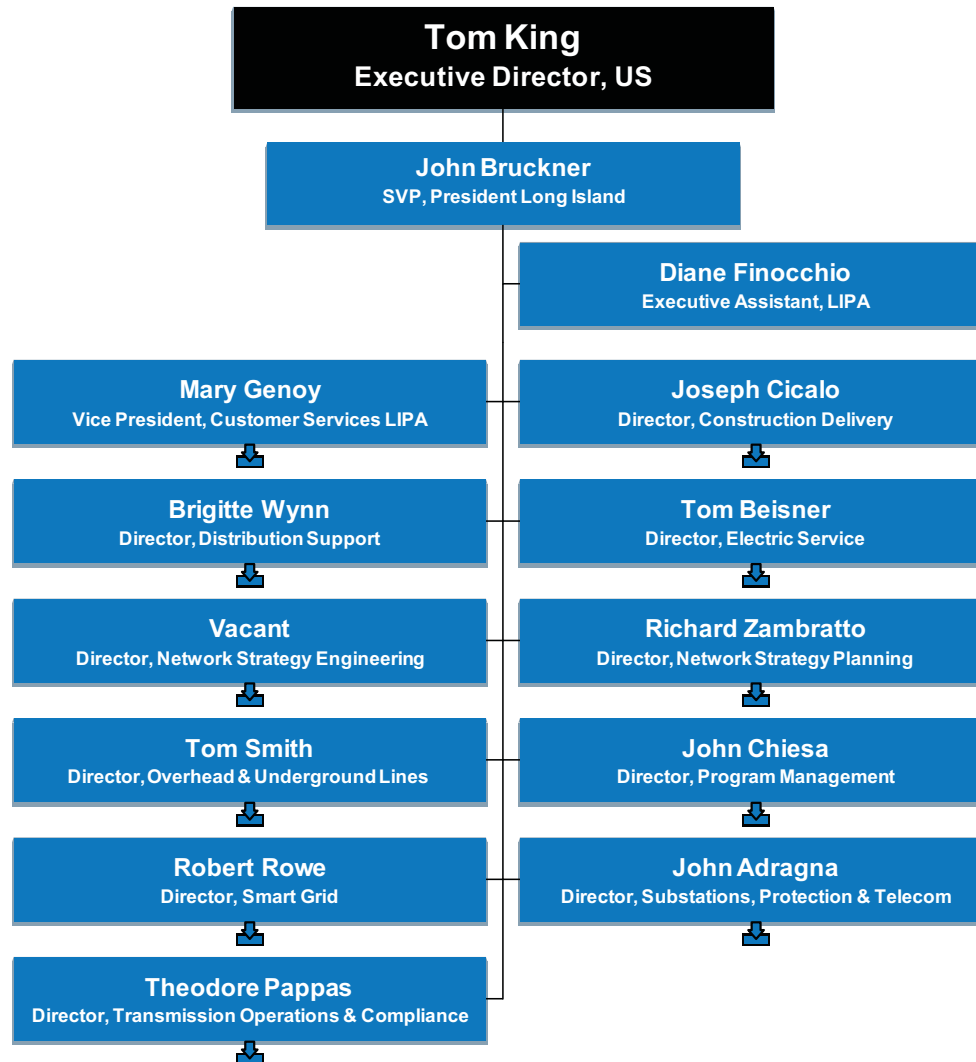


# US Maintenance & Construction

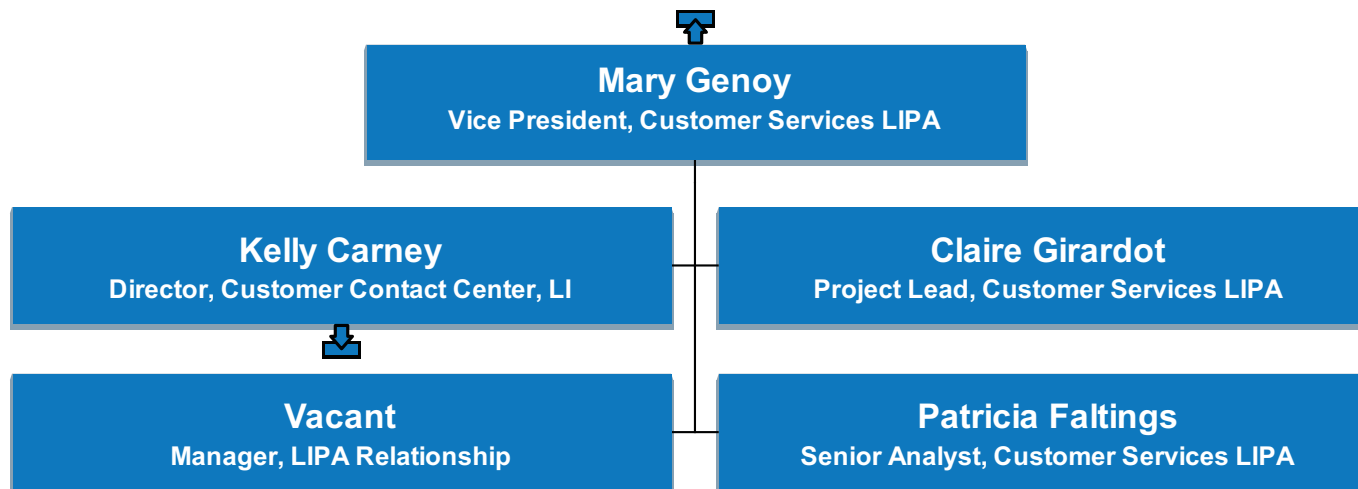




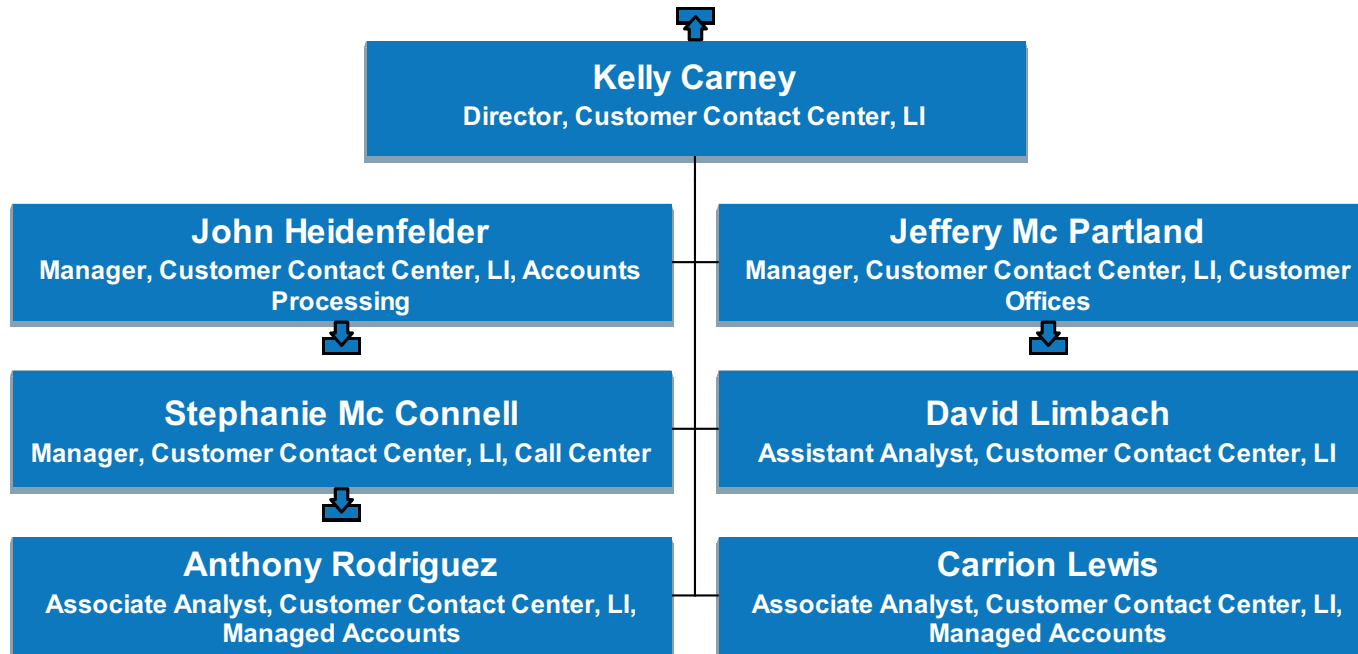
# US LIPA



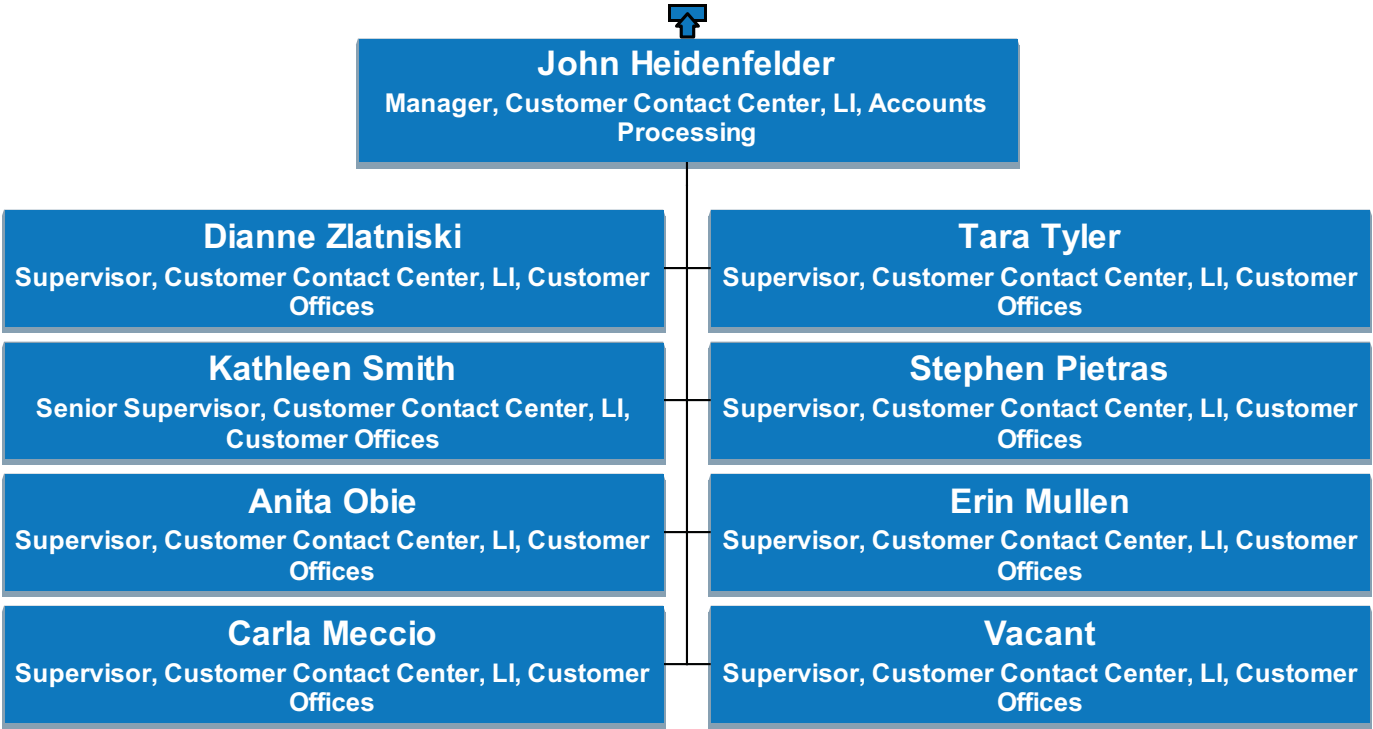
# US LIPA



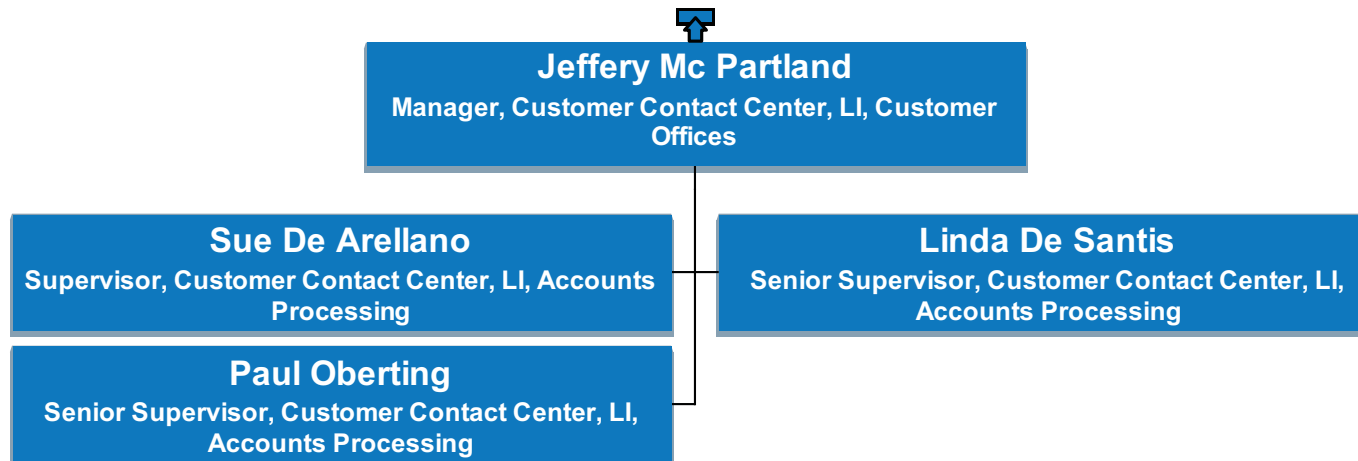
# US LIPA



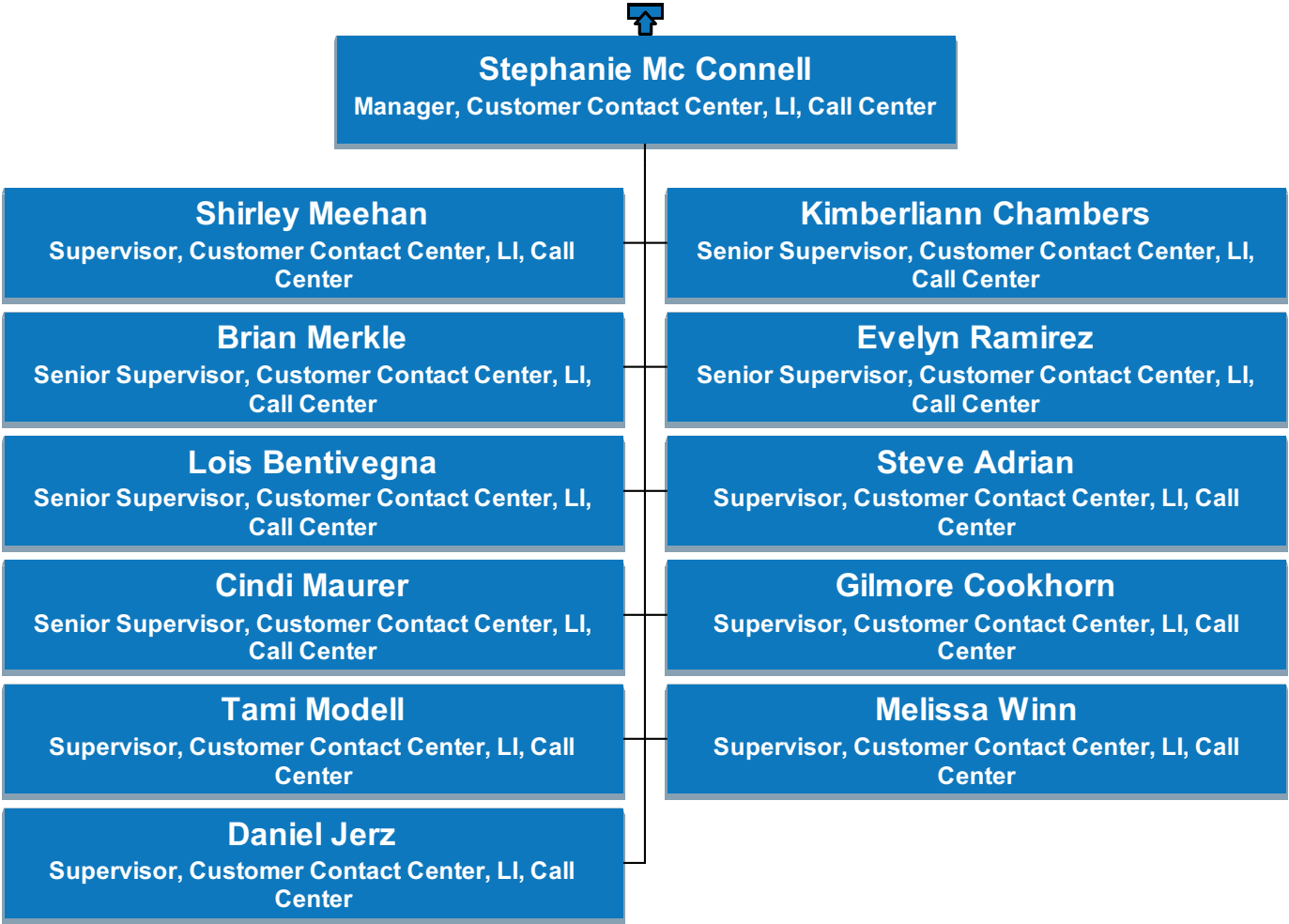
# US LIPA



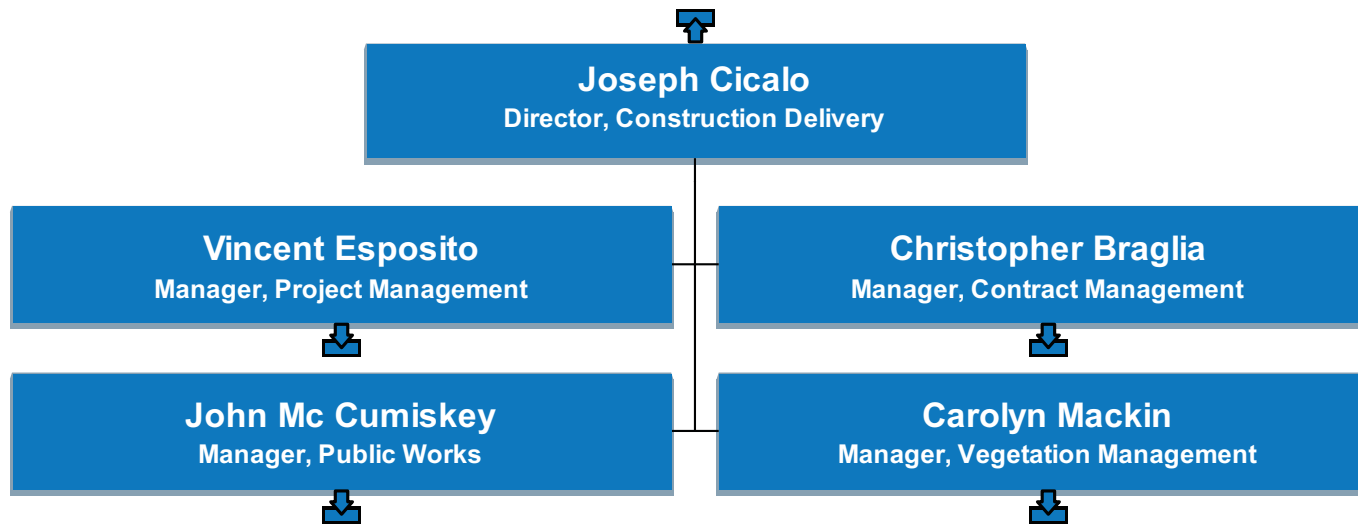
# US LIPA



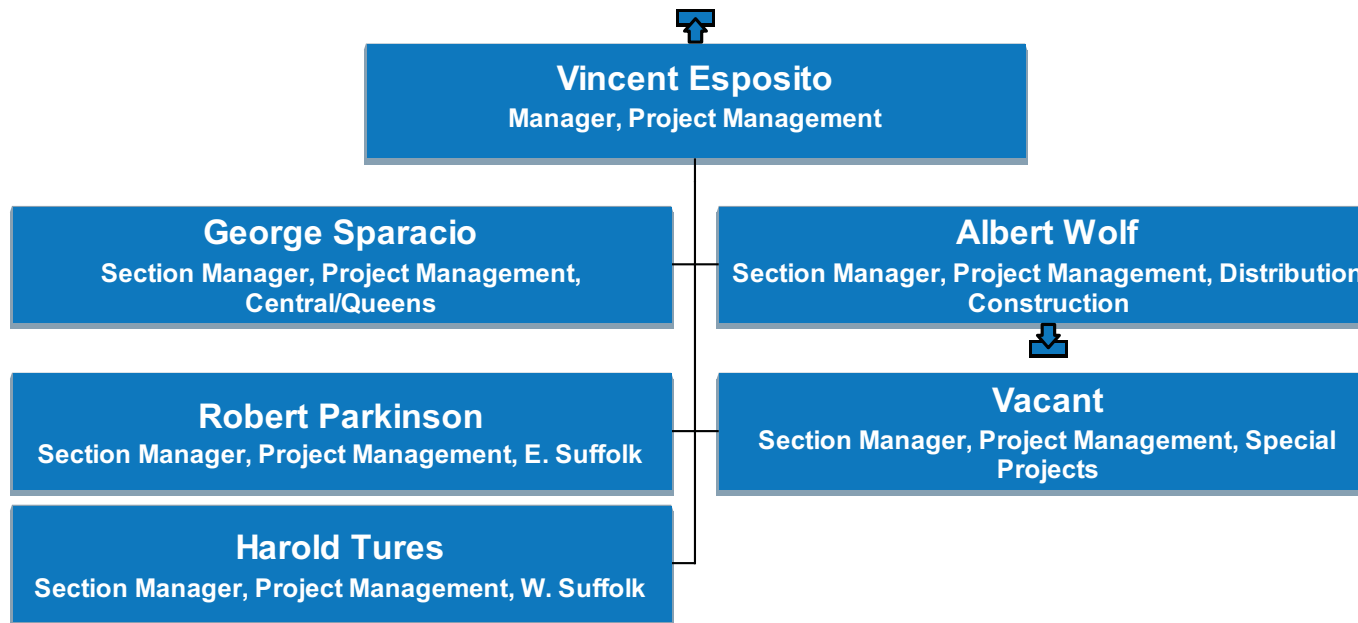
# US LIPA



# US LIPA

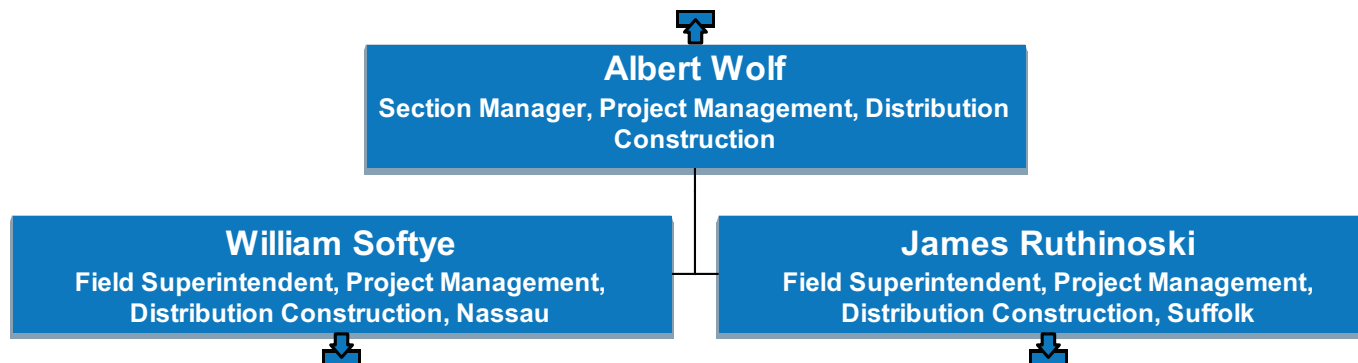


# US LIPA

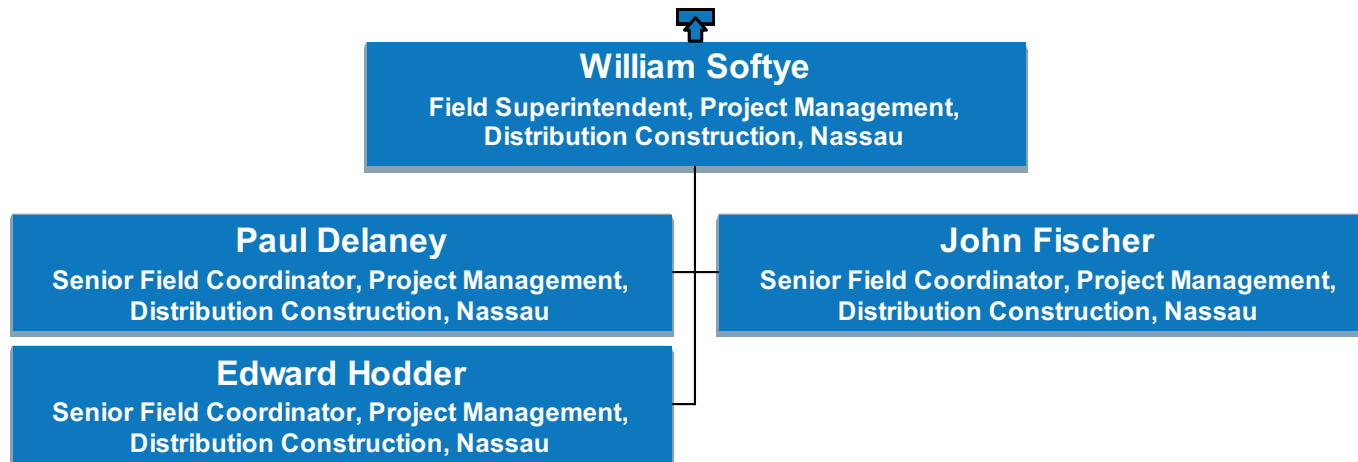




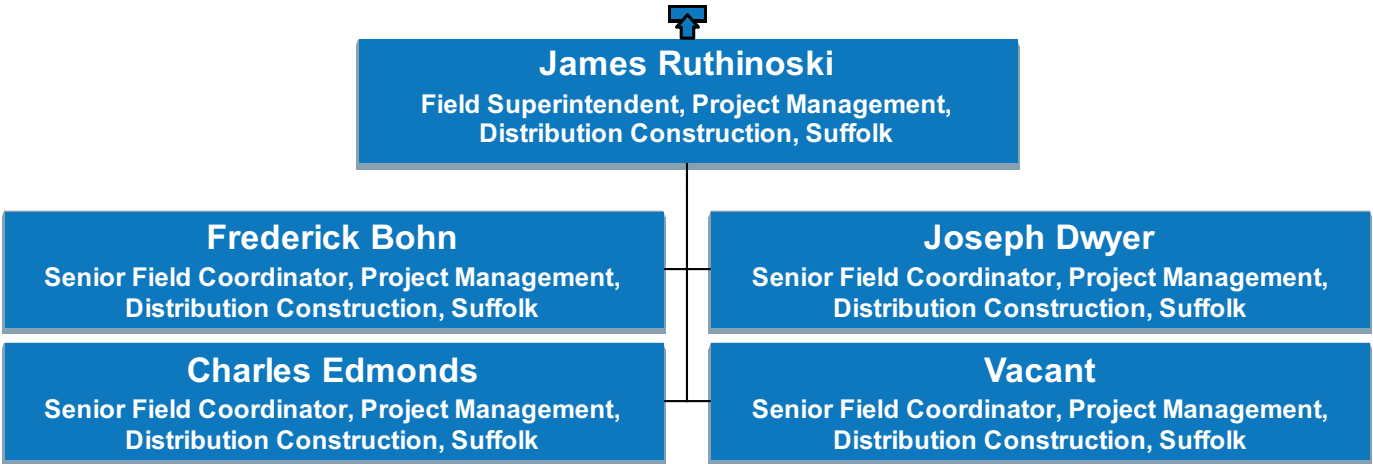
# US LIPA



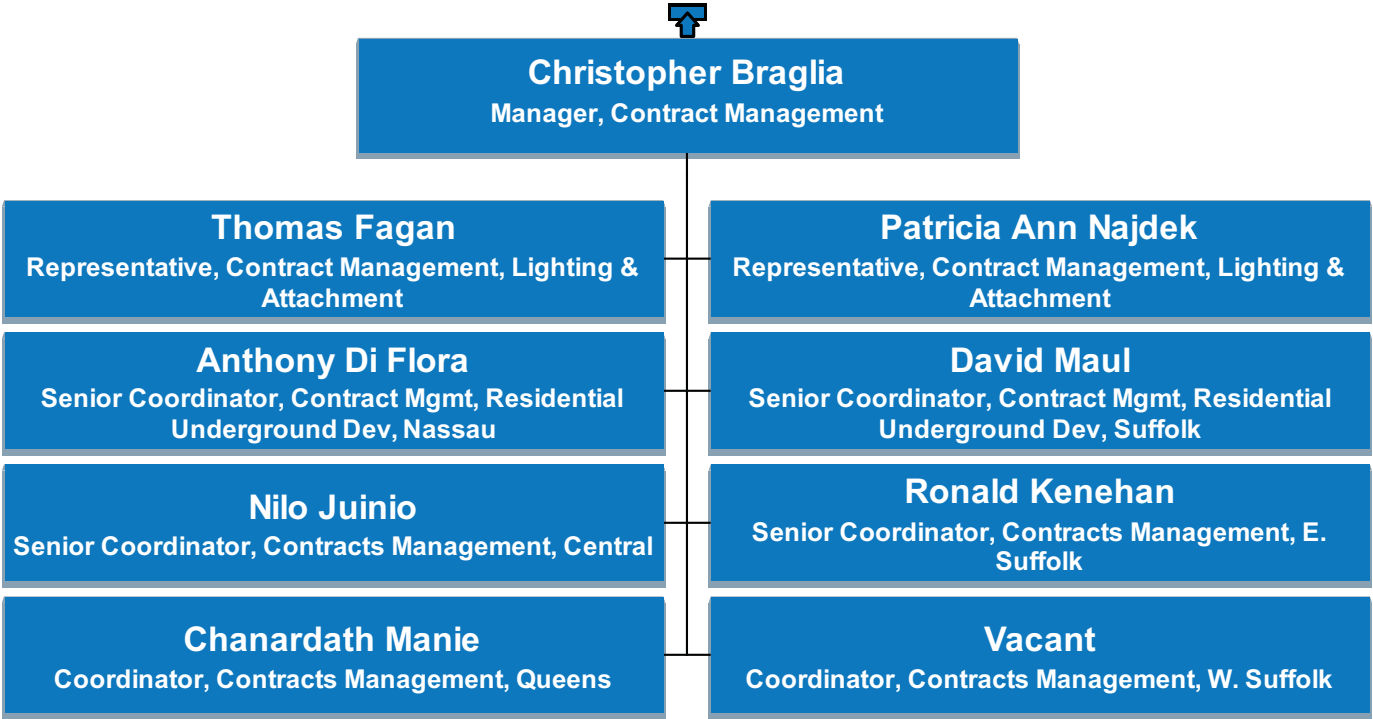
# US LIPA



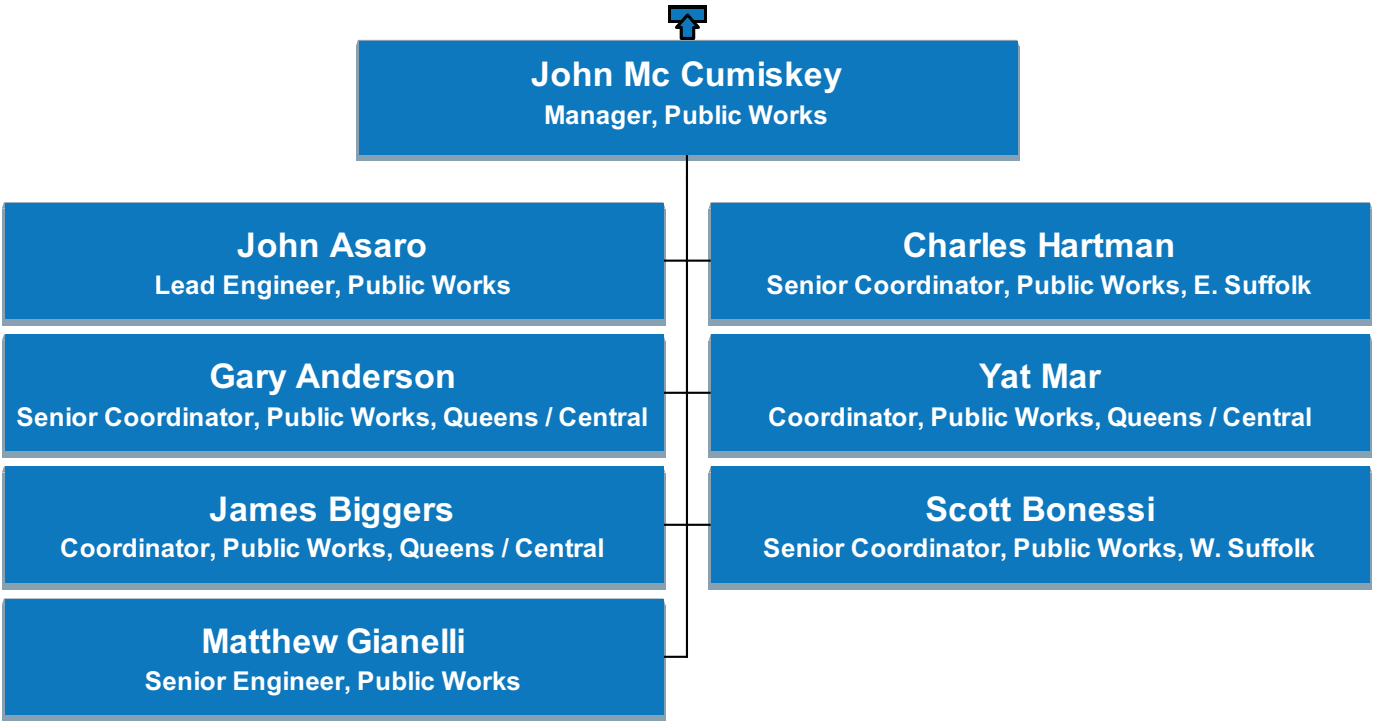
# US LIPA



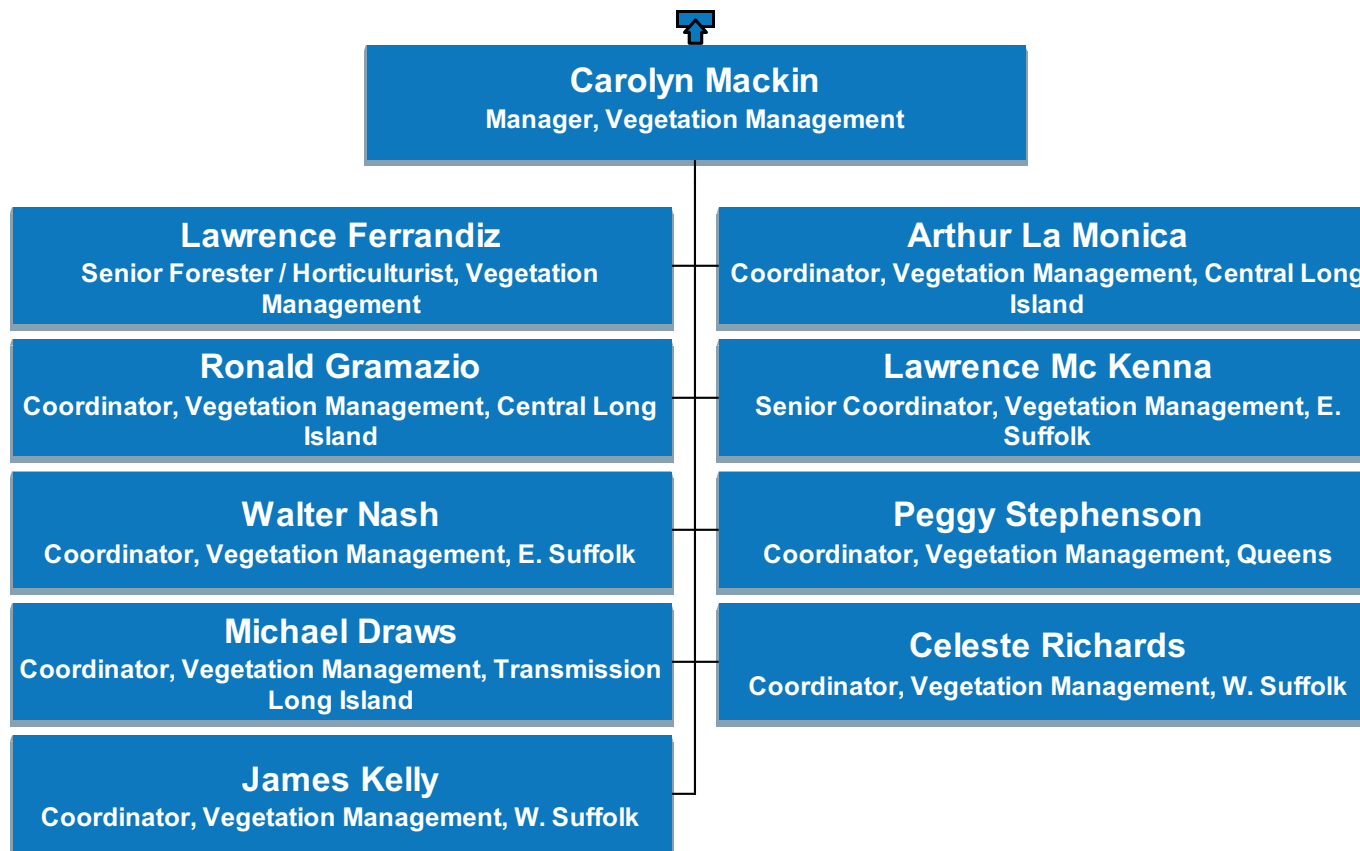
# US LIPA



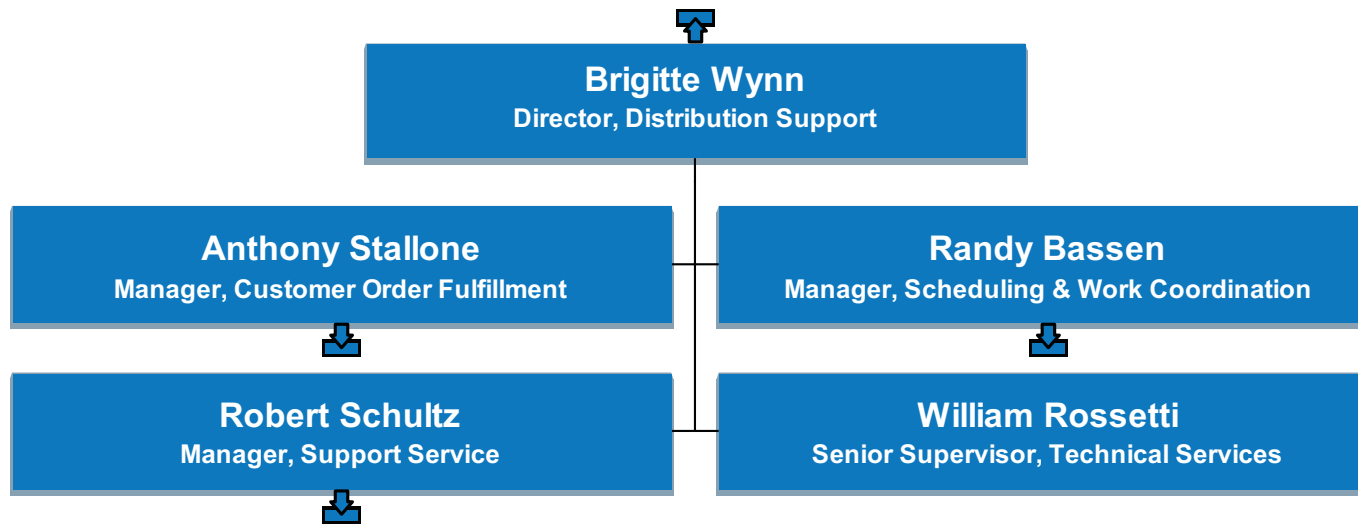
# US LIPA



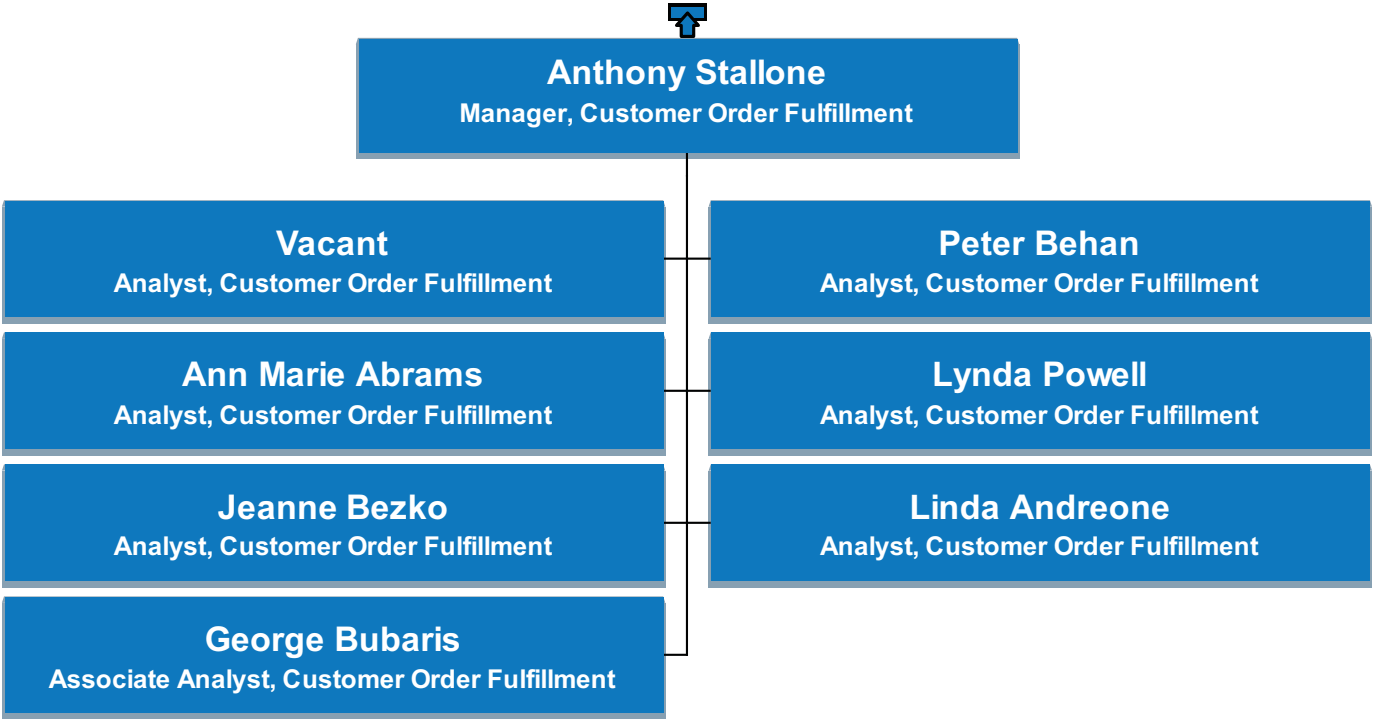
# US LIPA



# US LIPA



# US LIPA

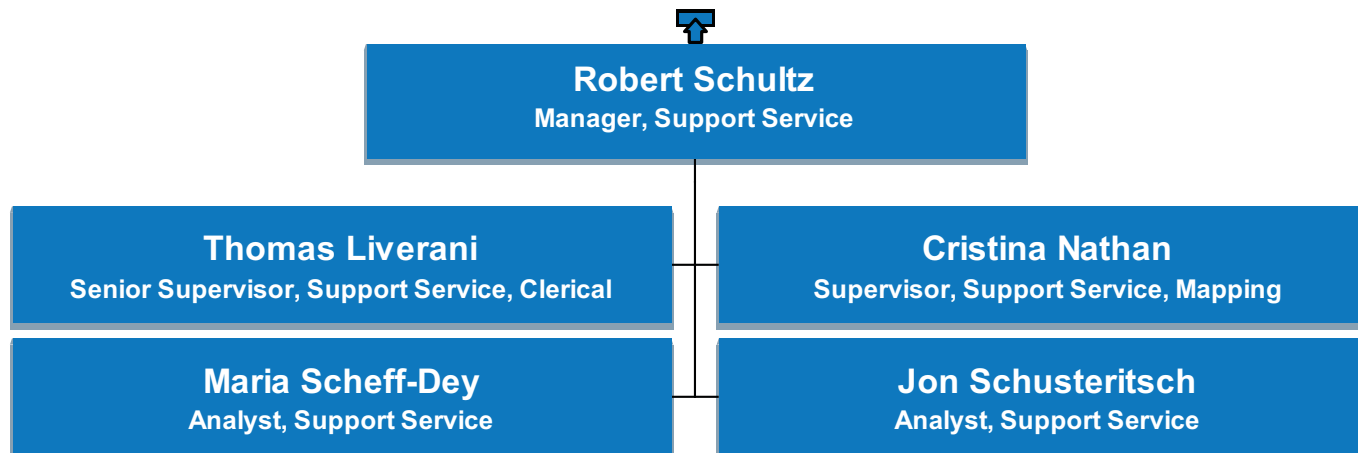




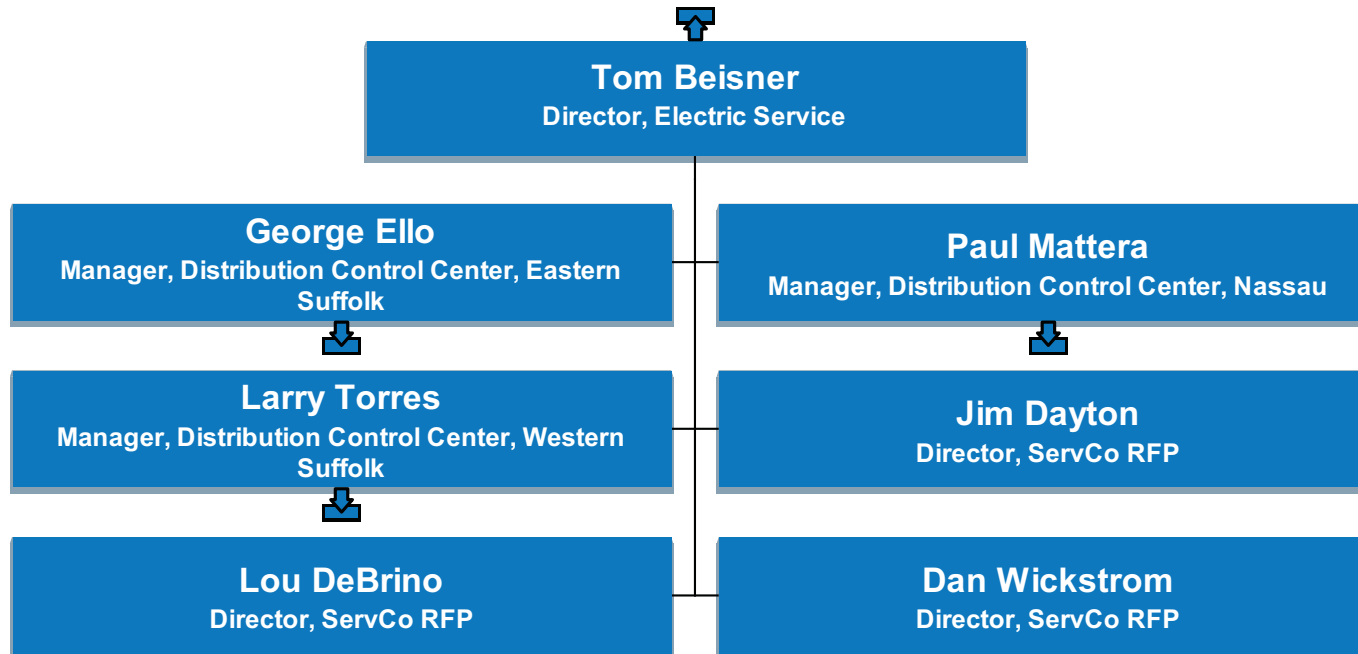
# US LIPA



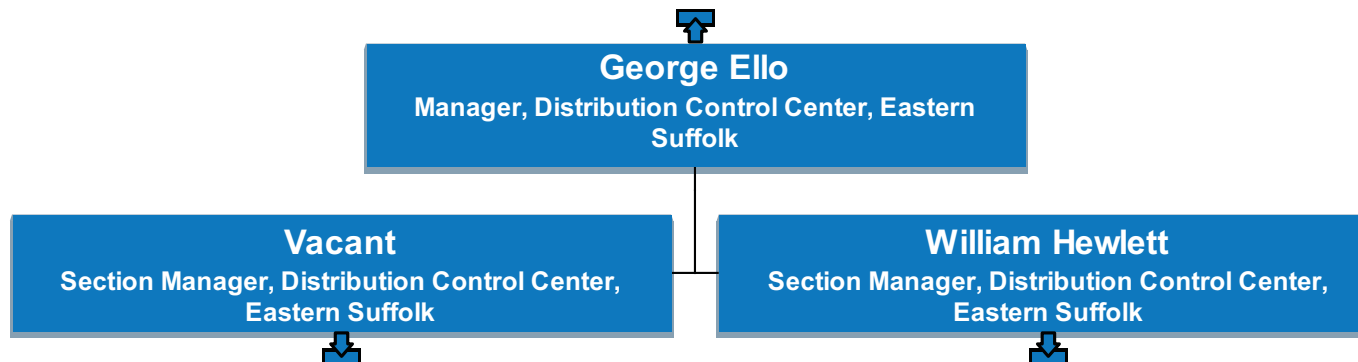
# US LIPA



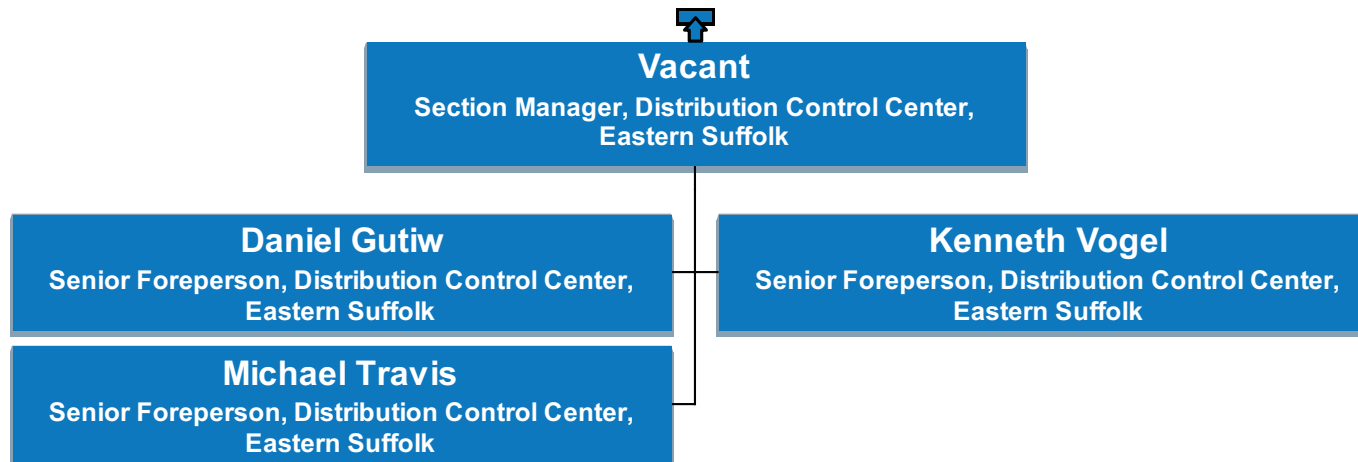
# US LIPA



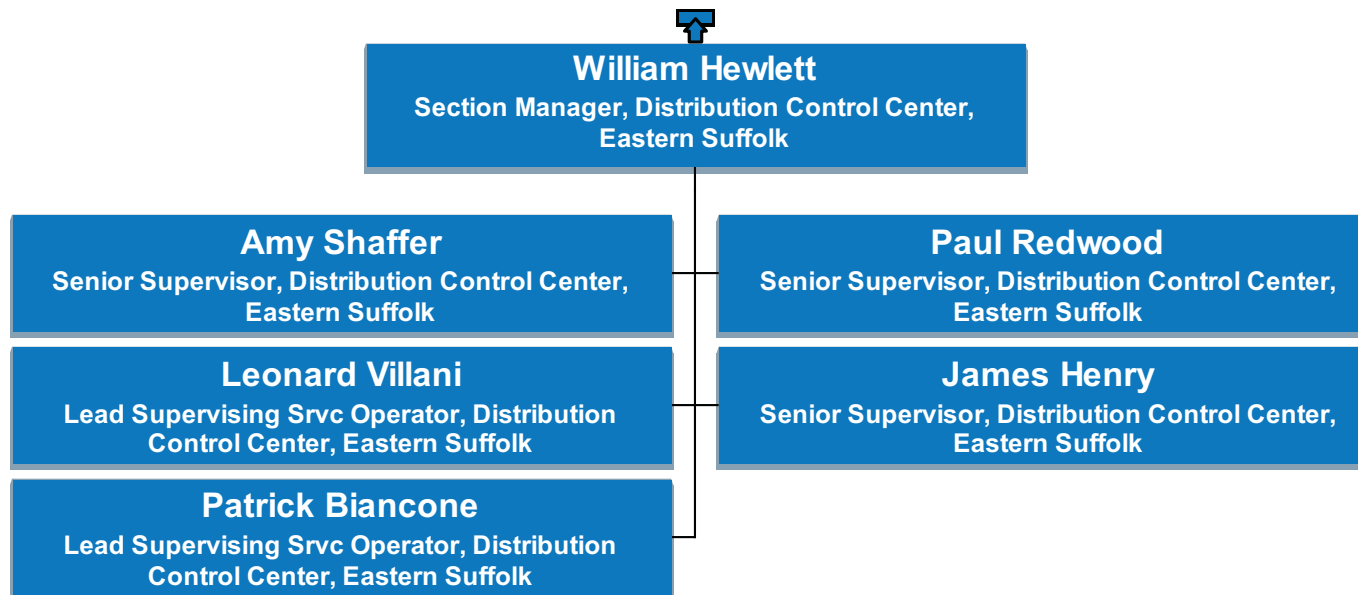
# US LIPA



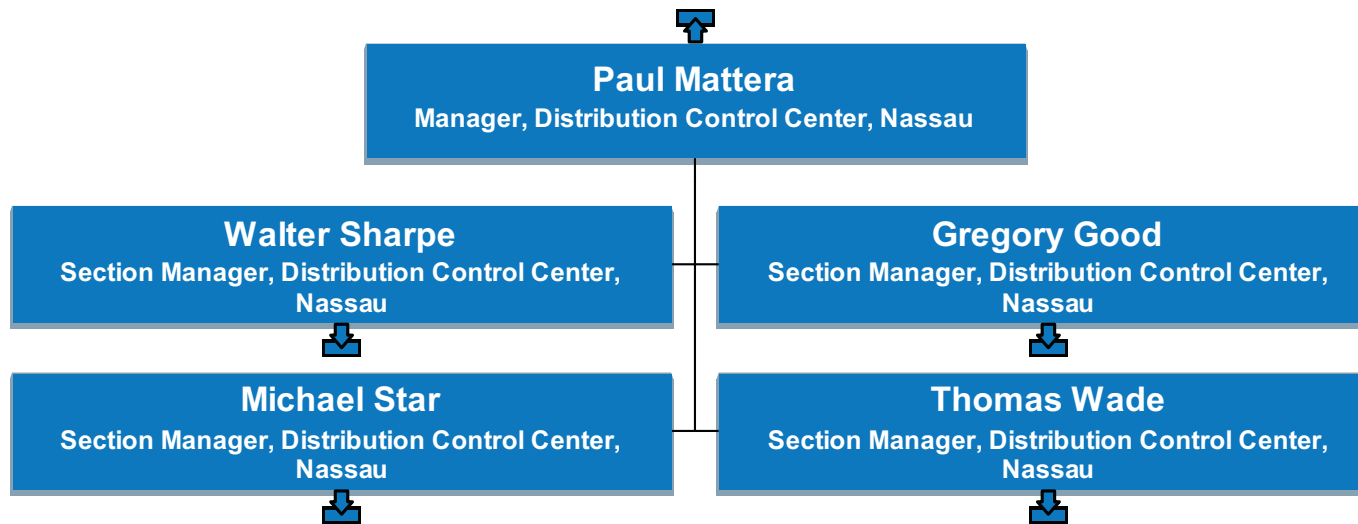
# US LIPA



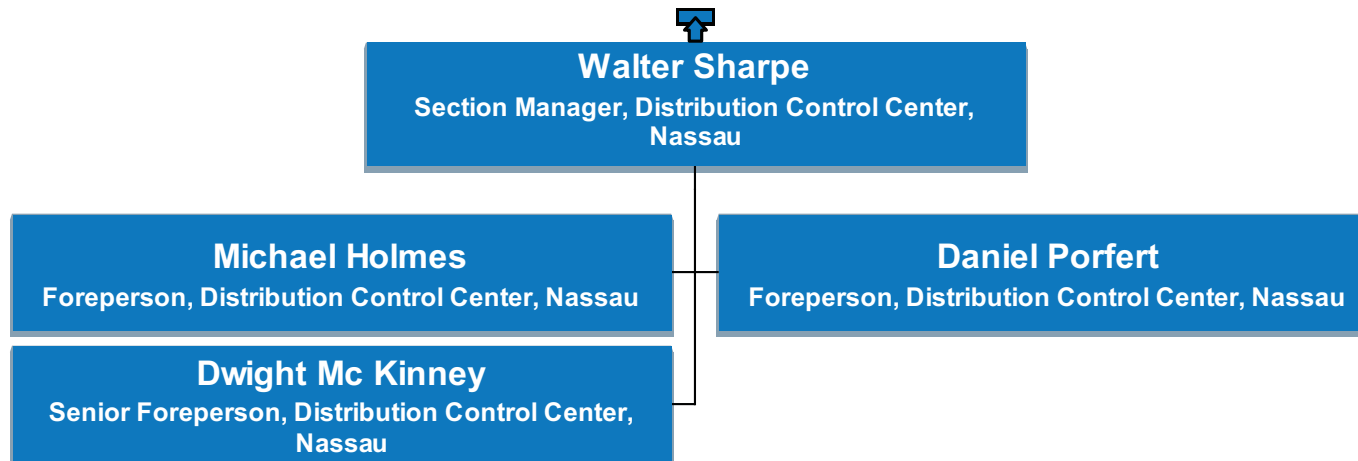
# US LIPA



# US LIPA

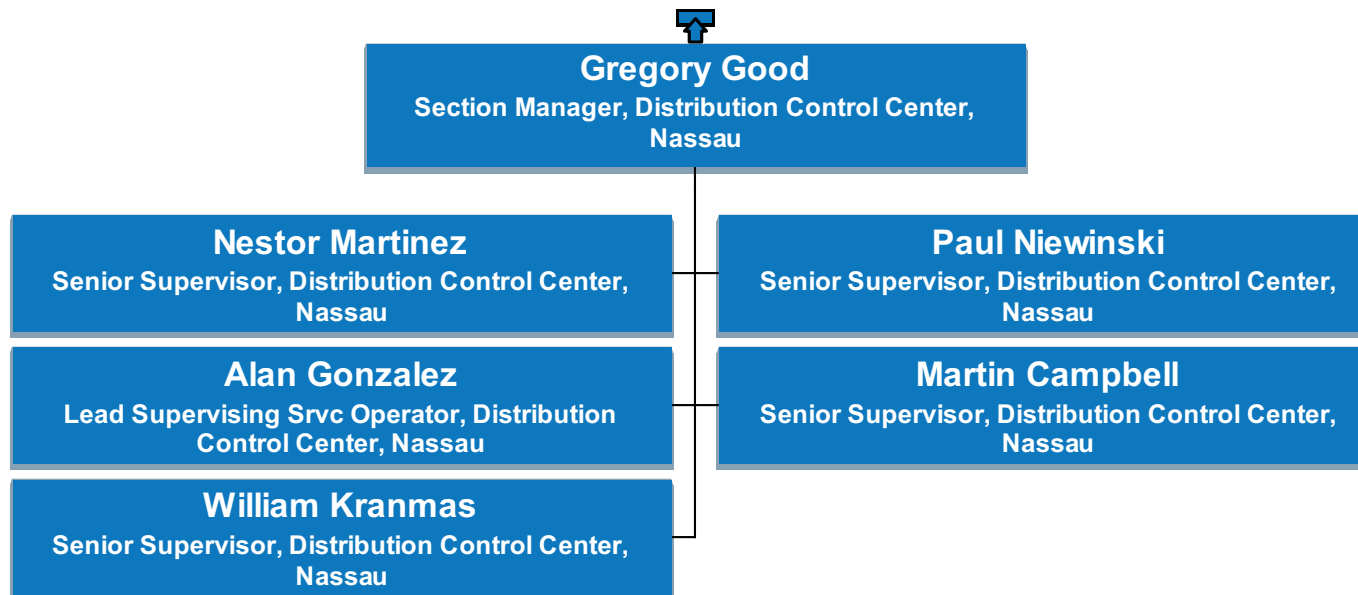


# US LIPA

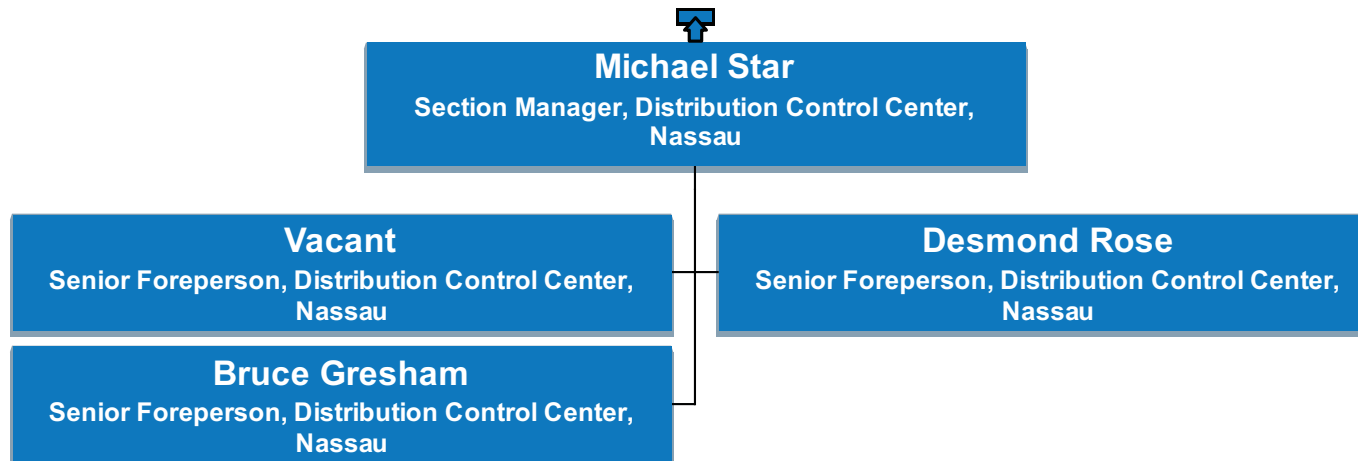




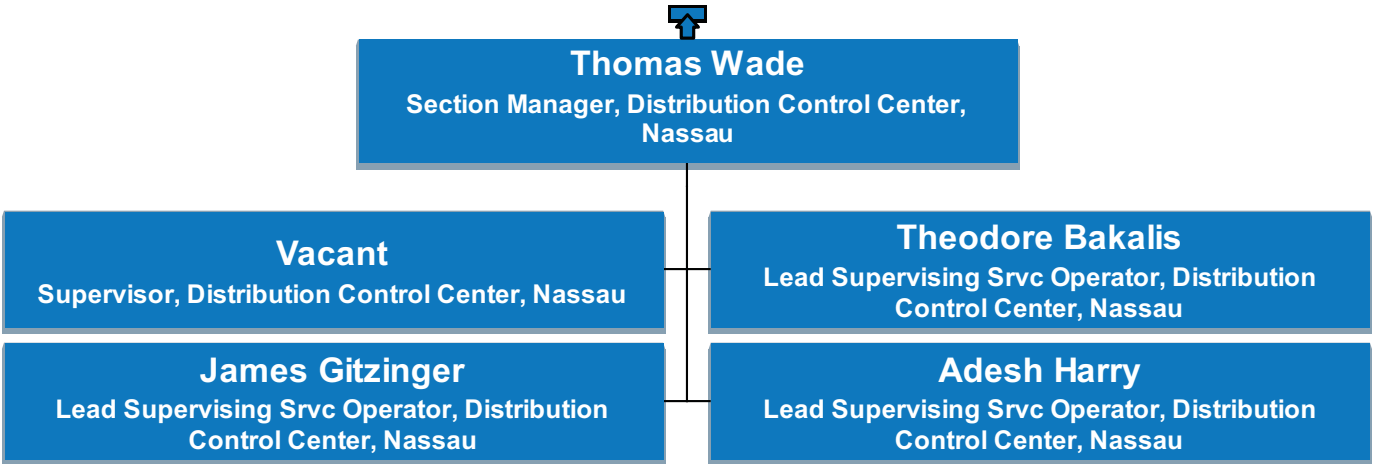
# US LIPA



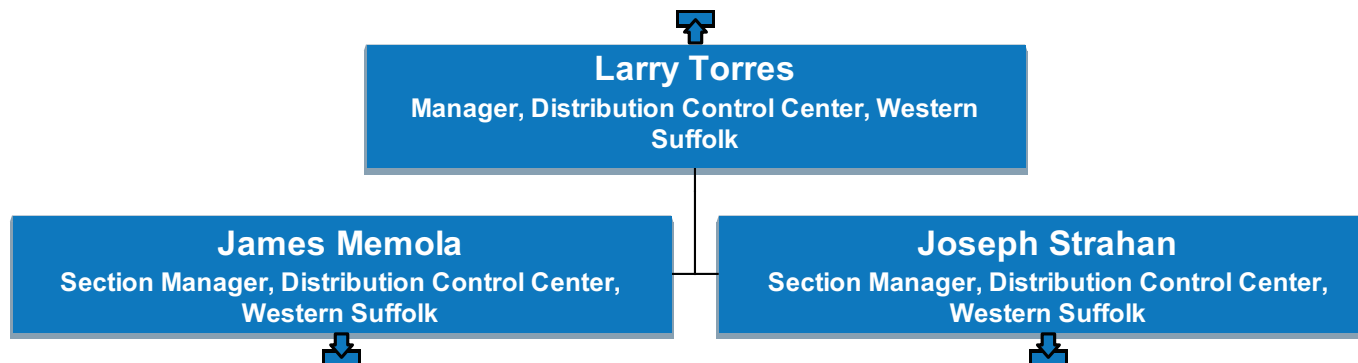
# US LIPA



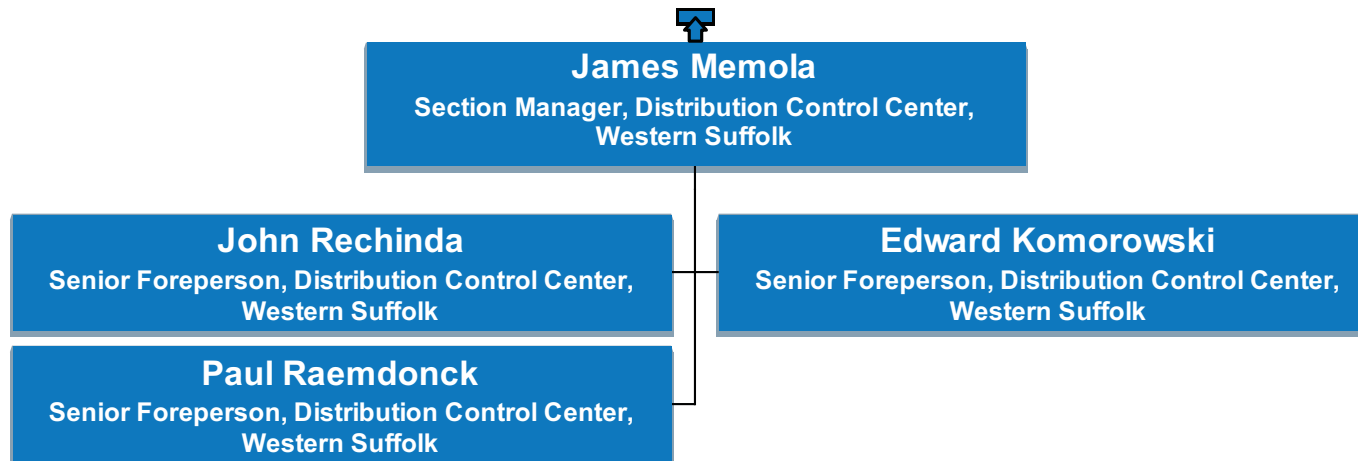
# US LIPA



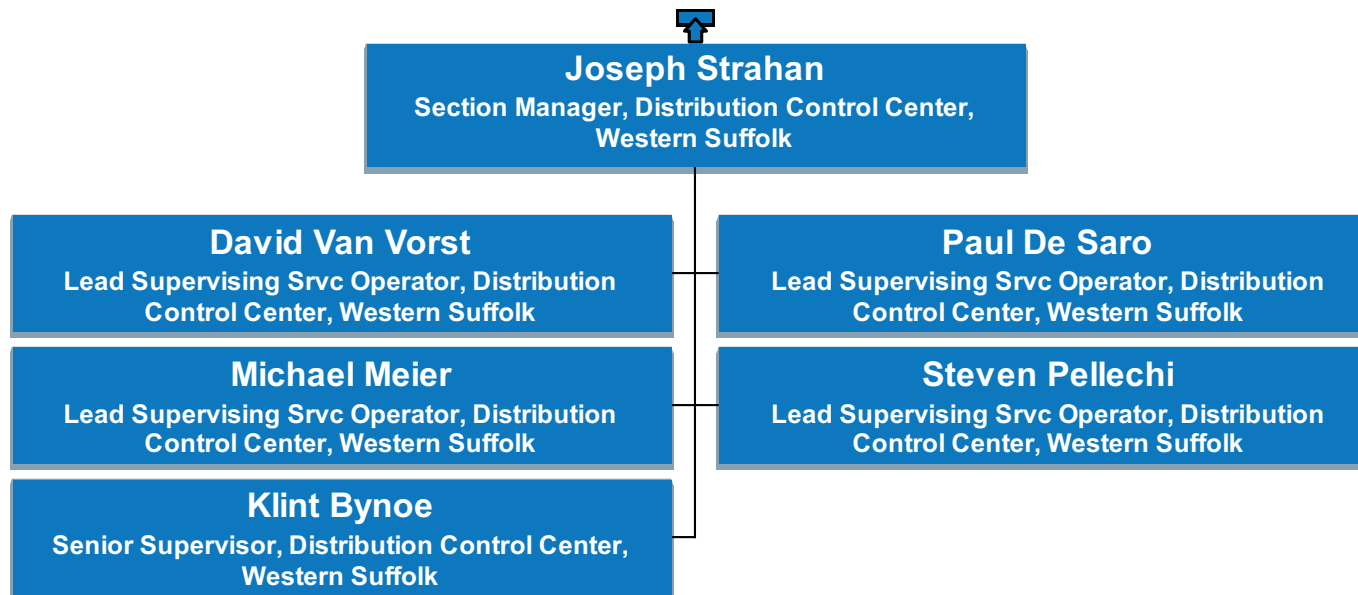
# US LIPA



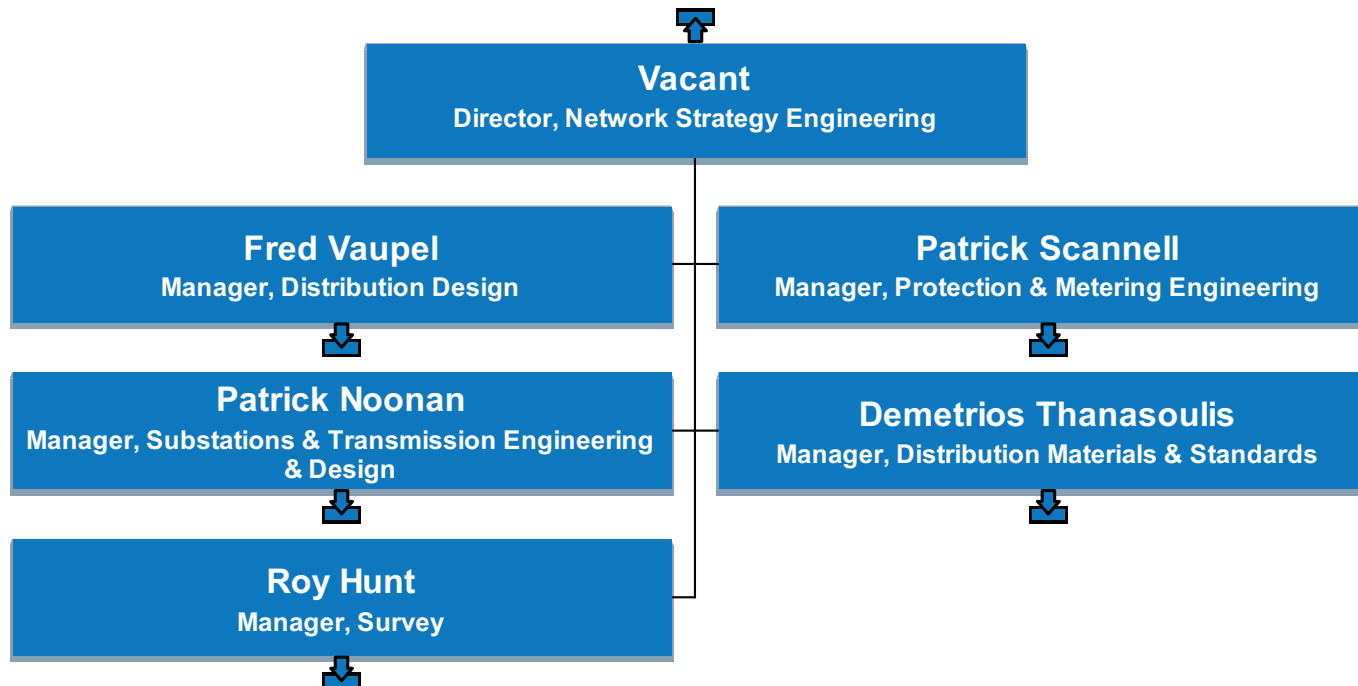
# US LIPA



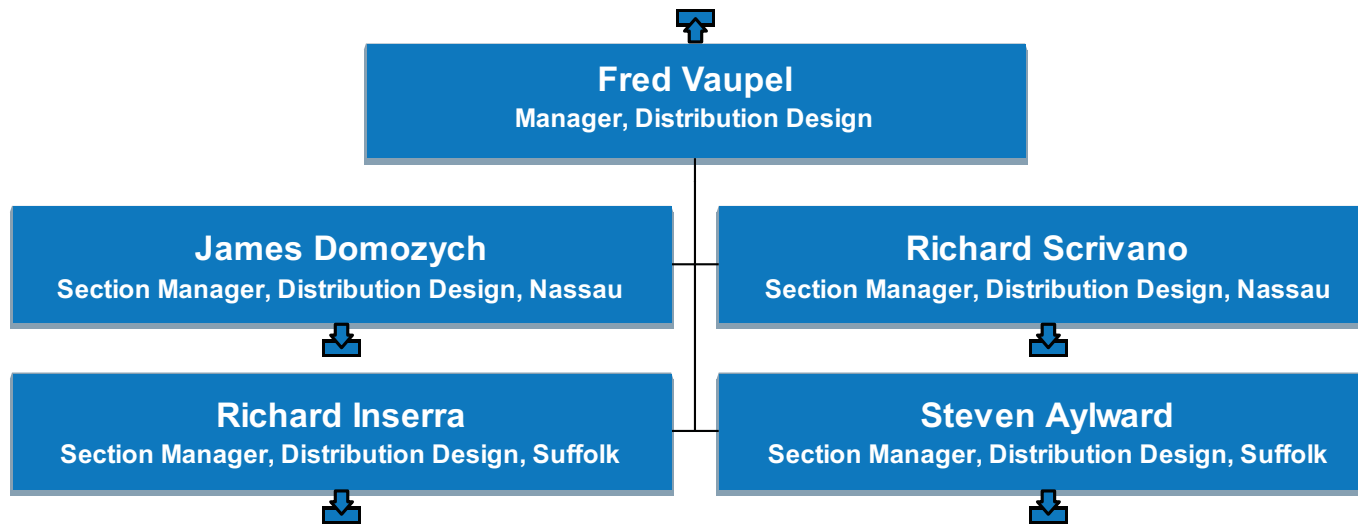
# US LIPA



# US LIPA

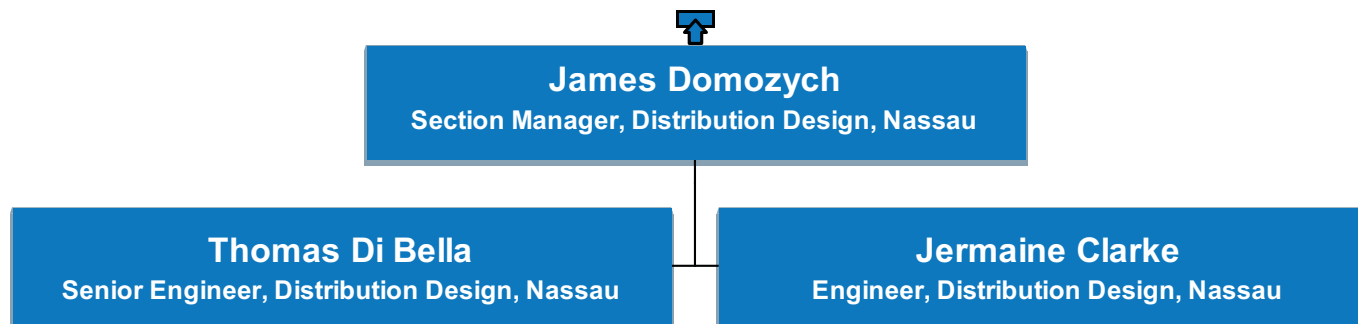


# US LIPA

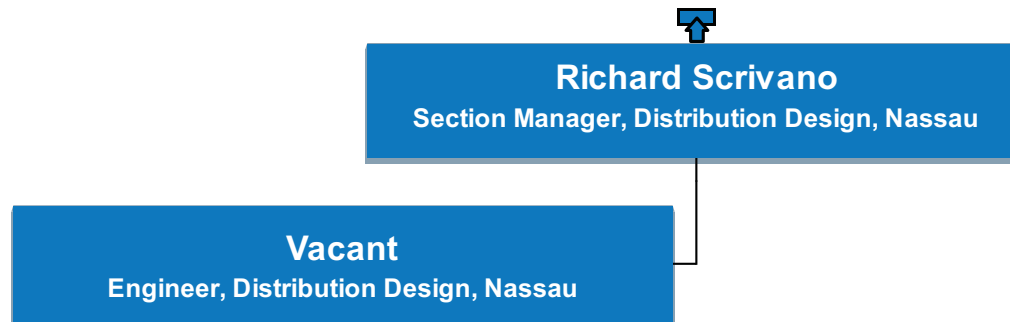




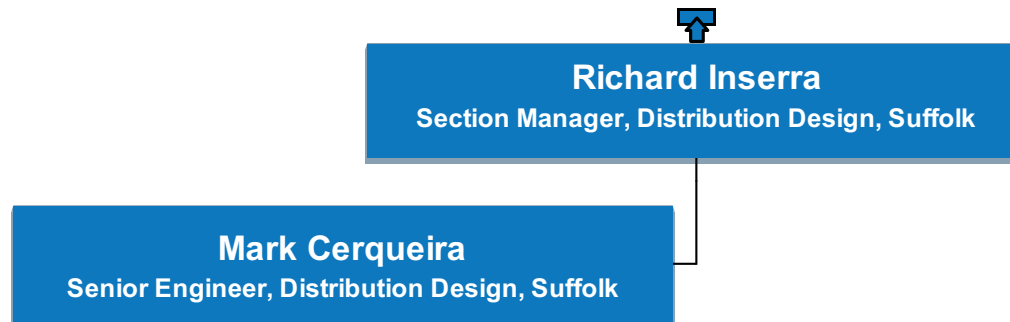
# US LIPA



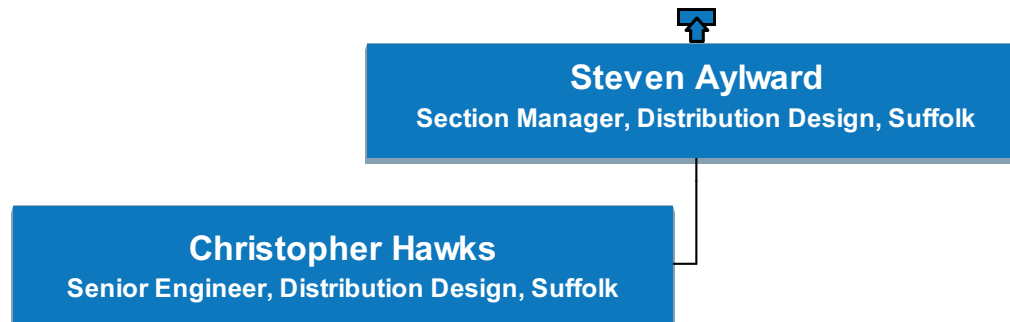
# US LIPA



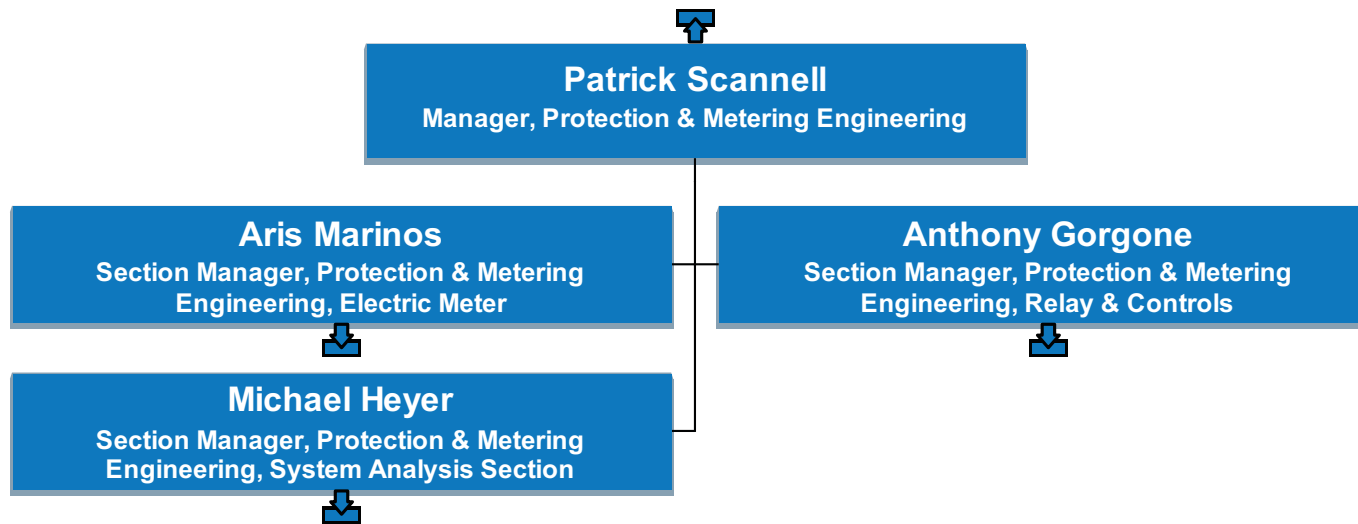
# US LIPA



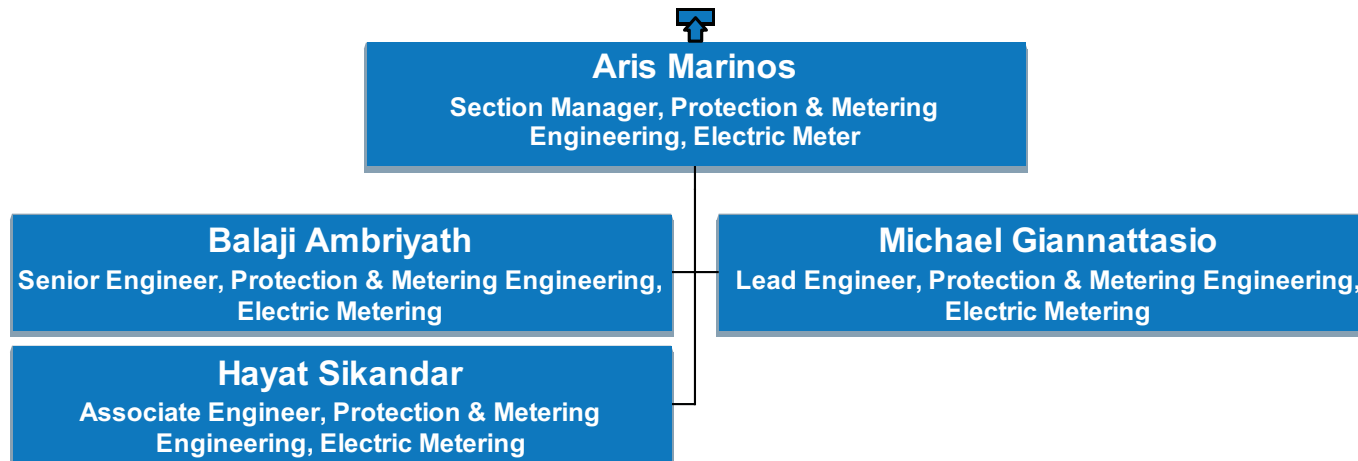
# US LIPA



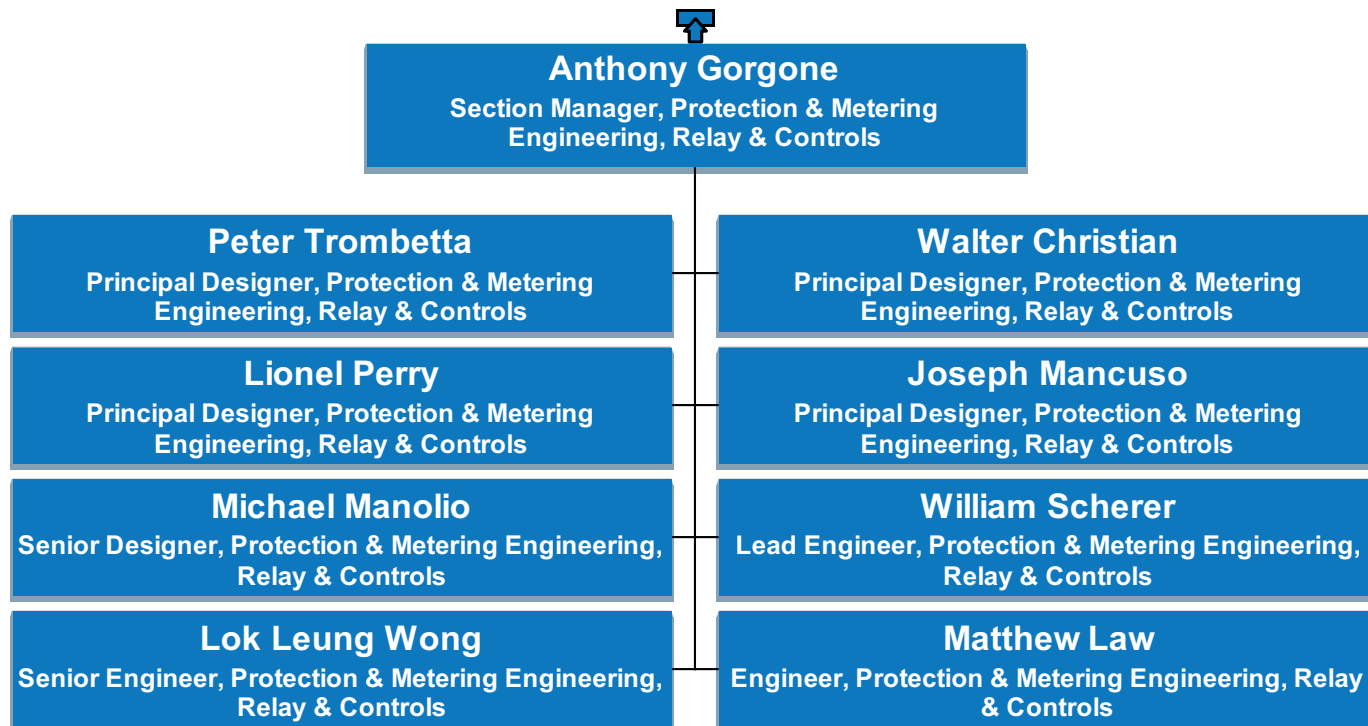
# US LIPA



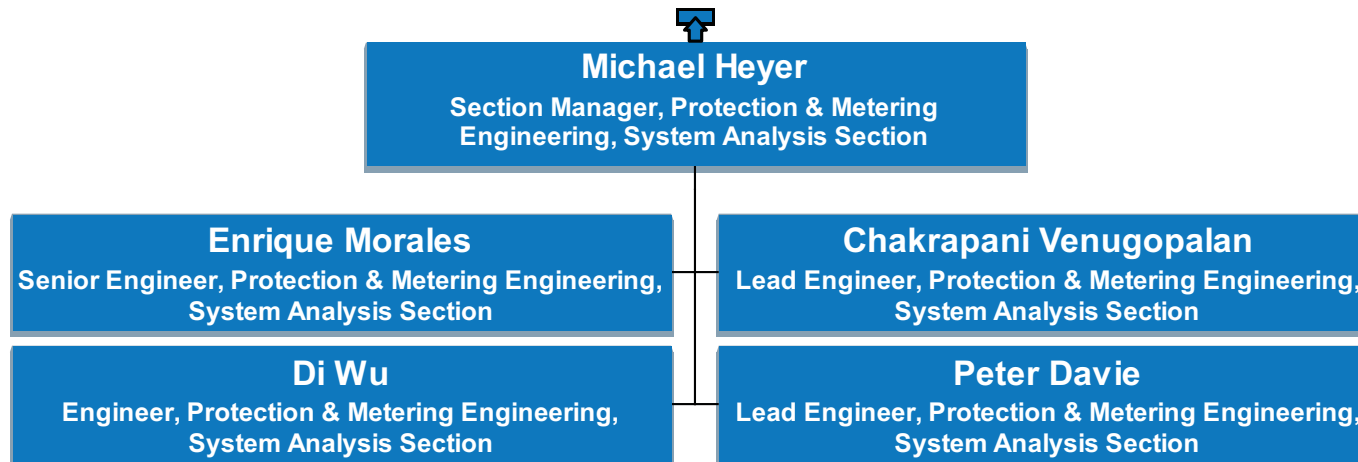
# US LIPA



# US LIPA

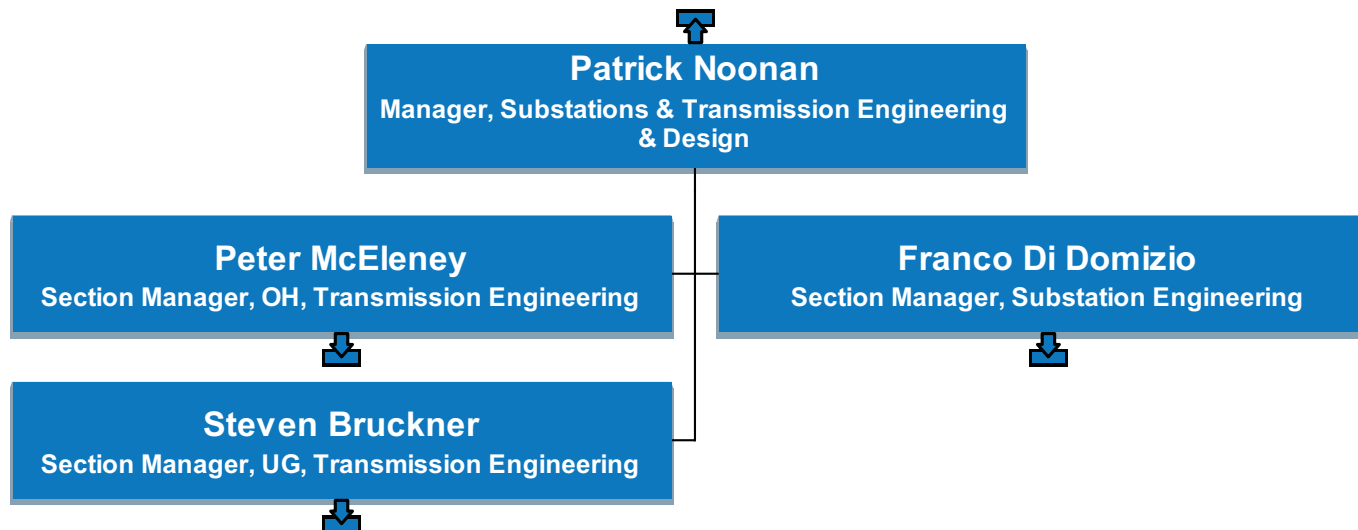


# US LIPA

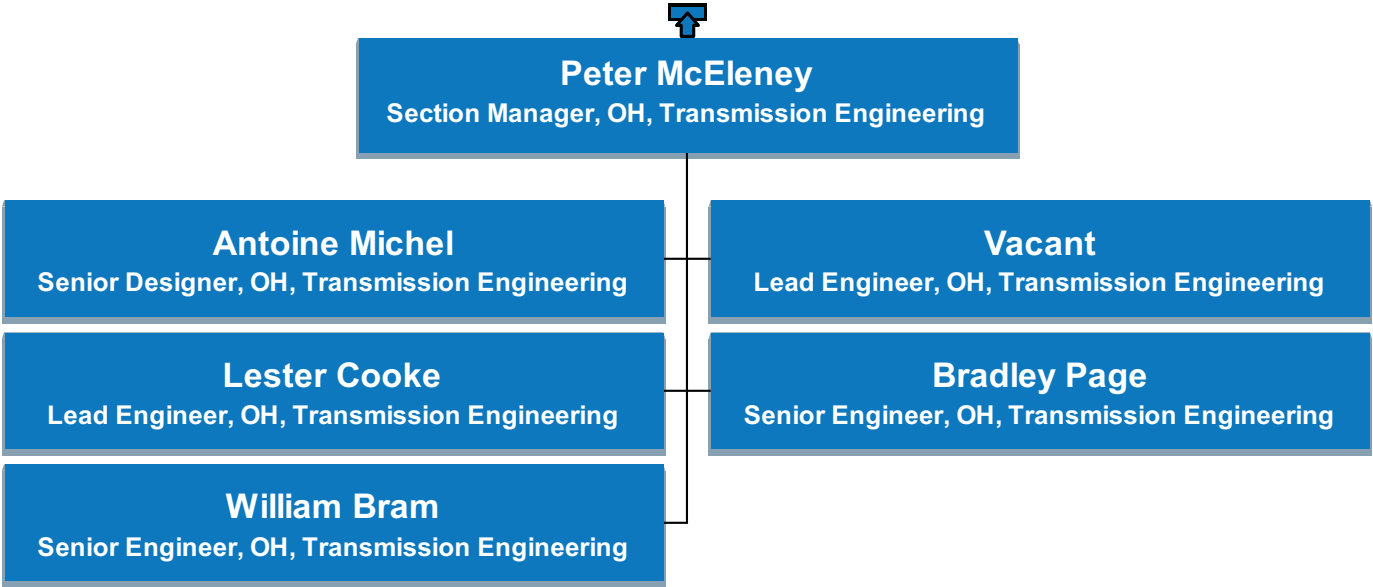




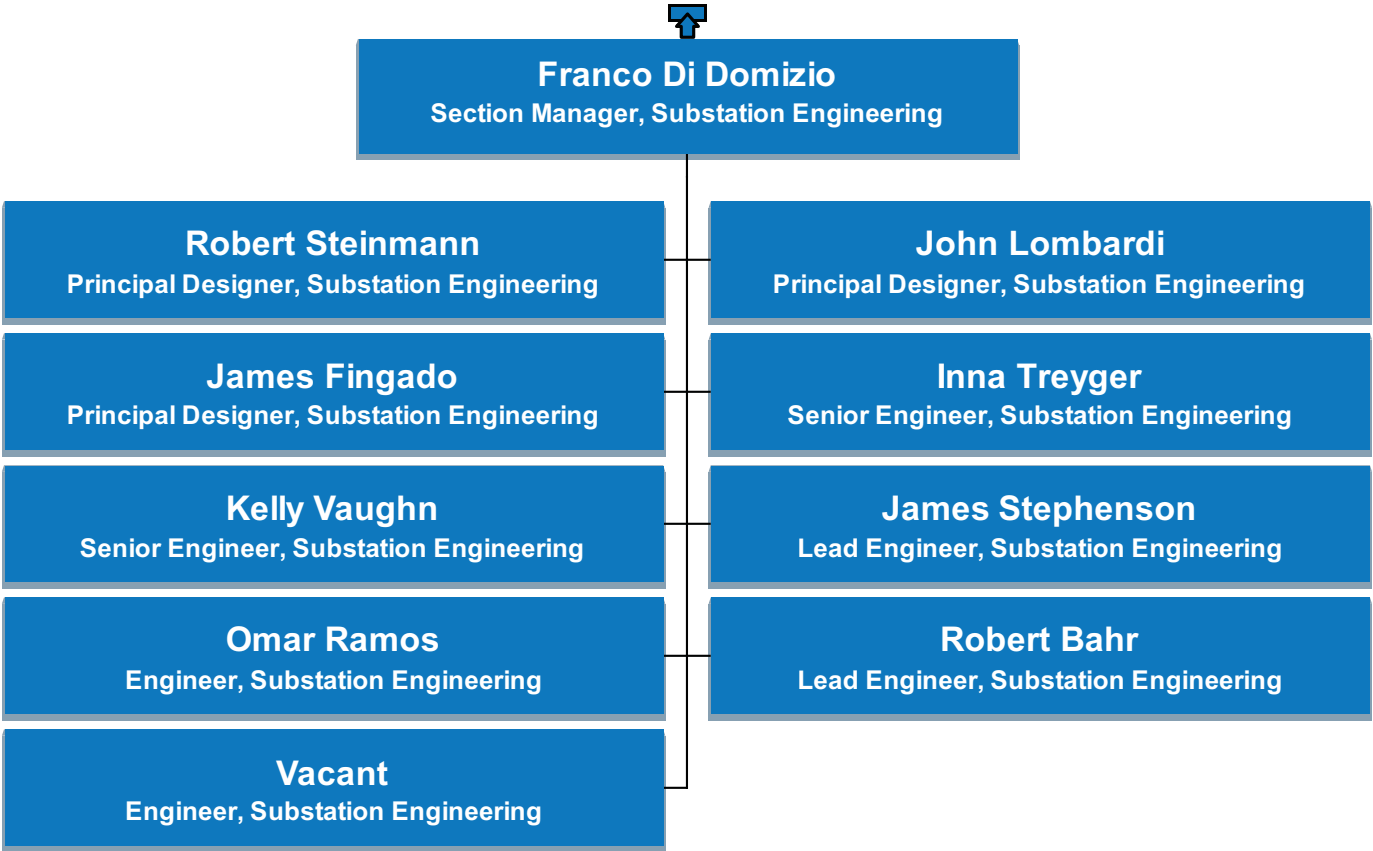
# US LIPA



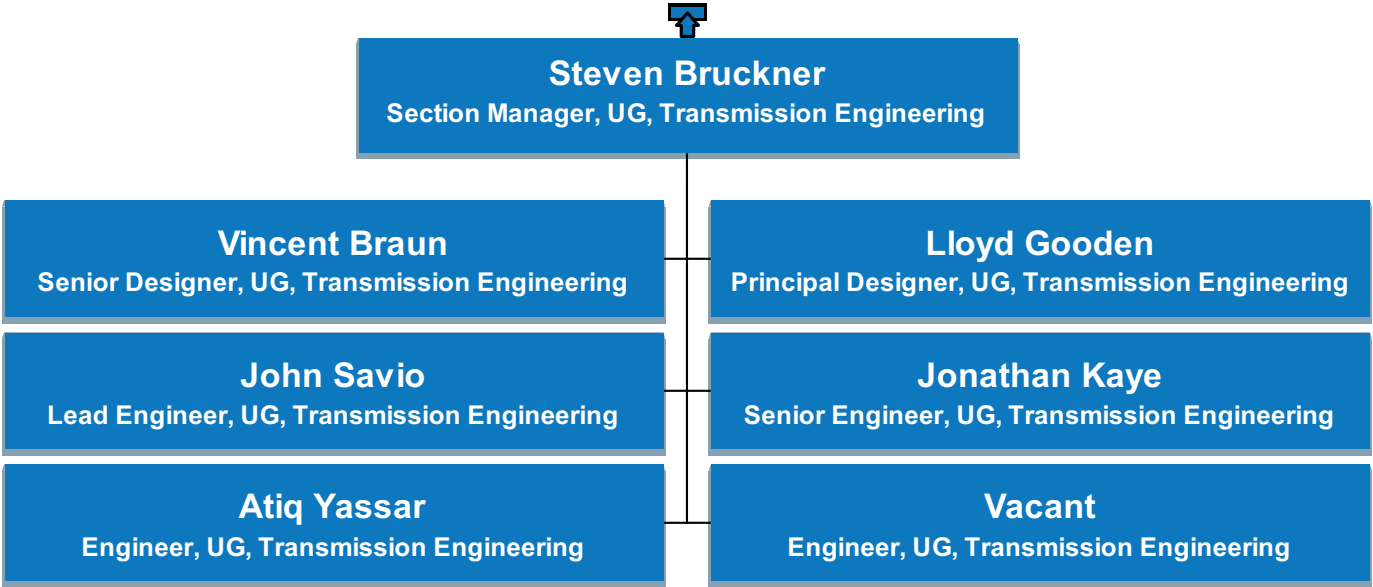
# US LIPA



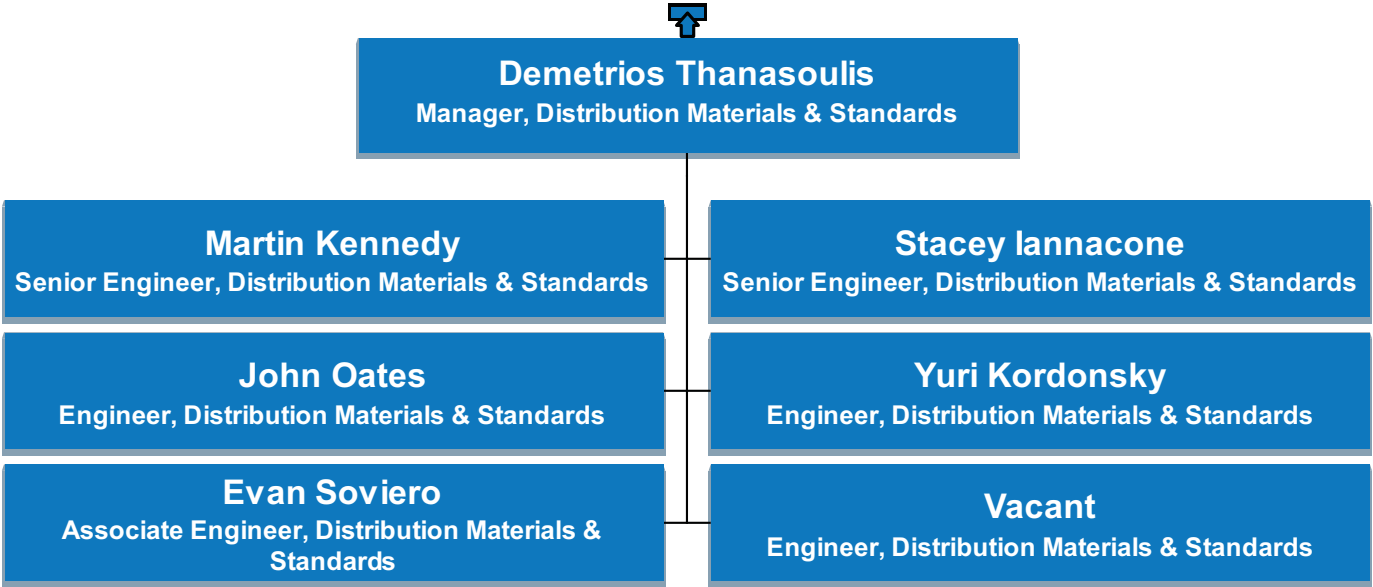
# US LIPA



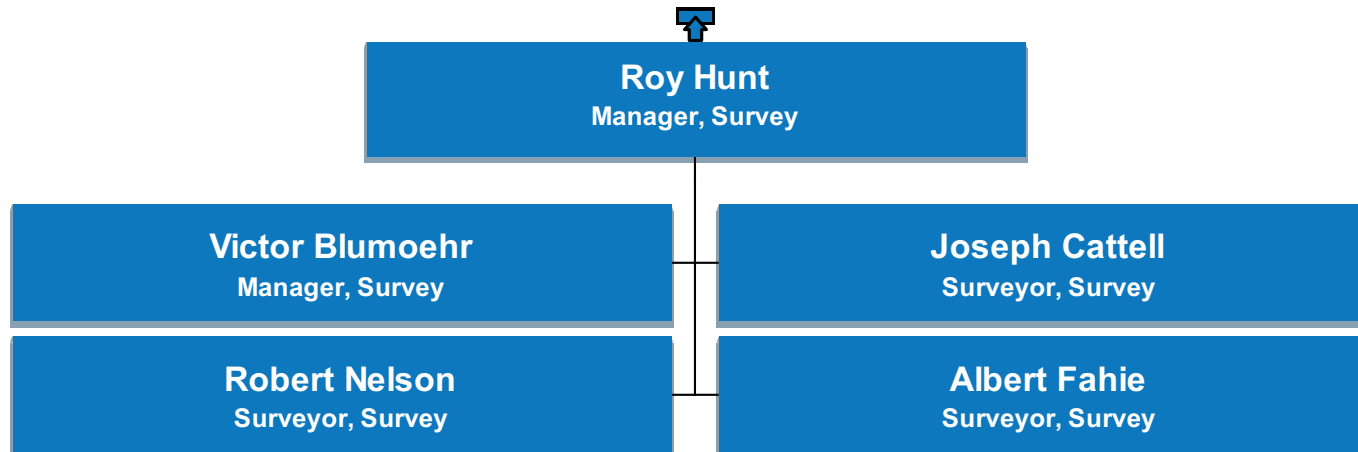
# US LIPA



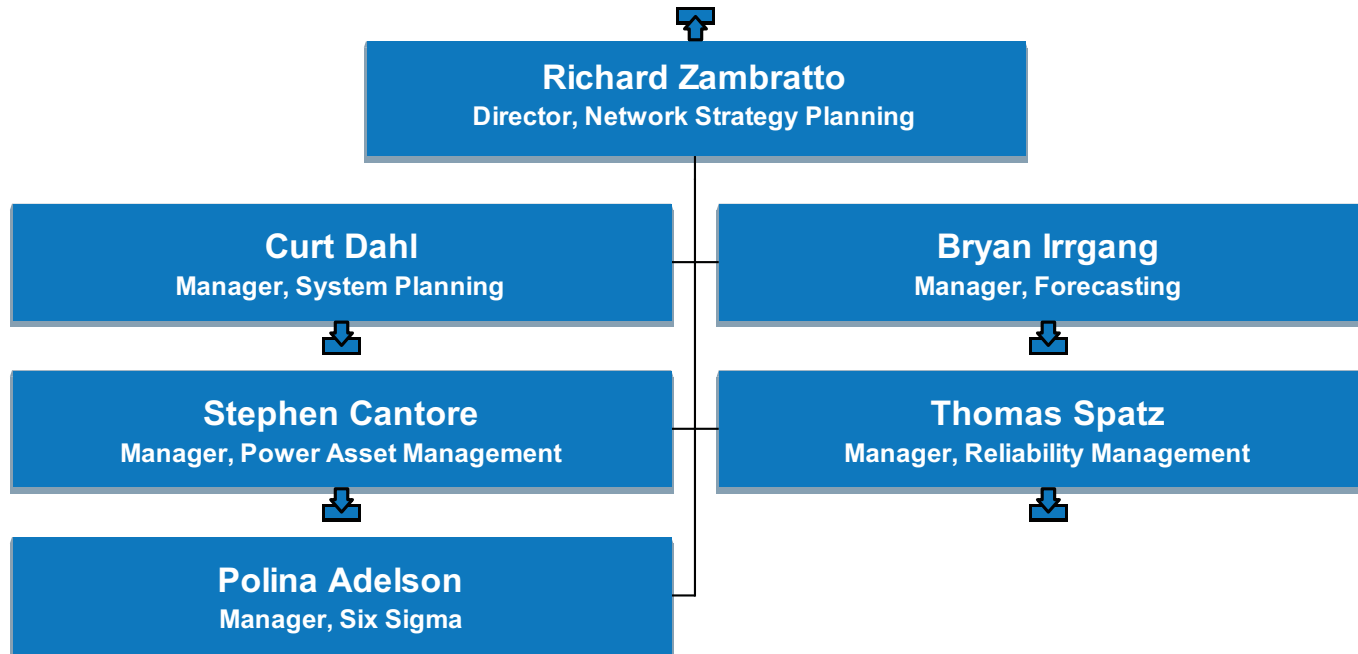
# US LIPA



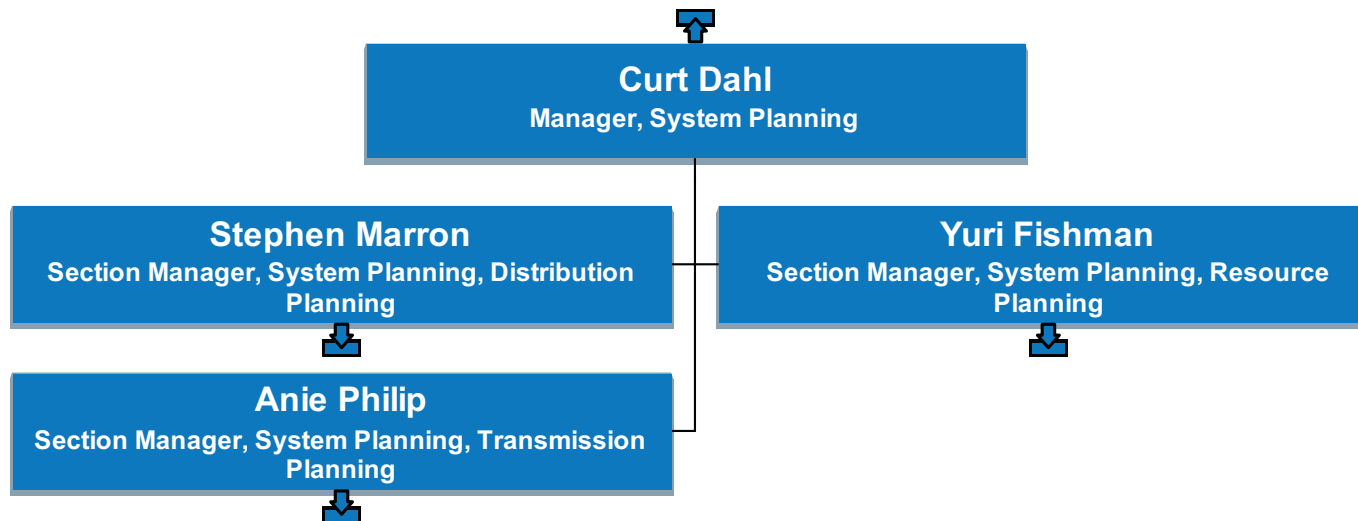
# US LIPA



# US LIPA

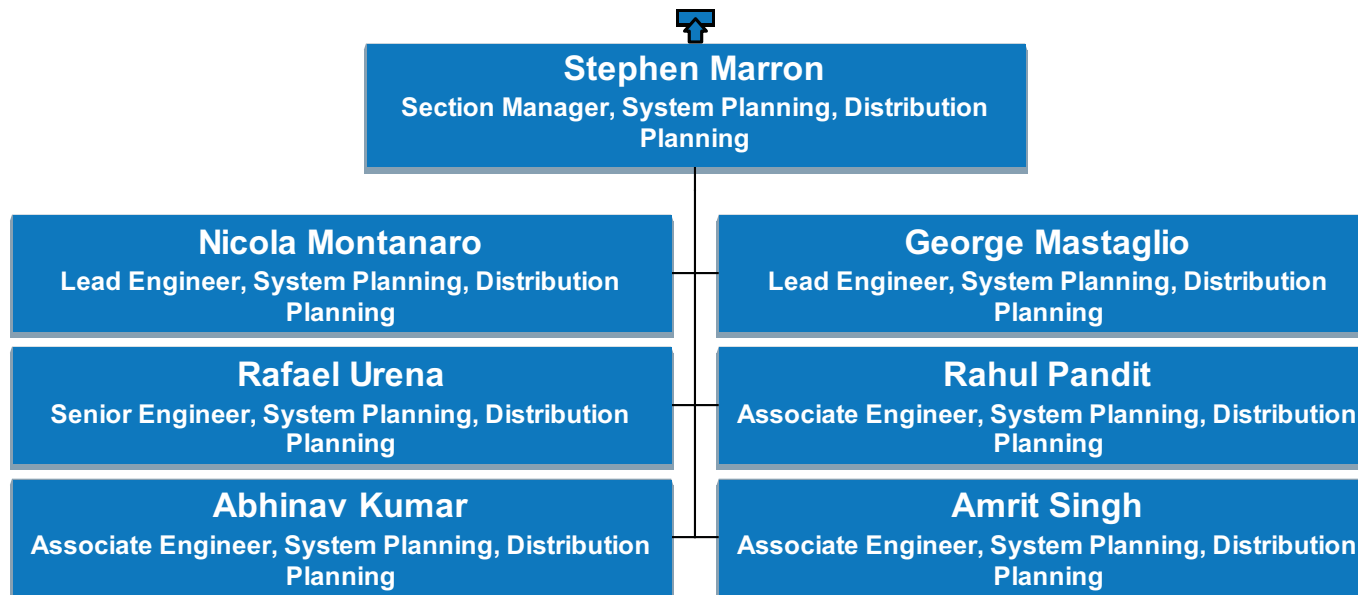


# US LIPA

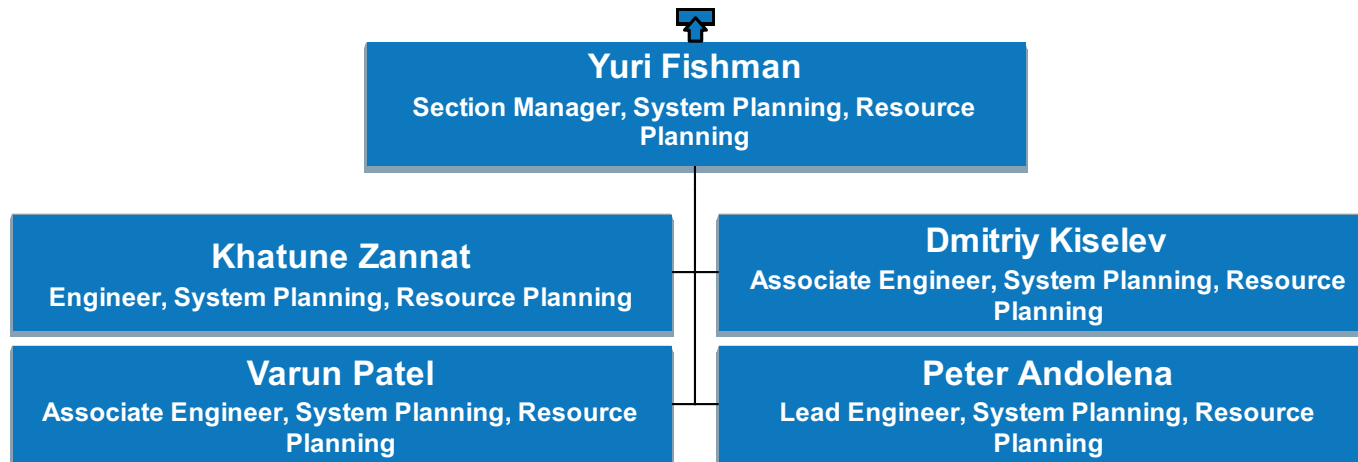




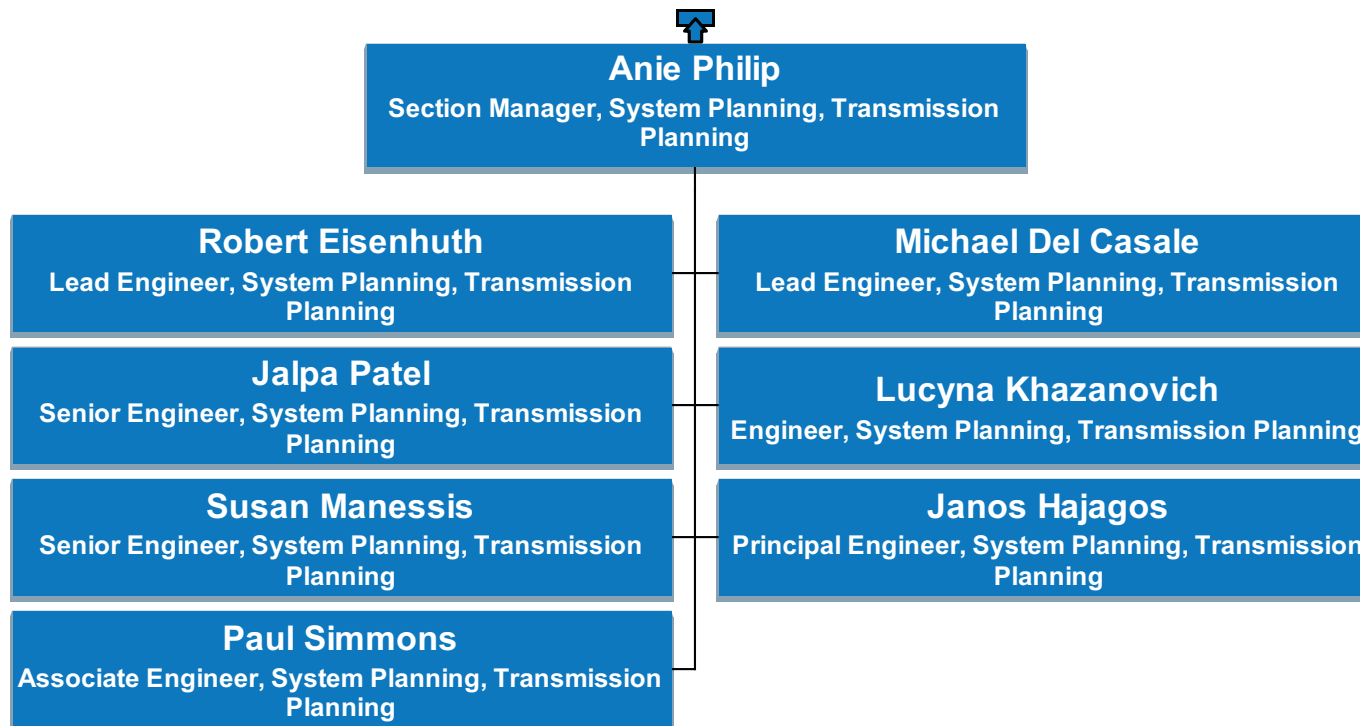
# US LIPA



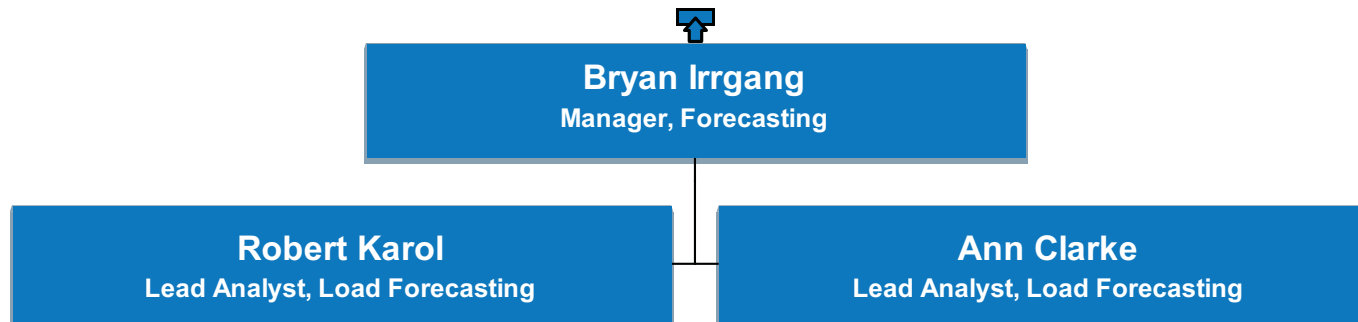
# US LIPA



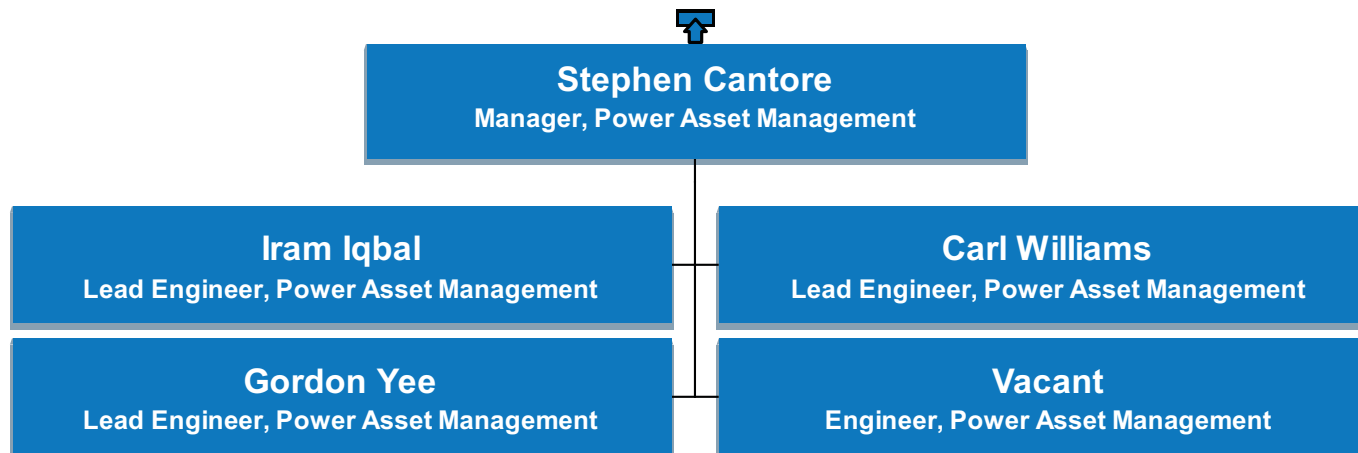
# US LIPA



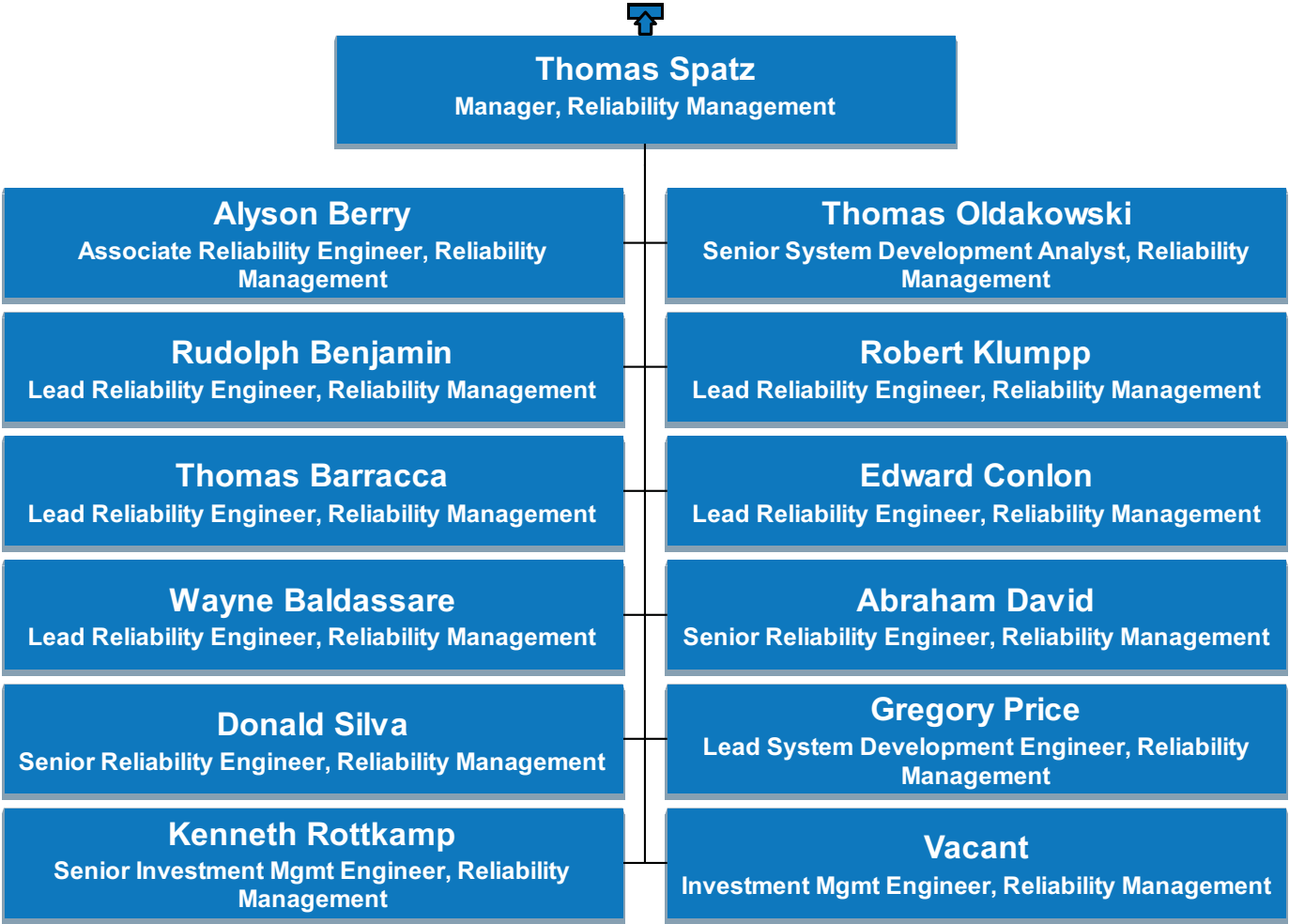
# US LIPA



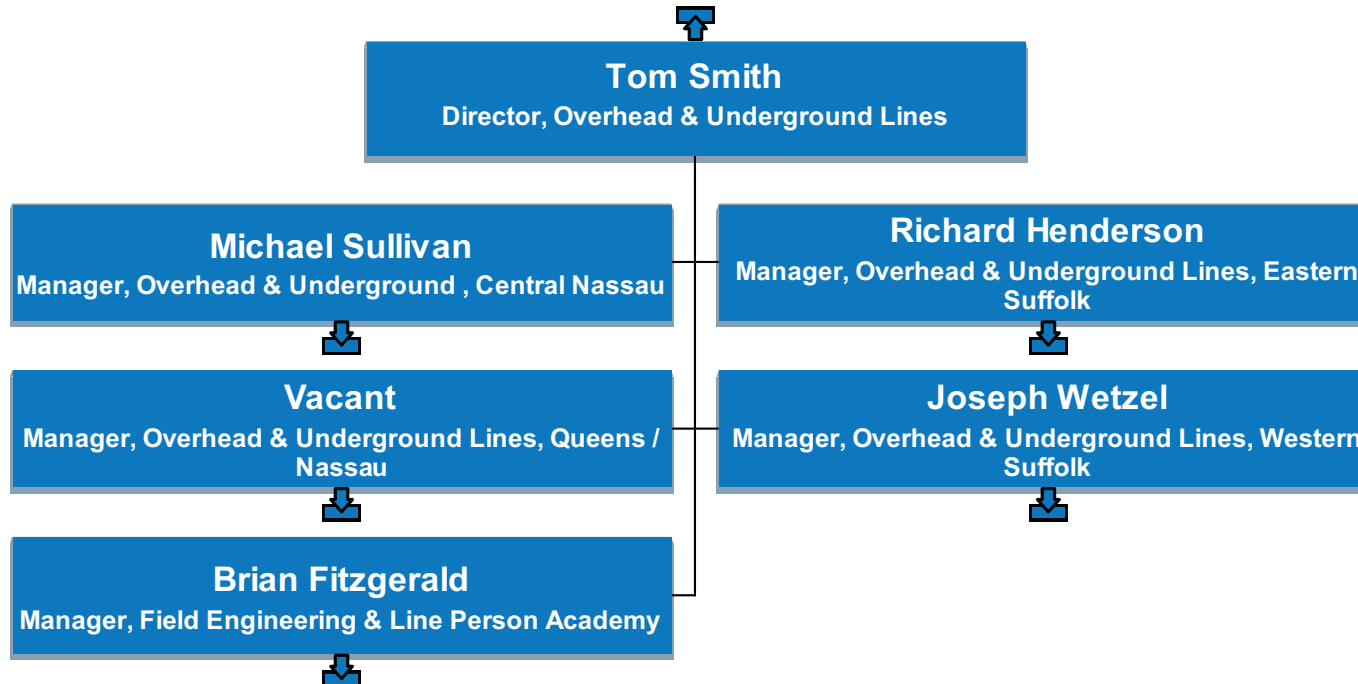
# US LIPA



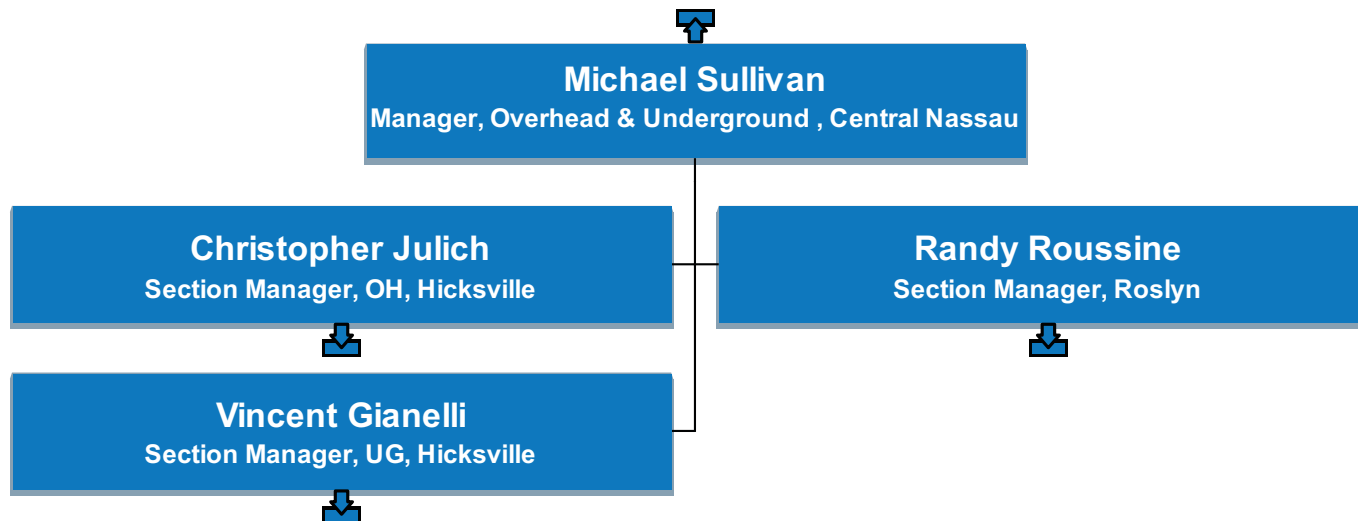
# US LIPA



# US LIPA

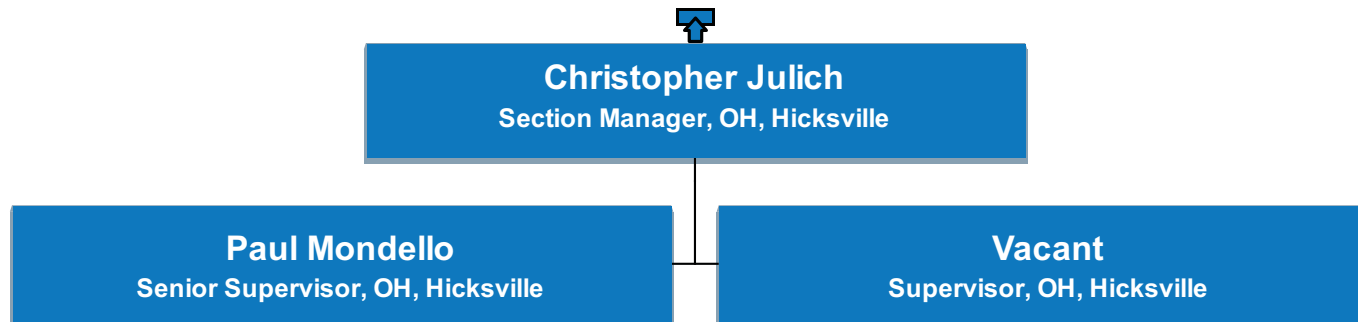


# US LIPA

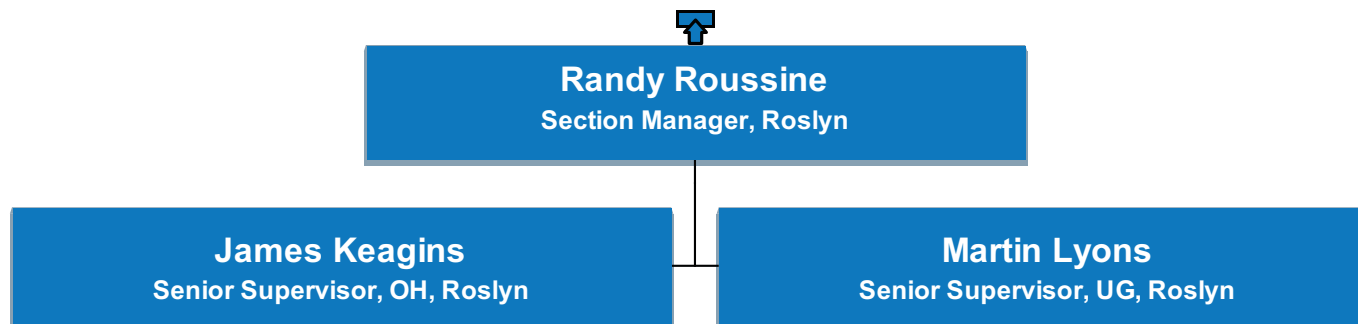




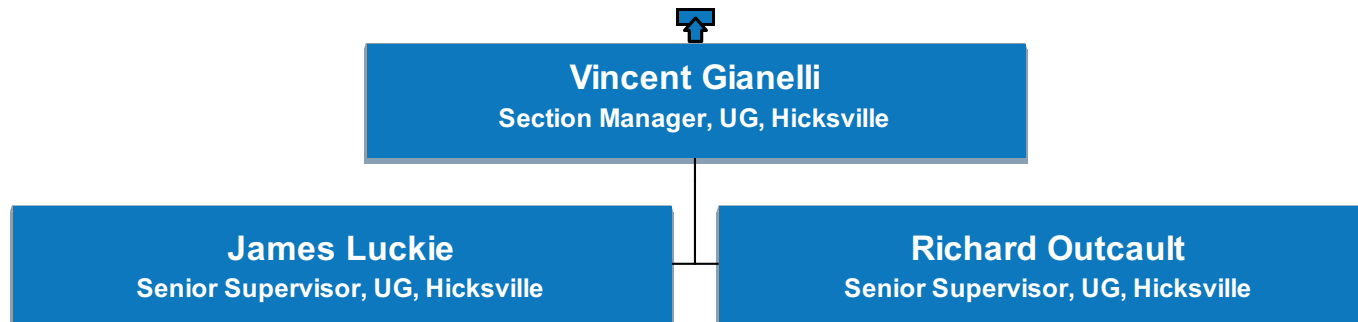
# US LIPA



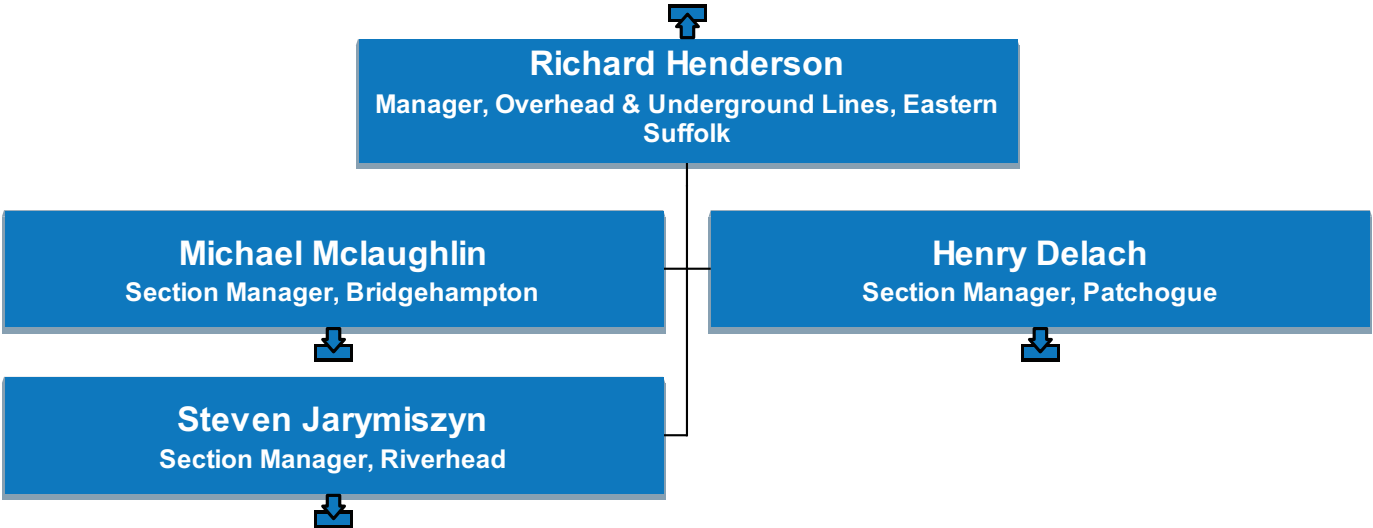
# US LIPA



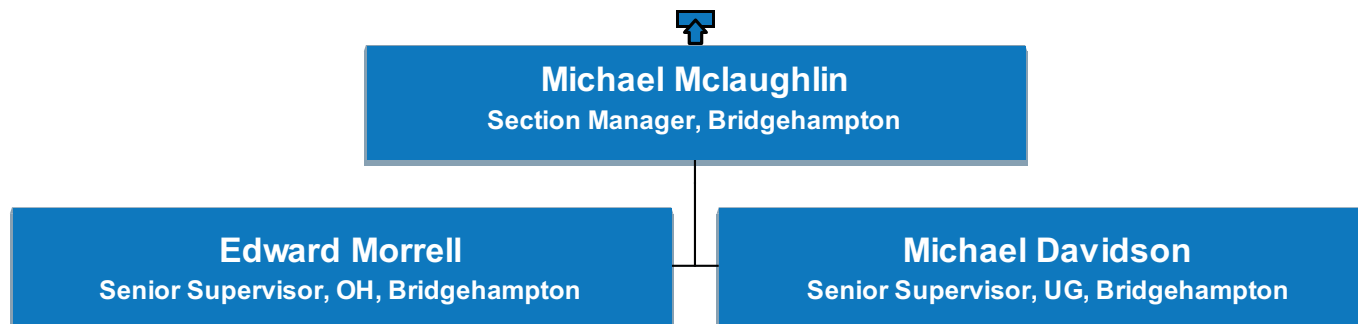
# US LIPA



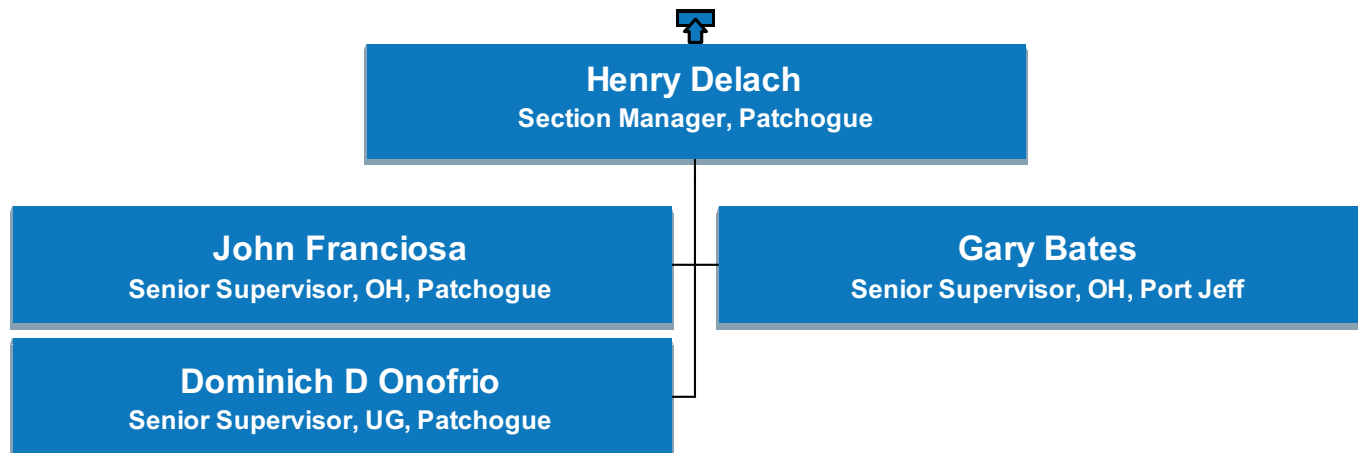
# US LIPA



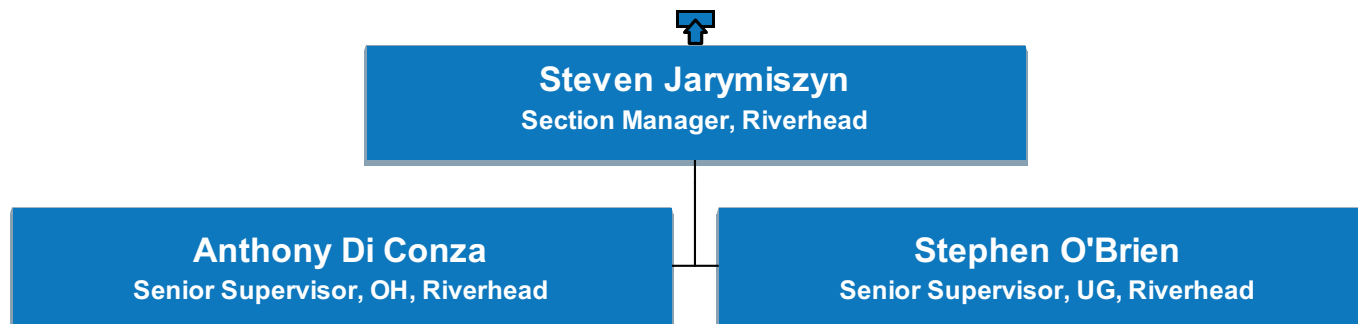
# US LIPA



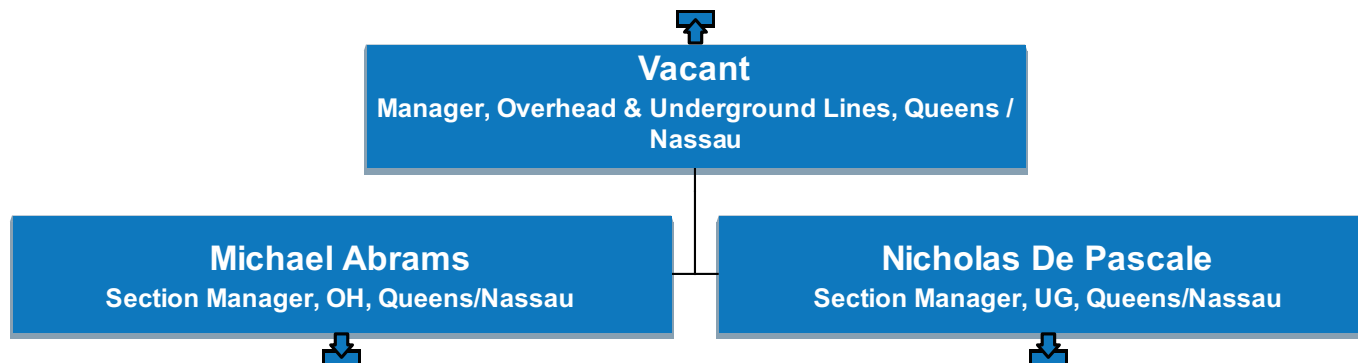
# US LIPA



# US LIPA

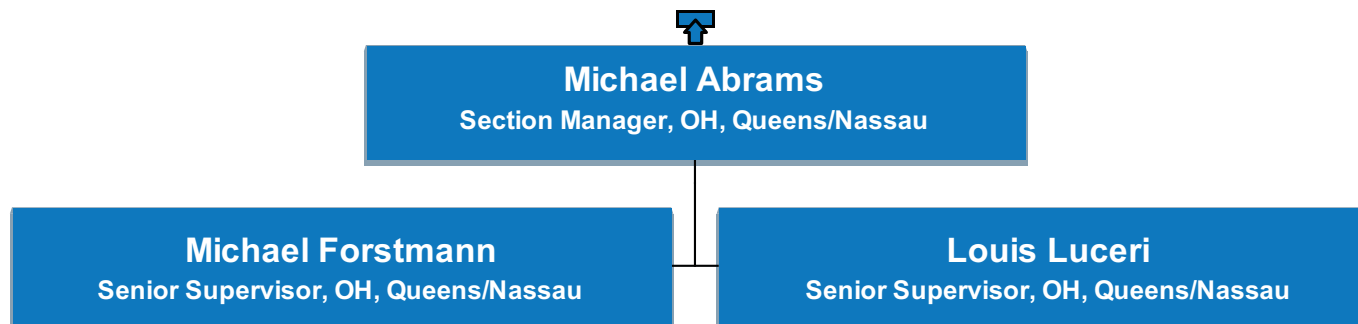


# US LIPA

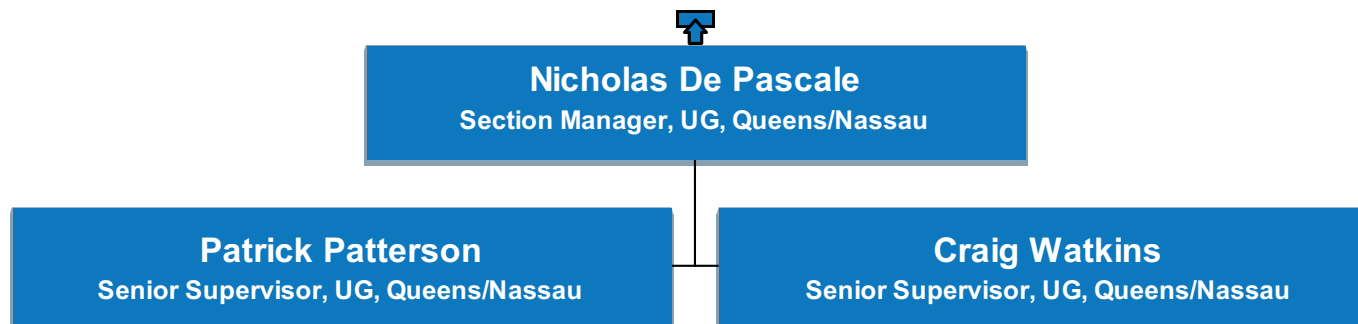




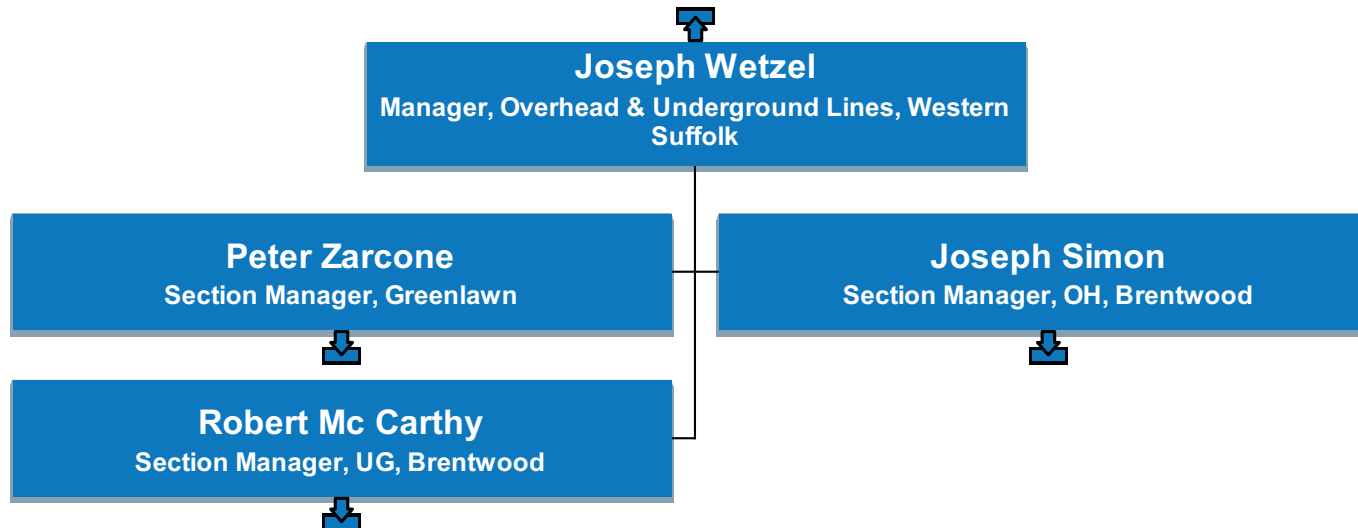
# US LIPA



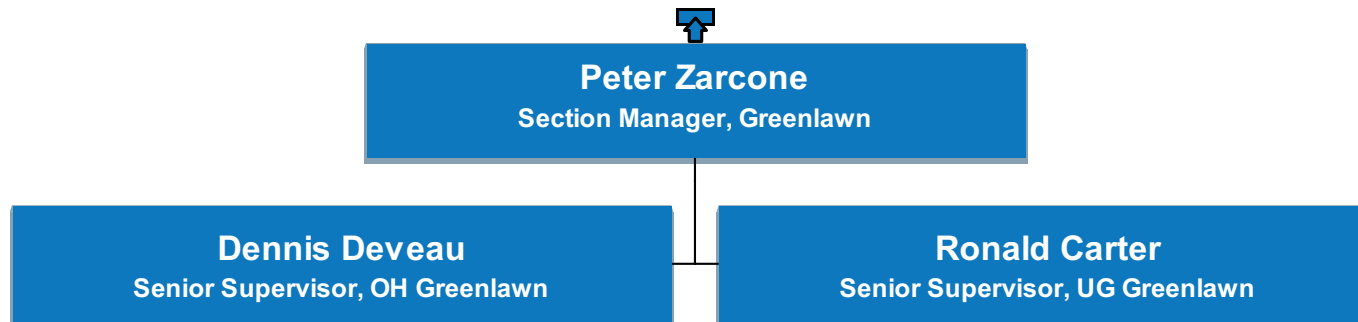
# US LIPA



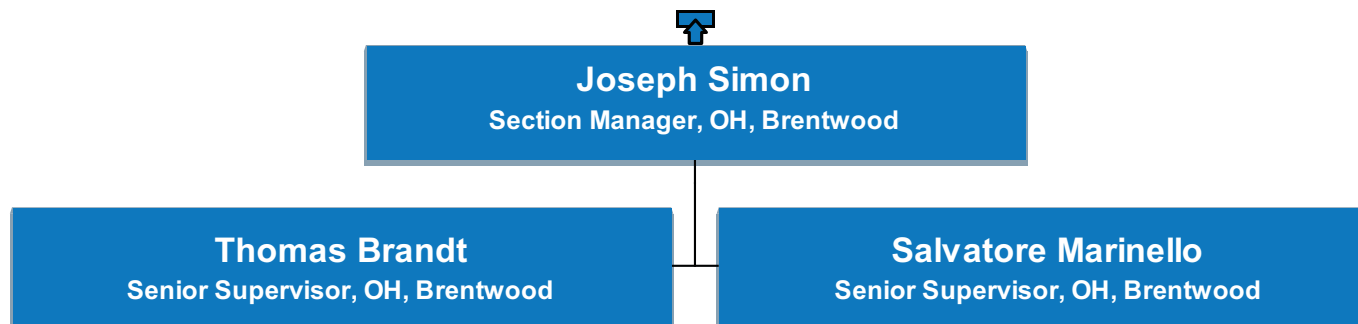
# US LIPA



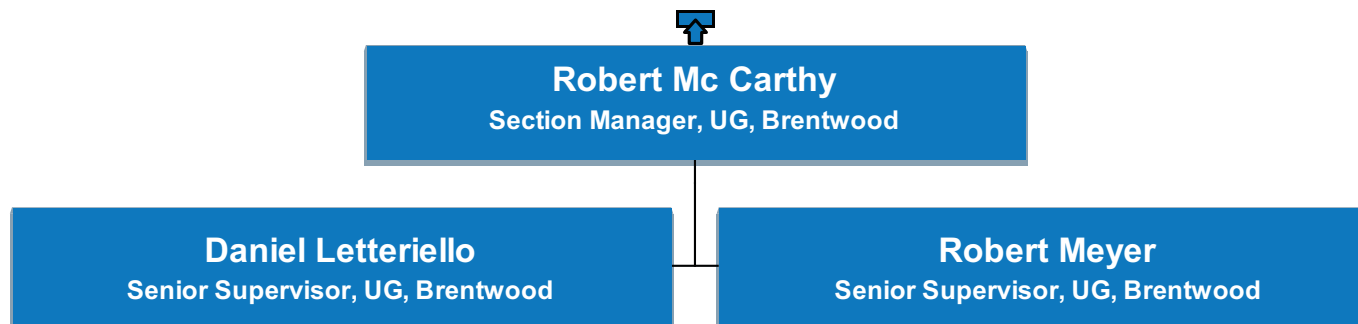
# US LIPA



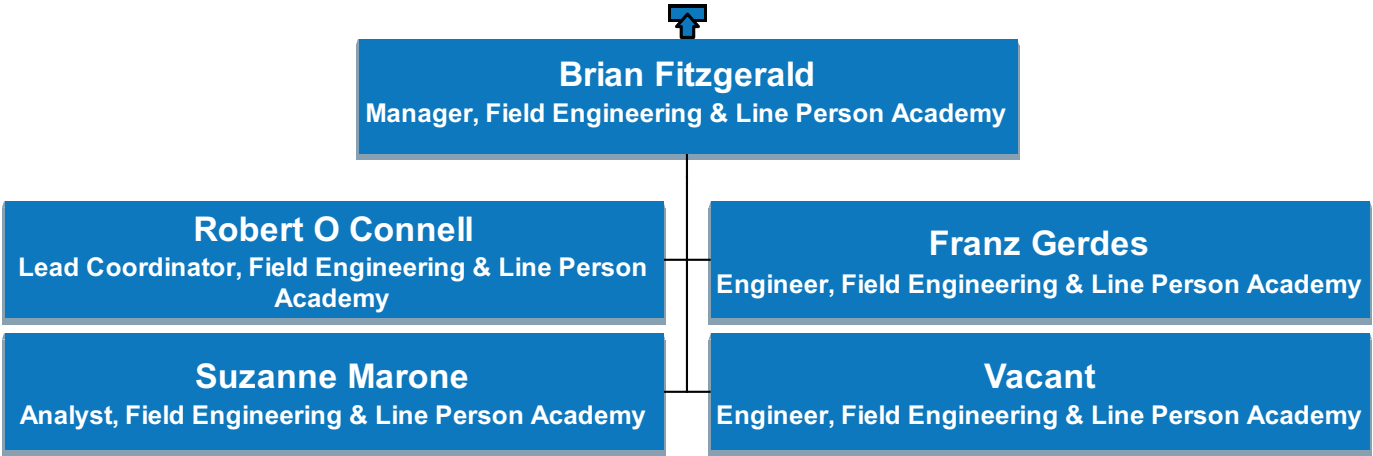
# US LIPA



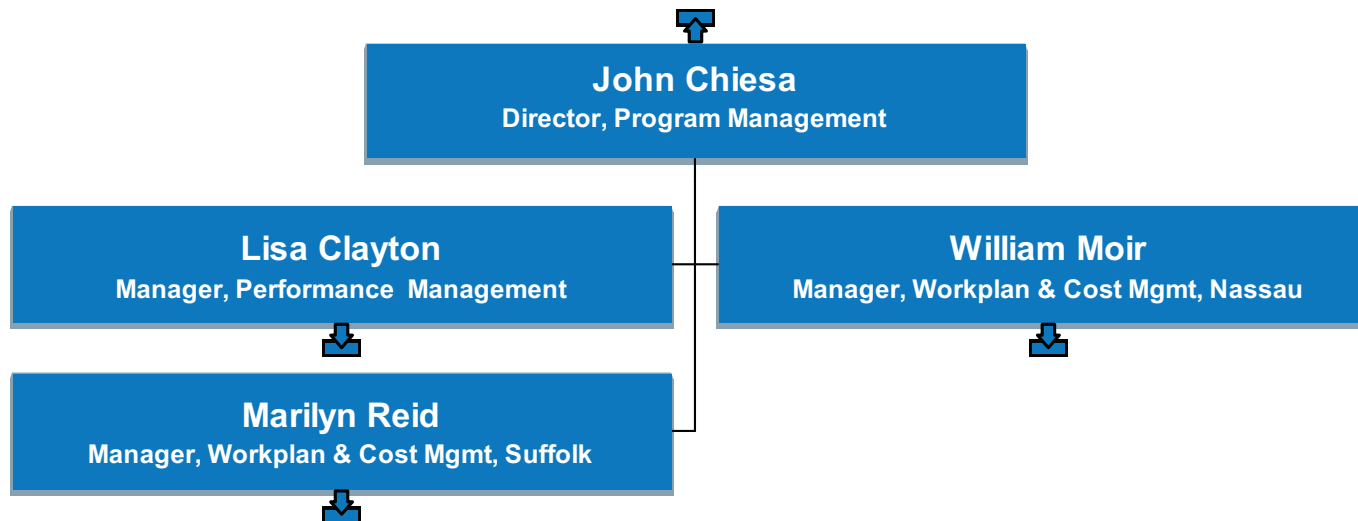
# US LIPA



# US LIPA

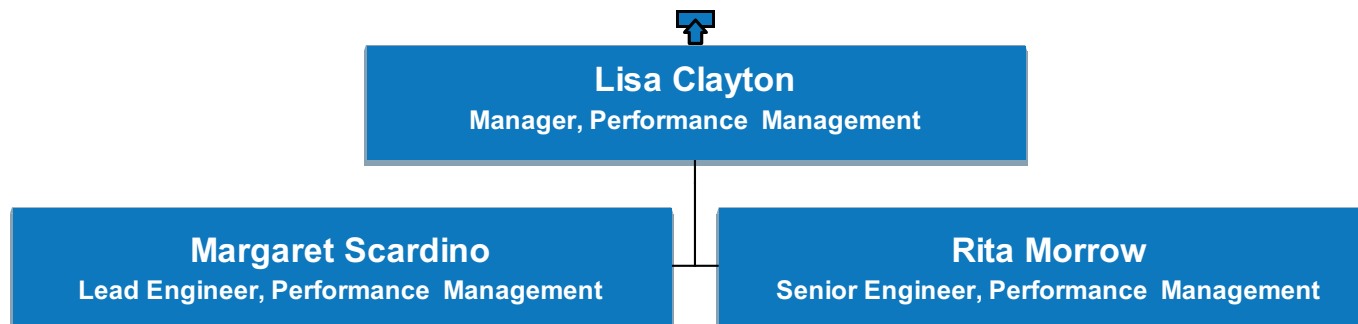


# US LIPA

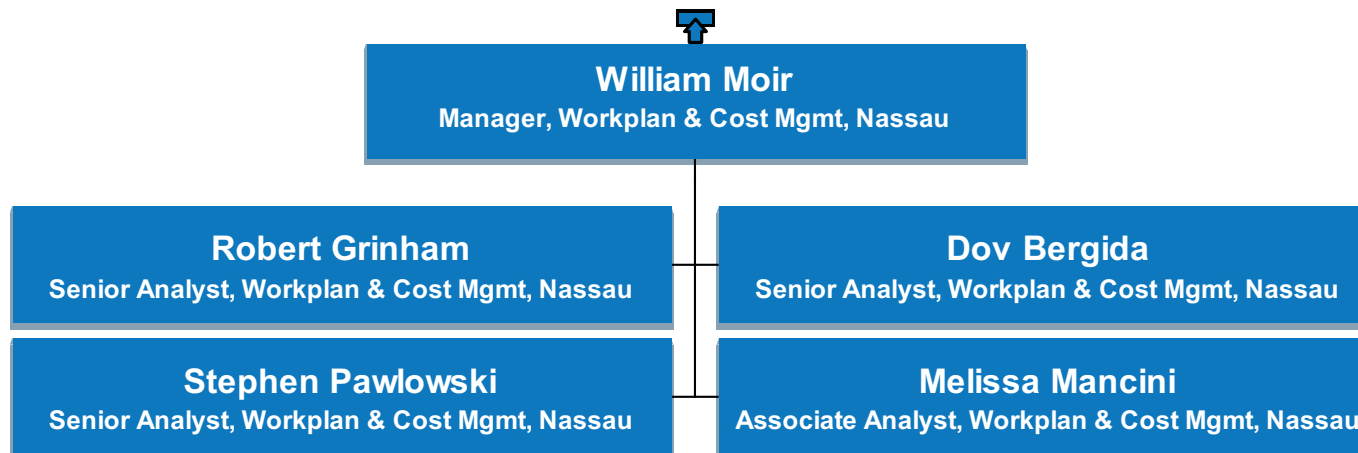




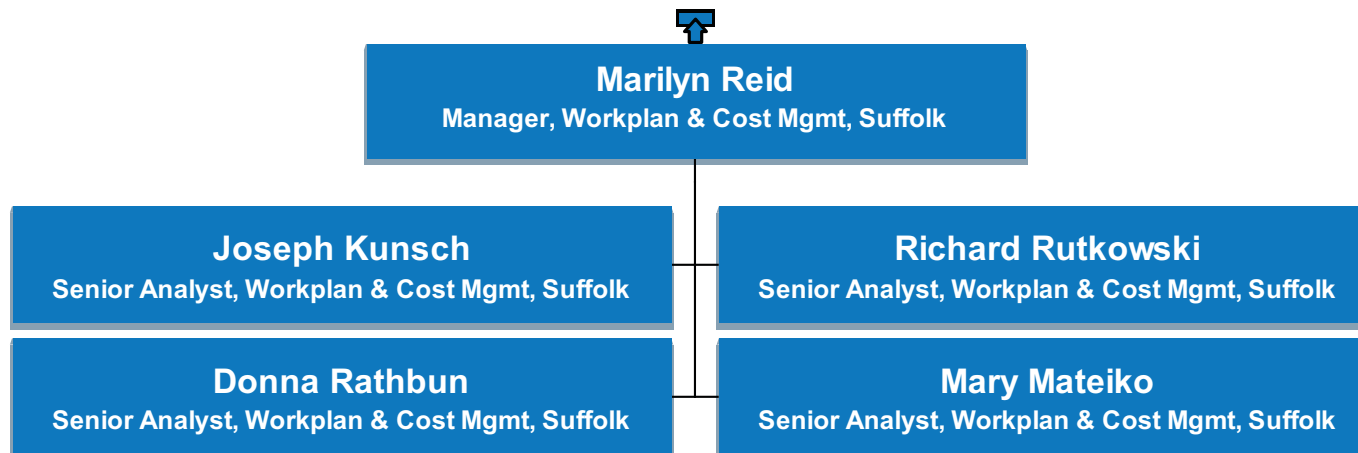
# US LIPA



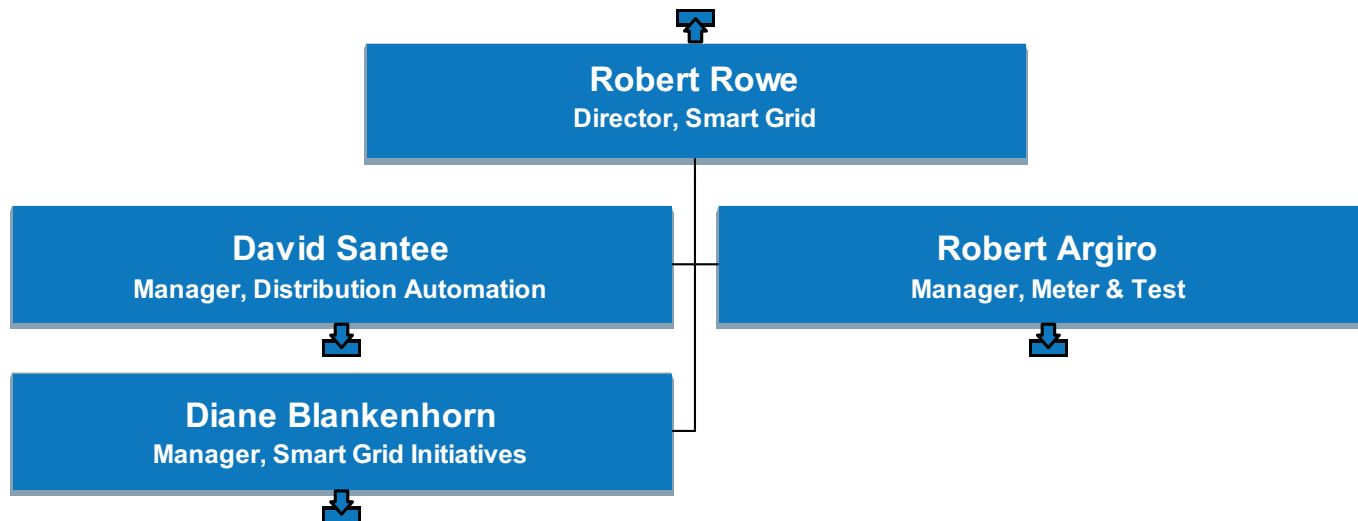
# US LIPA



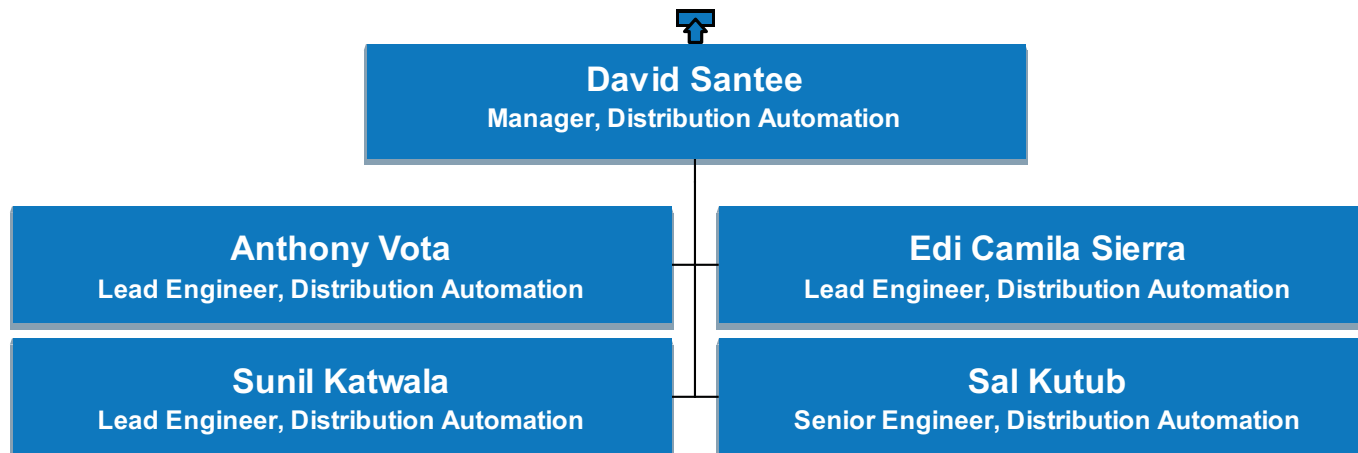
# US LIPA



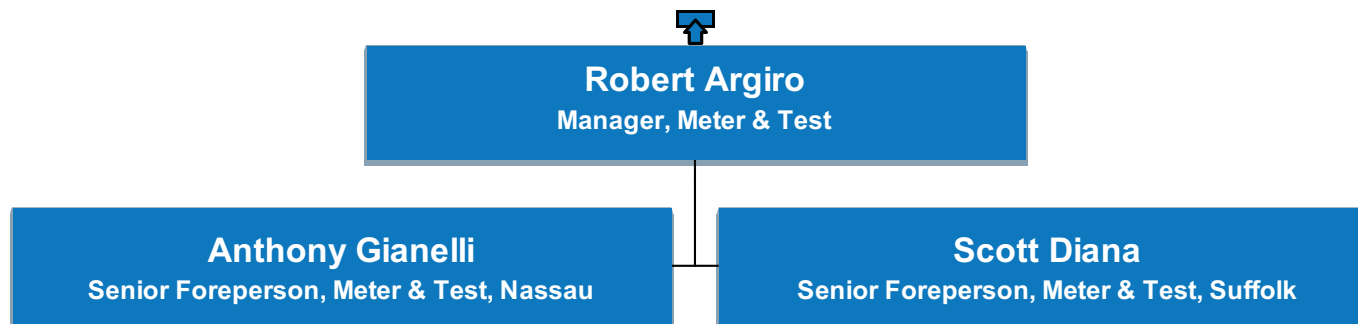
# US LIPA



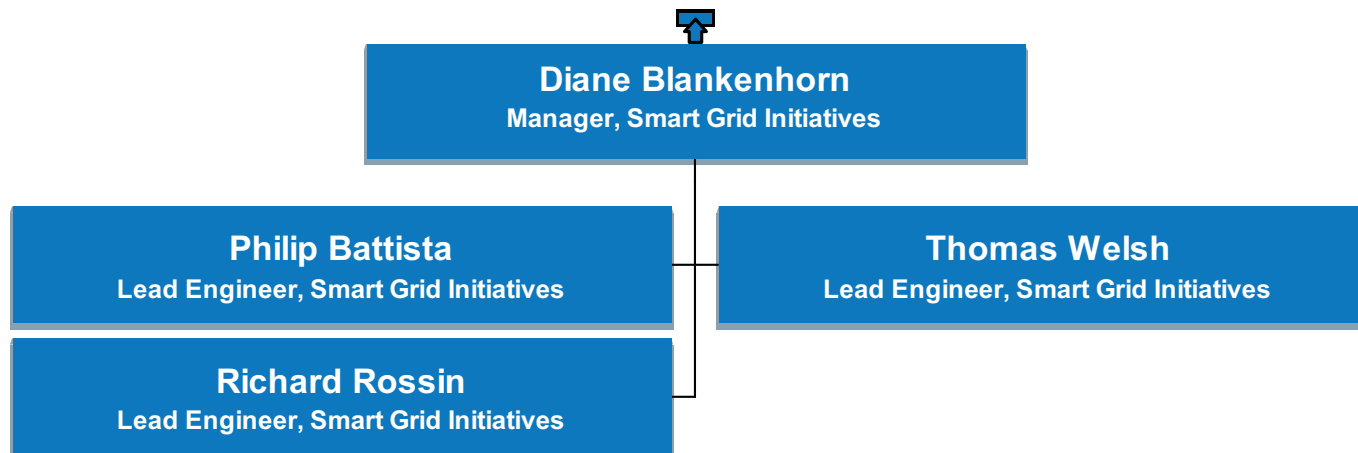
# US LIPA



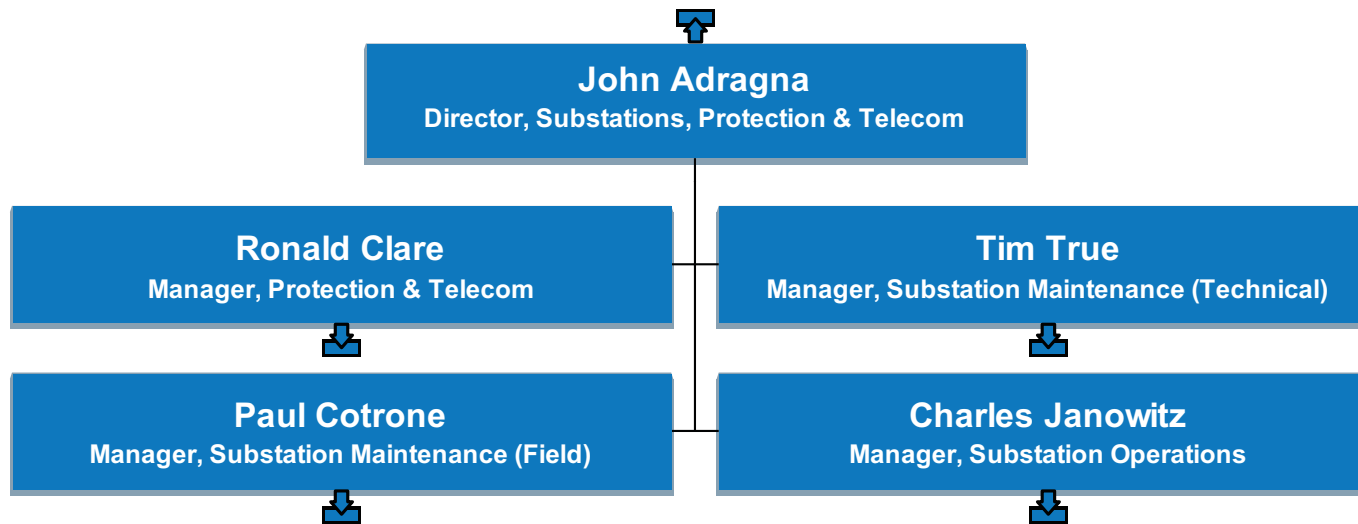
# US LIPA



# US LIPA

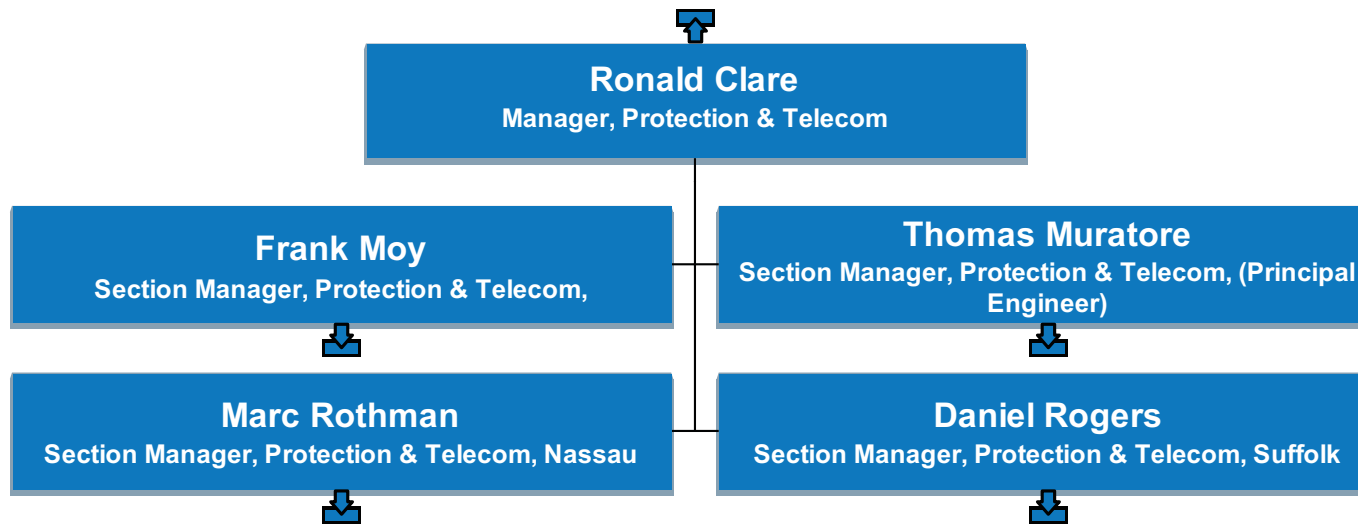


# US LIPA

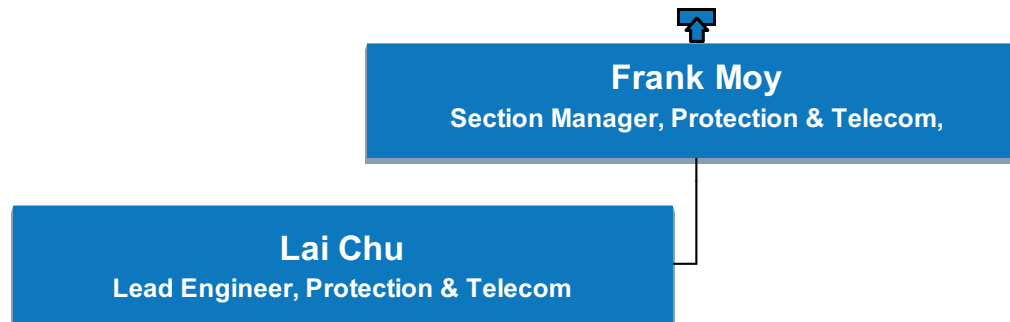




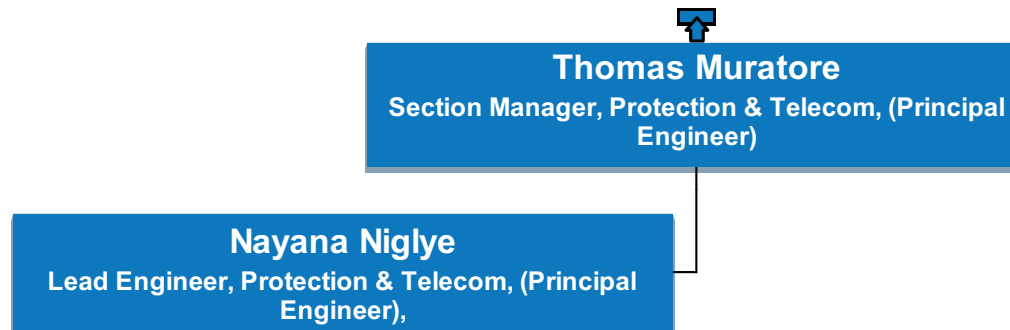
# US LIPA



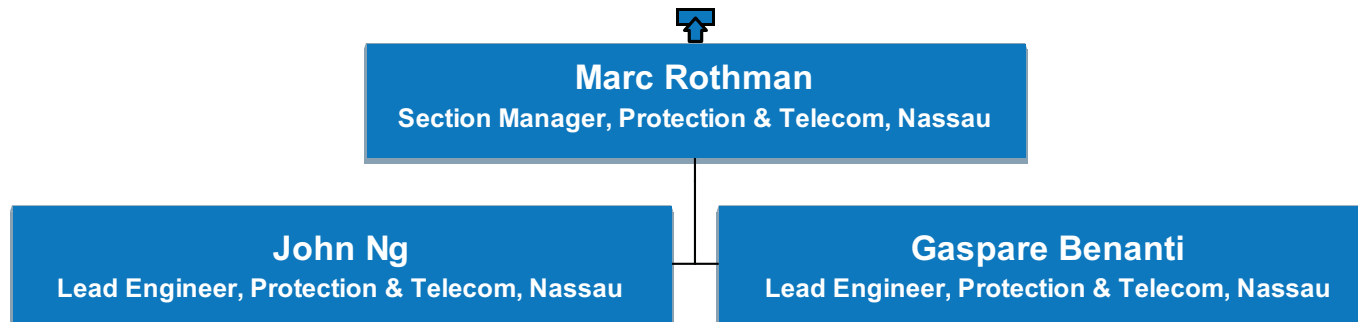
# US LIPA



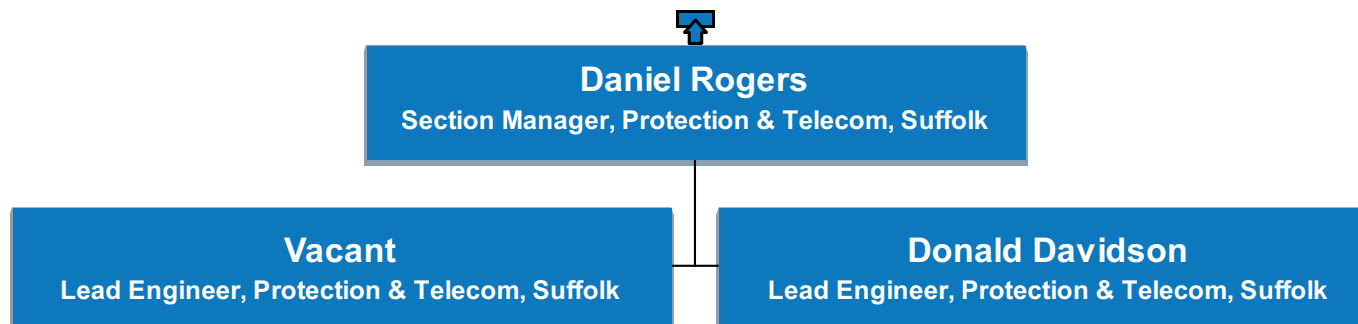
# US LIPA



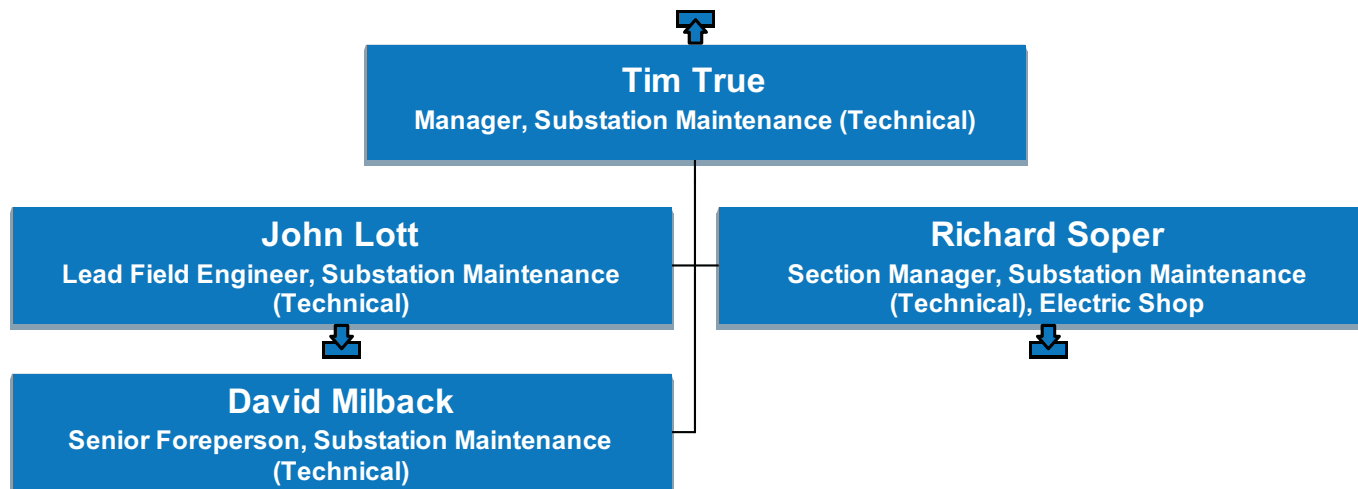
# US LIPA



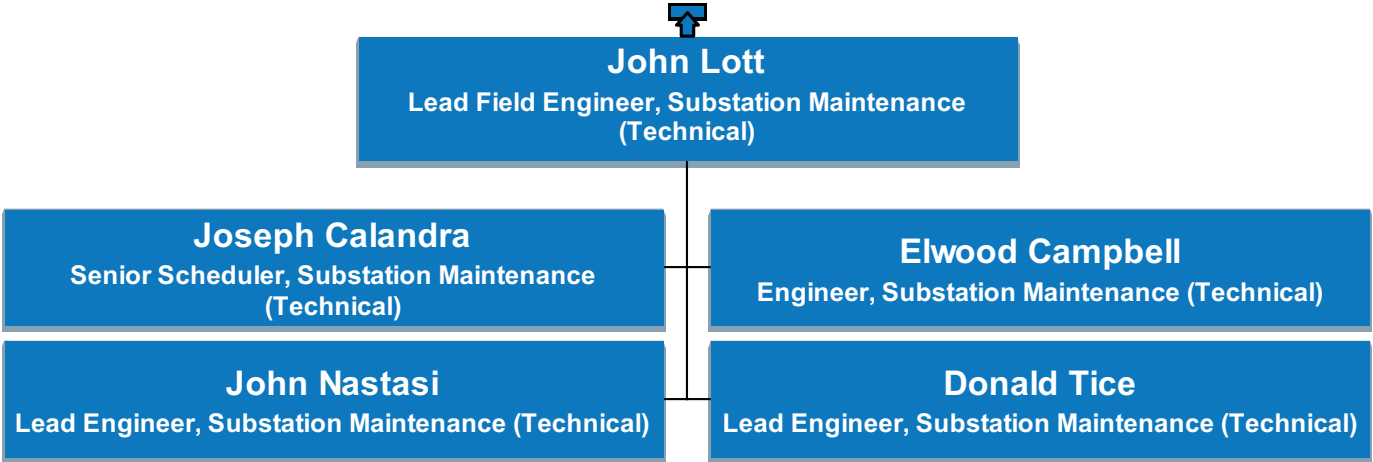
# US LIPA



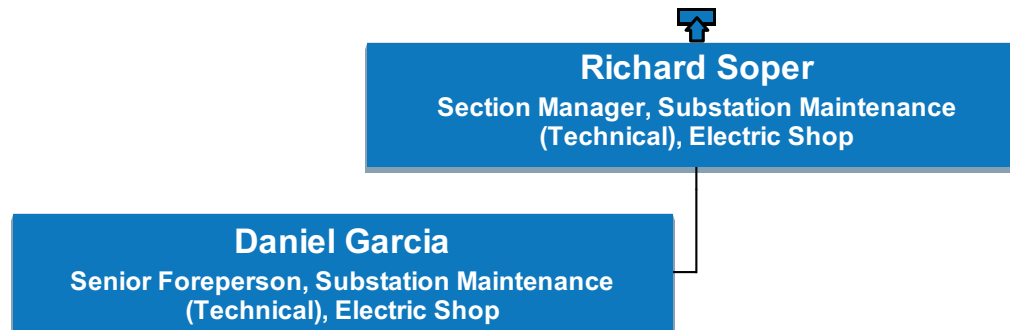
# US LIPA



# US LIPA

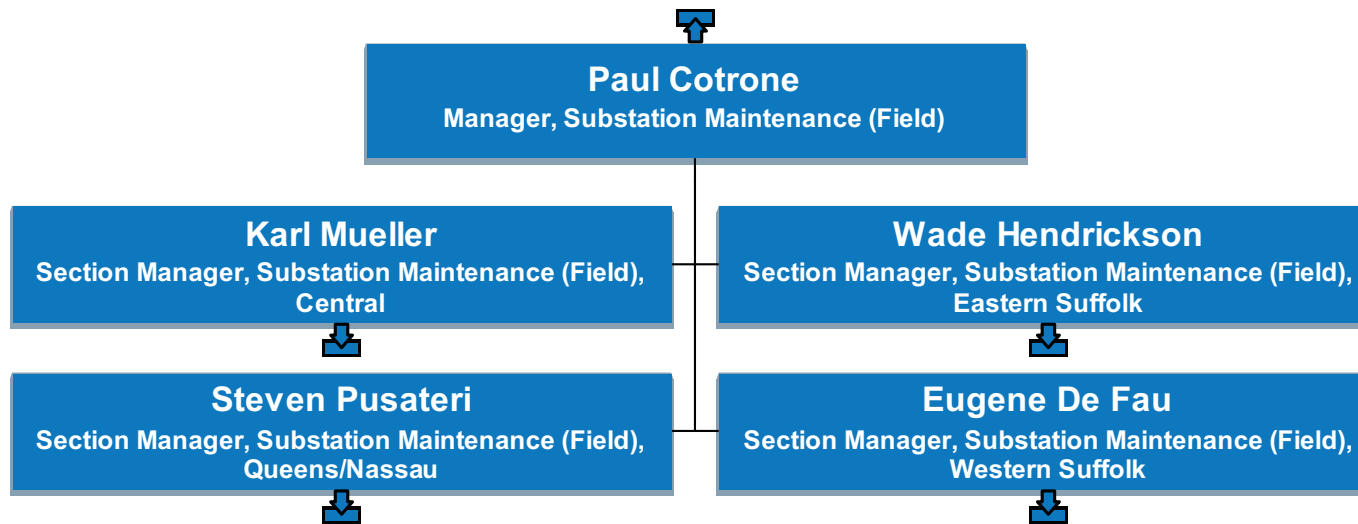


# US LIPA

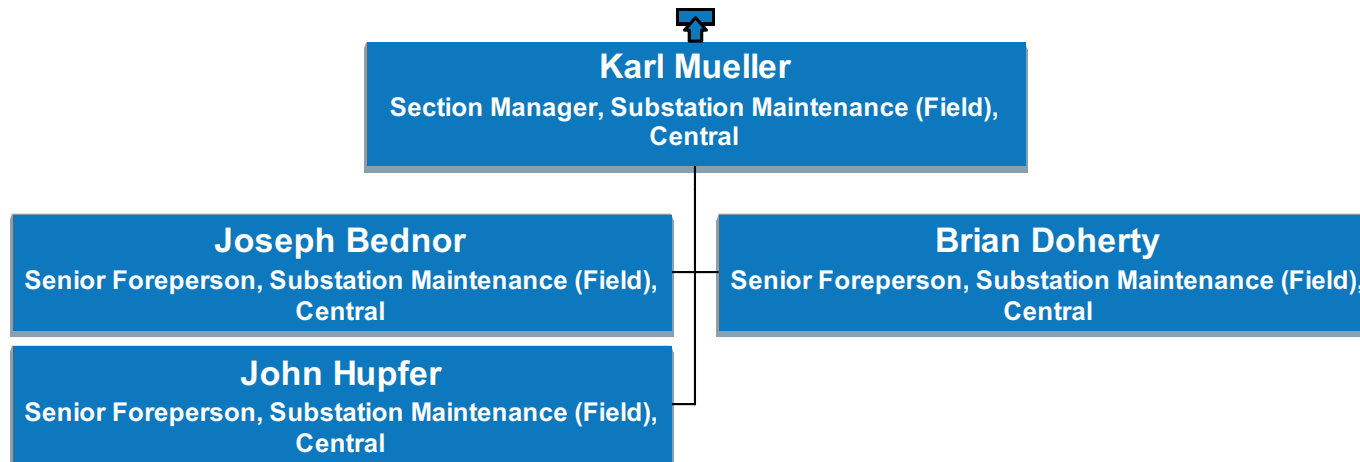




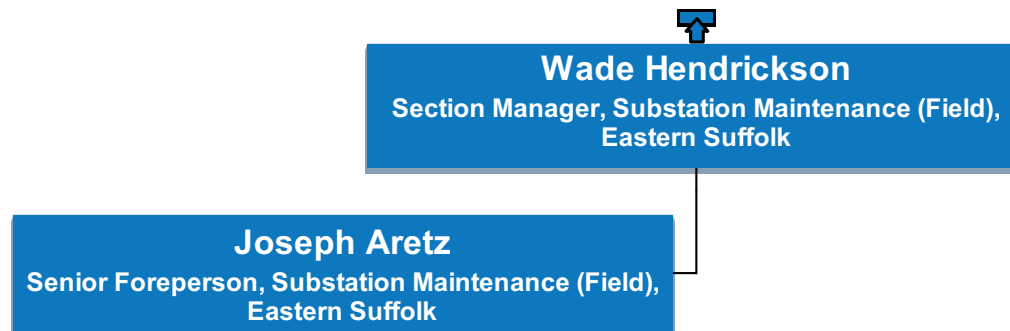
# US LIPA



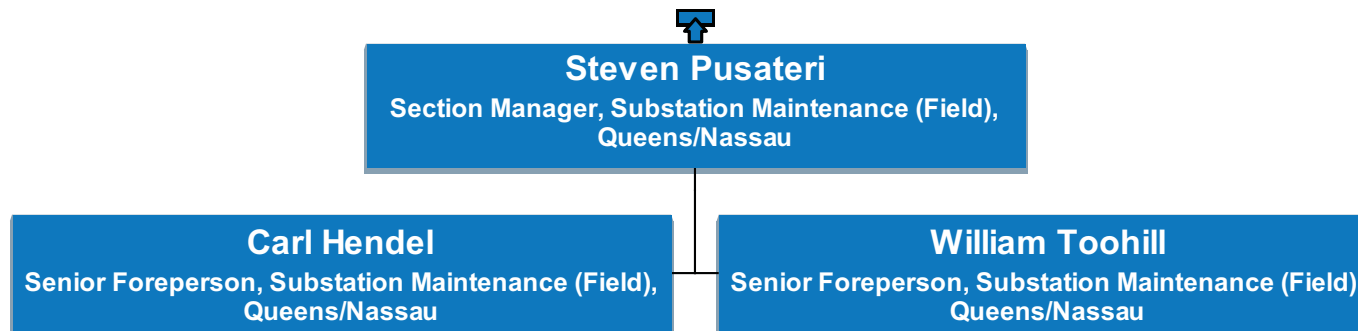
# US LIPA



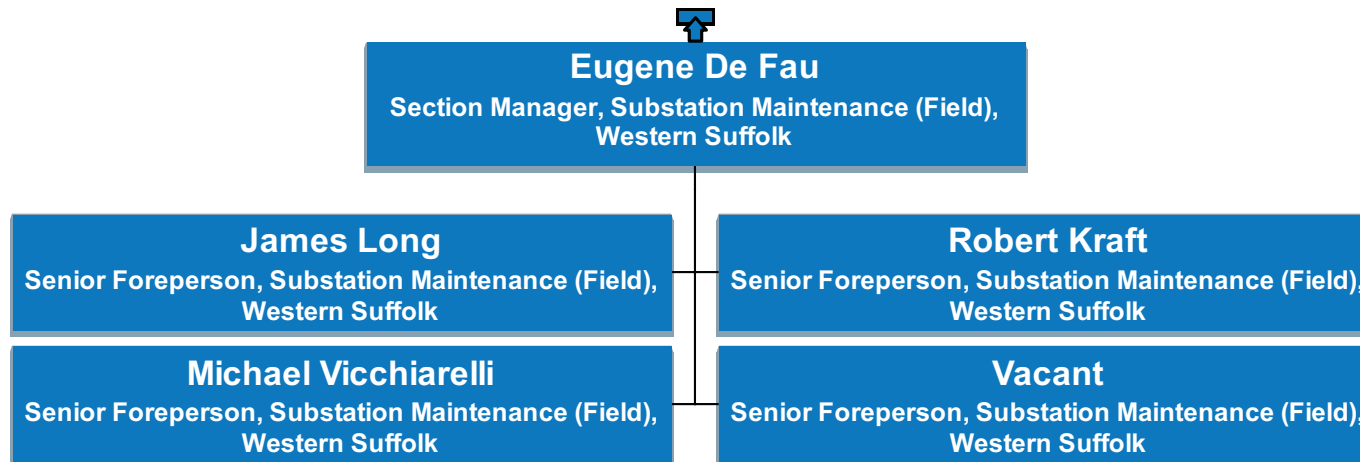
# US LIPA



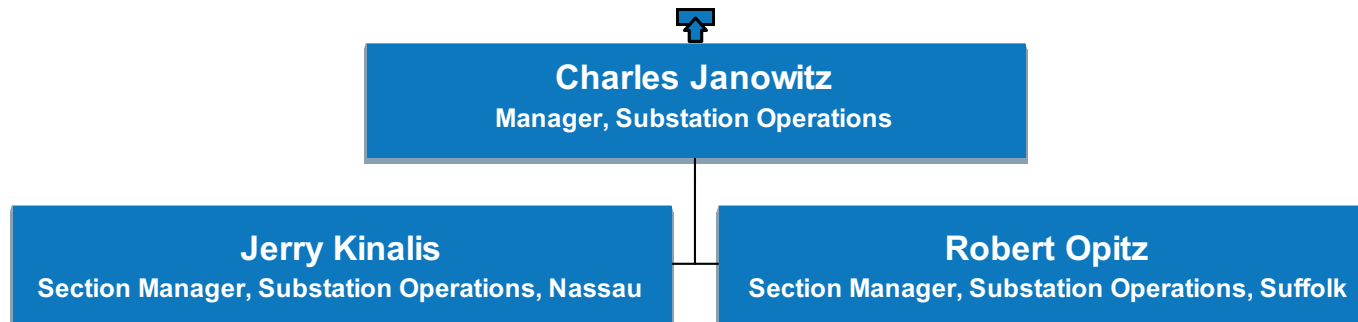
# US LIPA



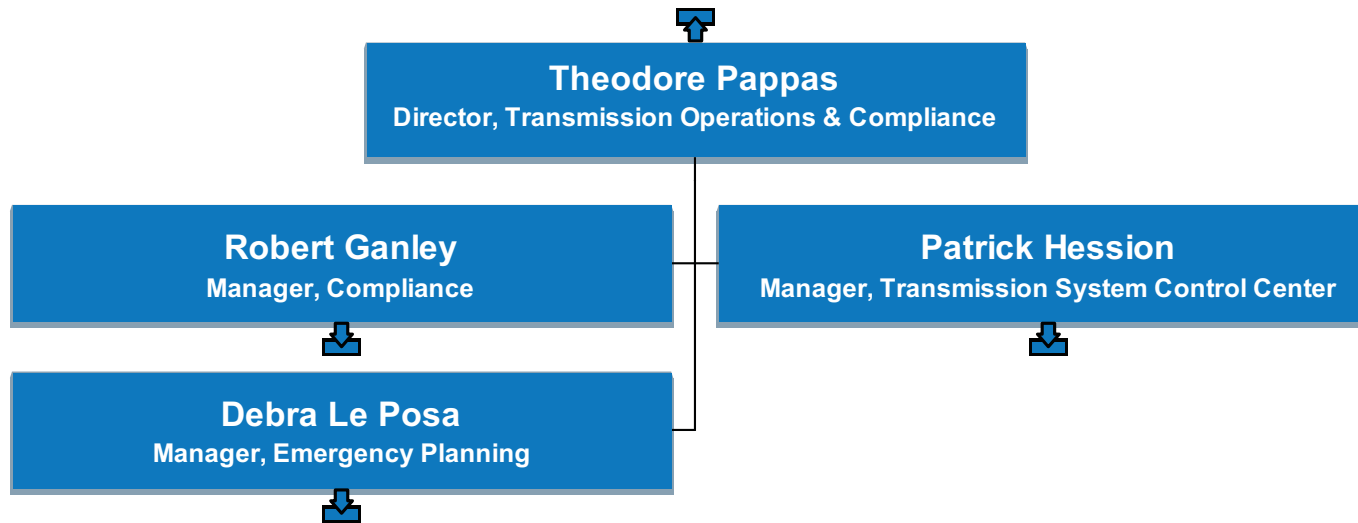
# US LIPA



# US LIPA



# US LIPA

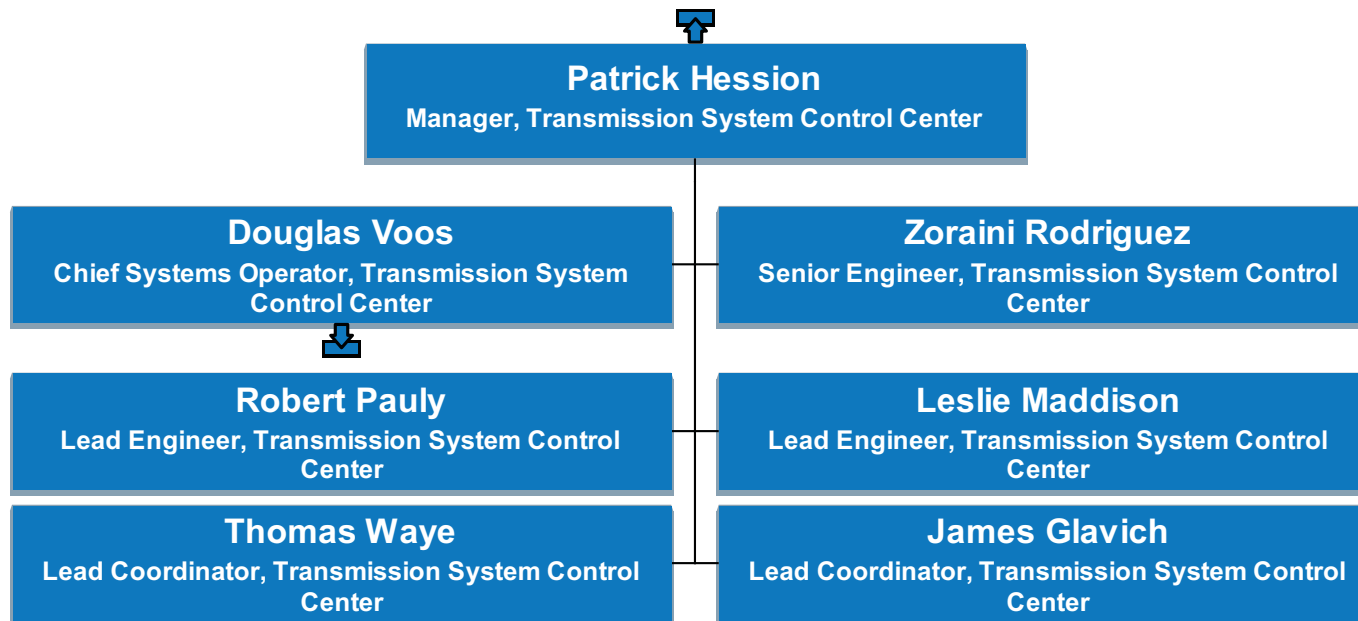


# US LIPA

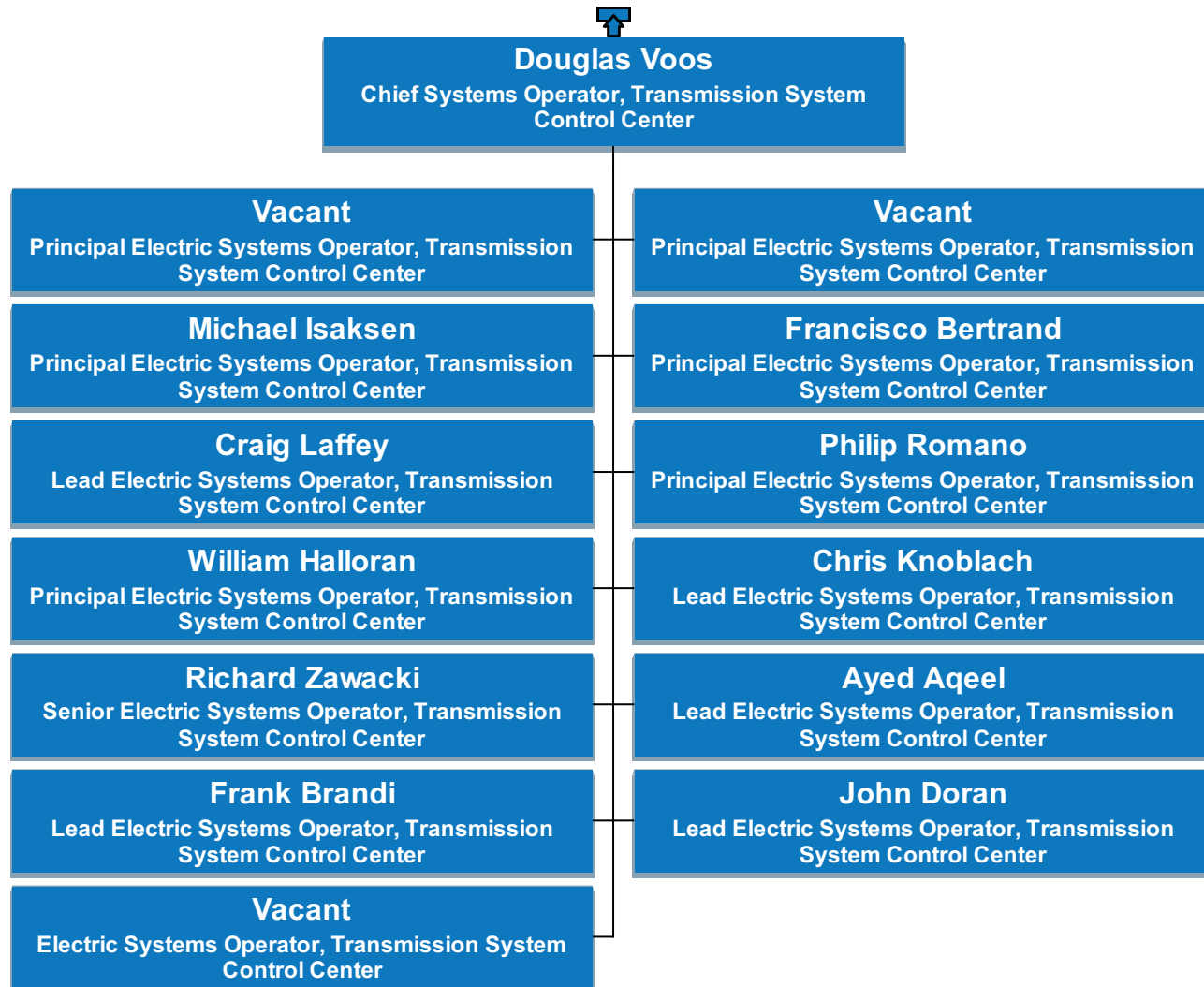




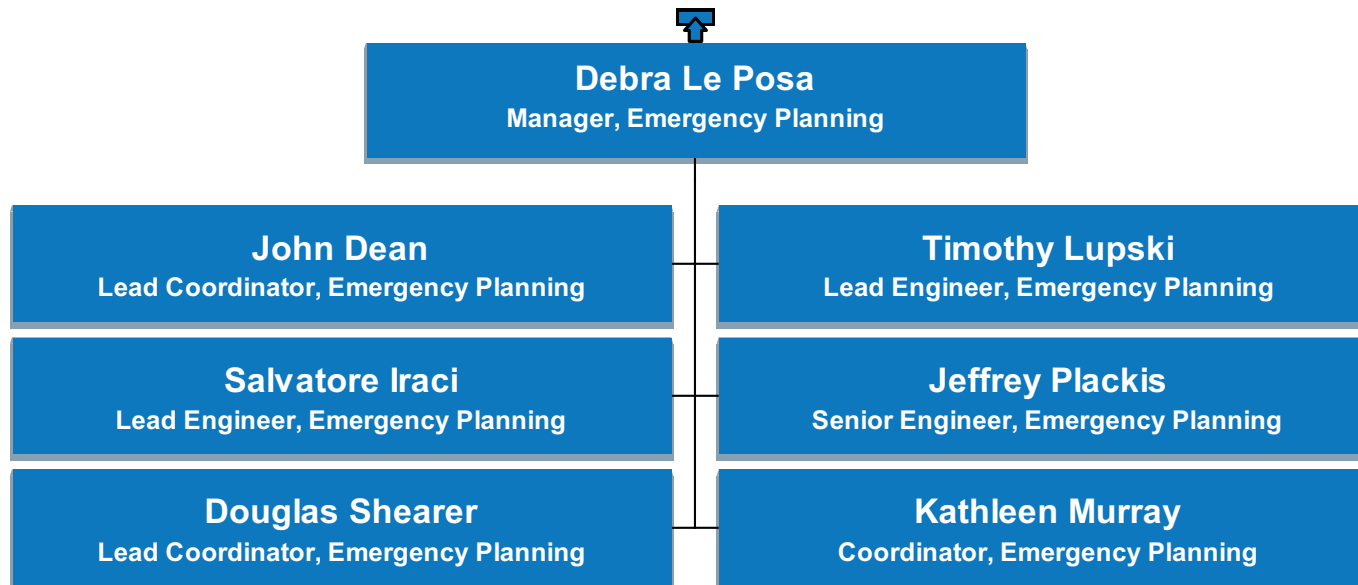
# US LIPA



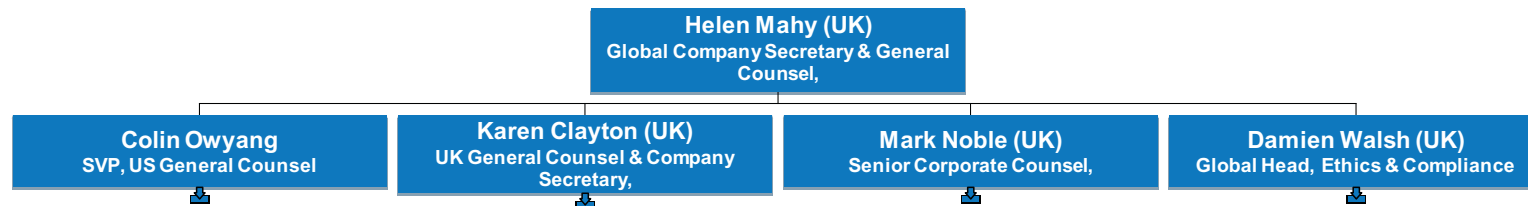
# US LIPA



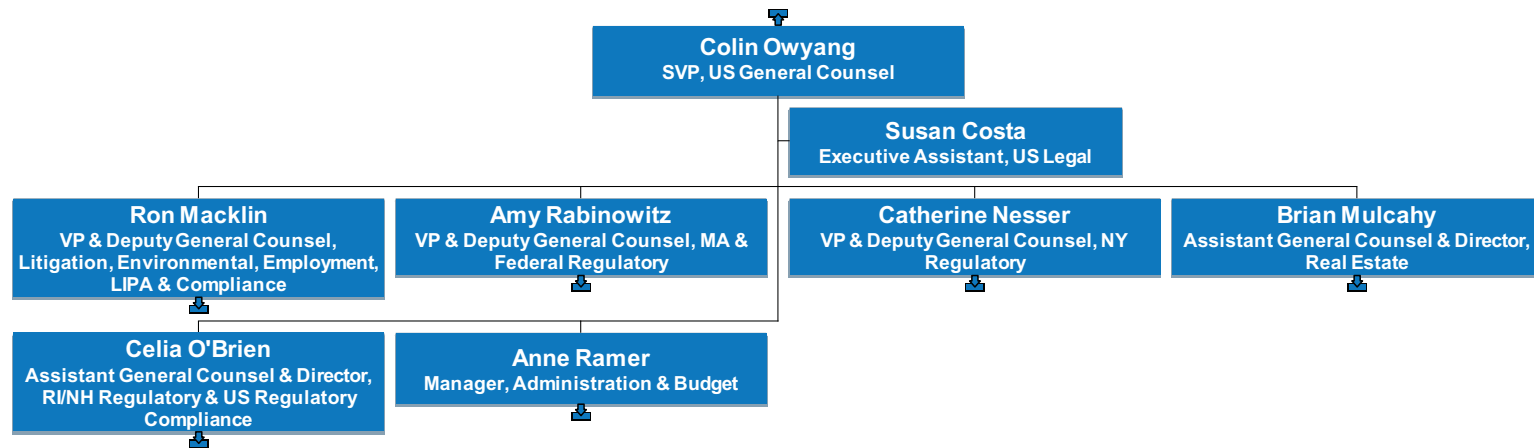
# US LIPA



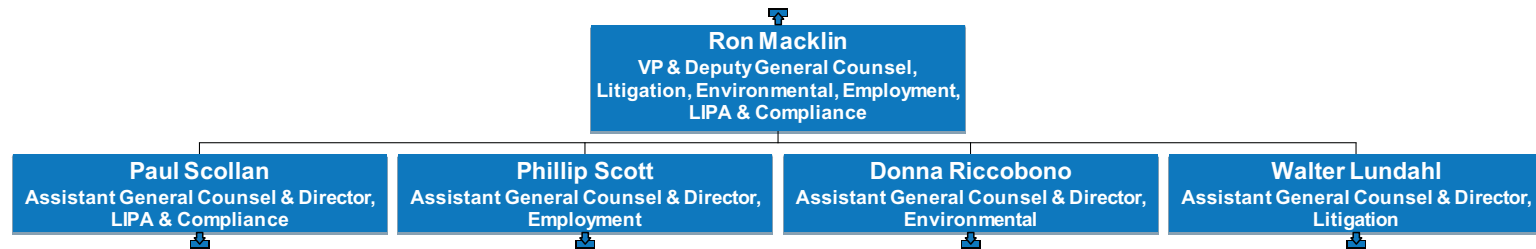
# US Legal



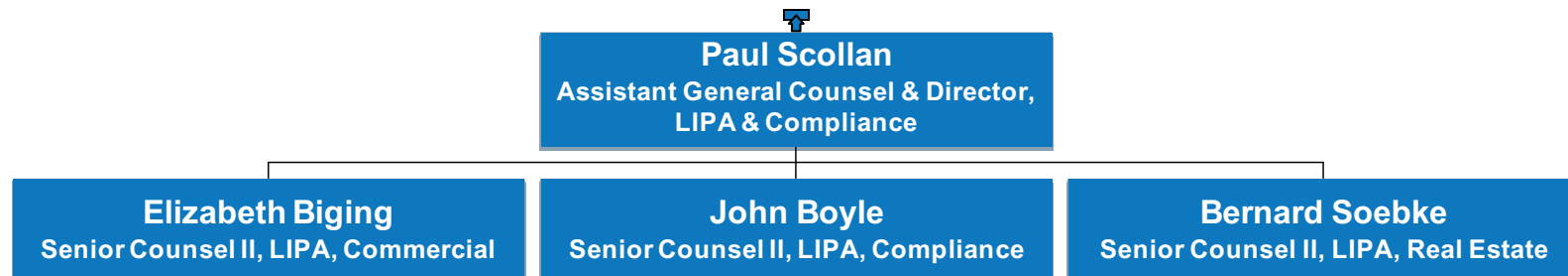
# US Legal



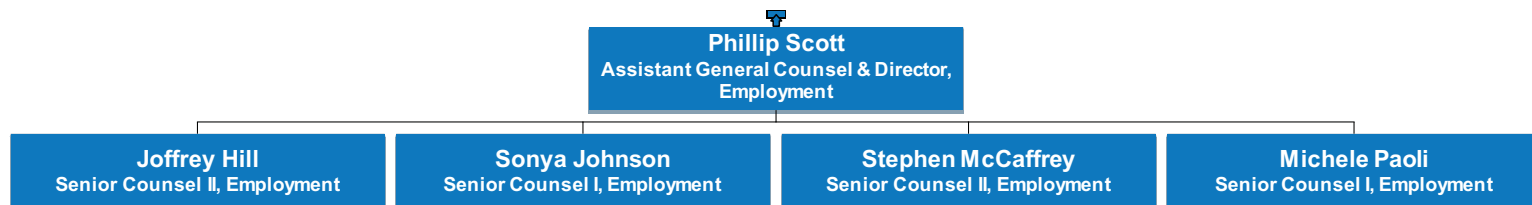
# US Legal



# US Legal

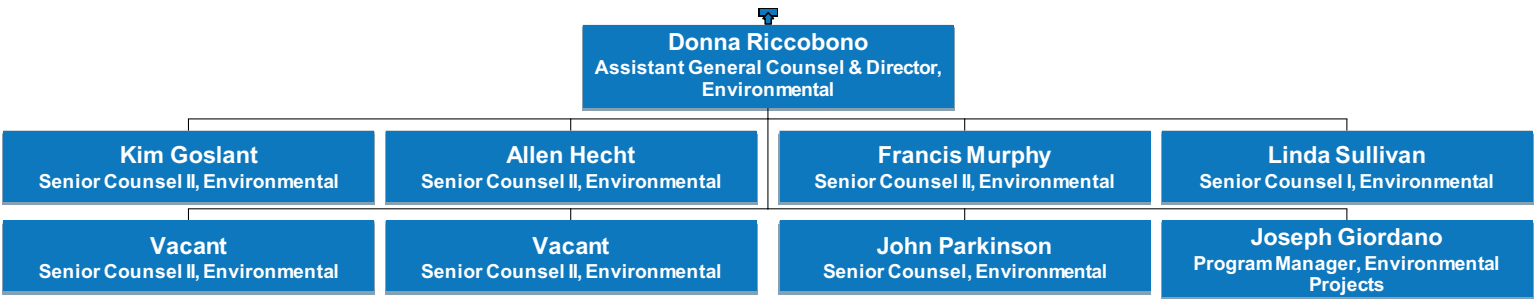


# US Legal

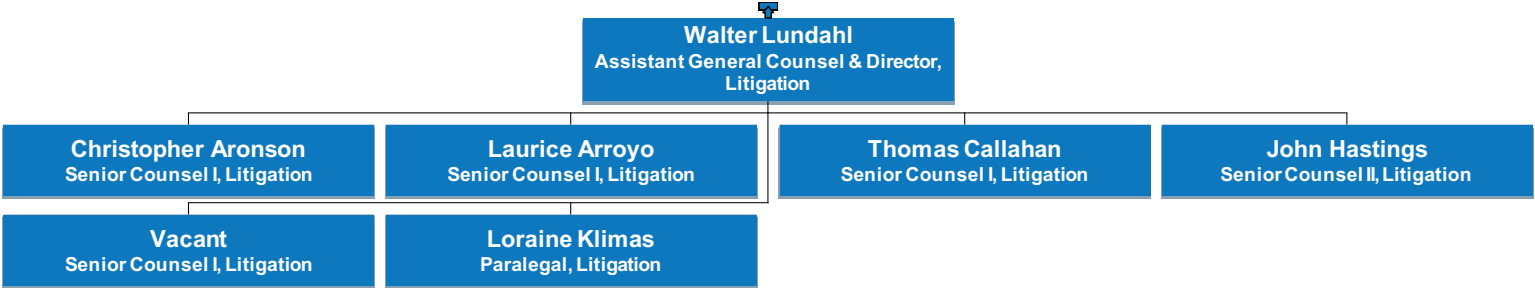




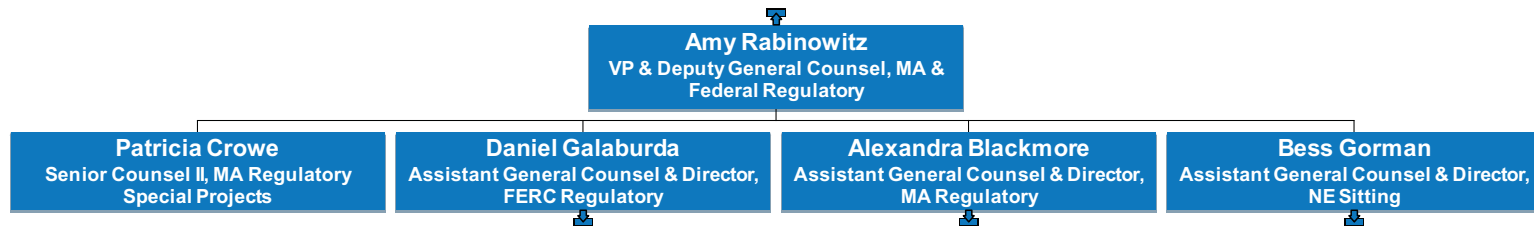
# US Legal



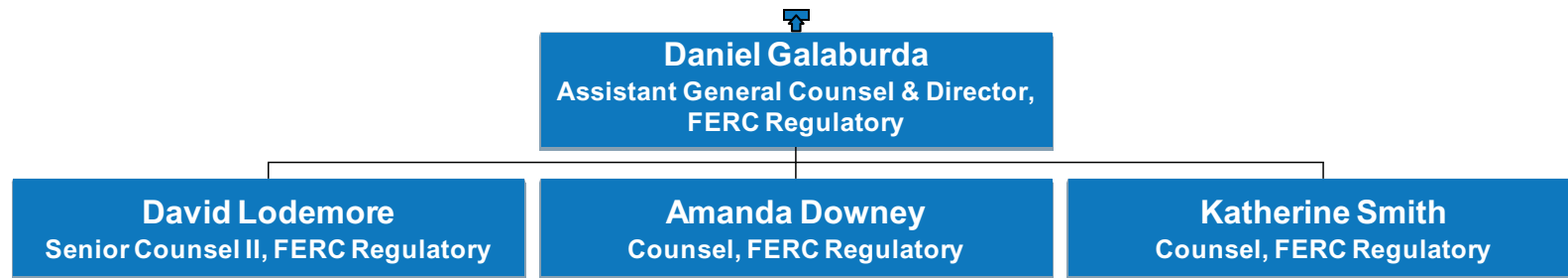
# US Legal



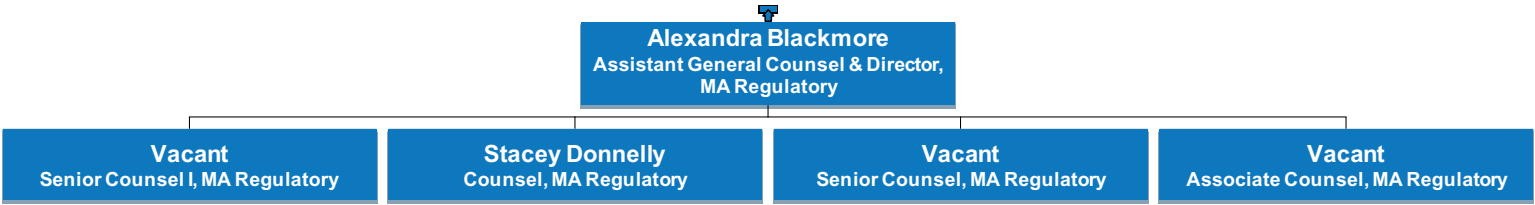
# US Legal



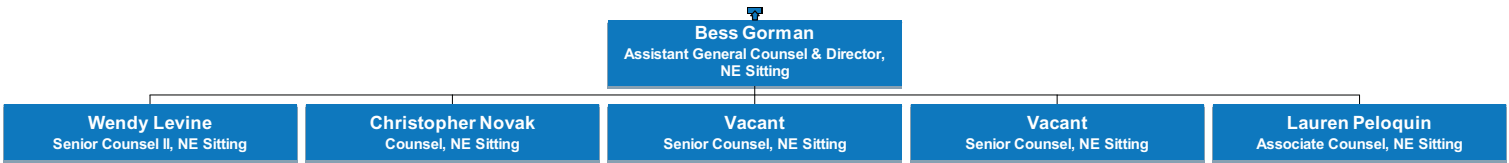
# US Legal



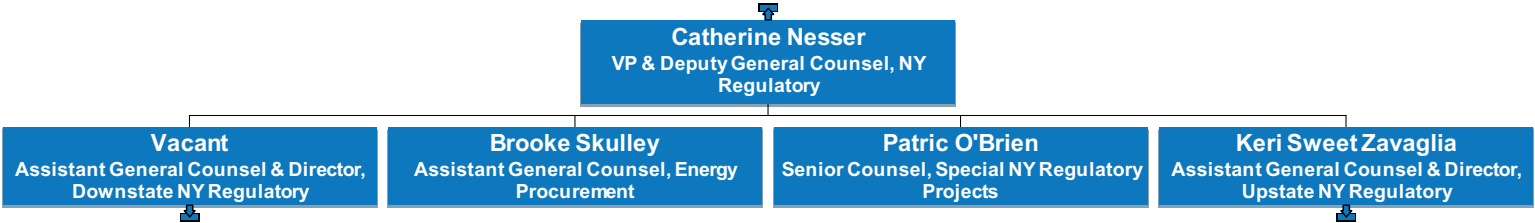
# US Legal



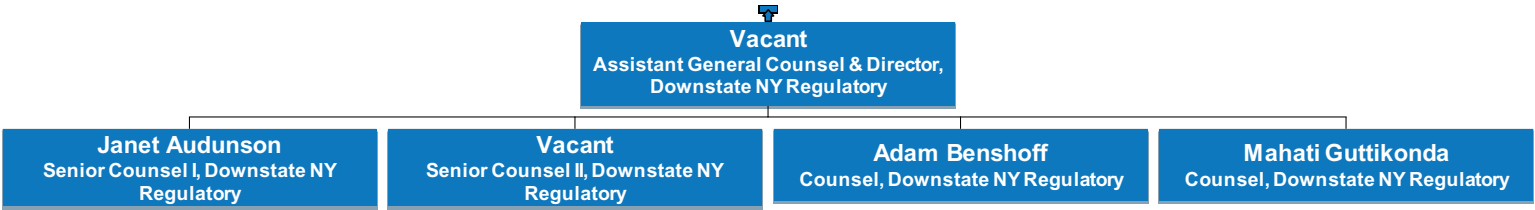
# US Legal



# US Legal



# US Legal

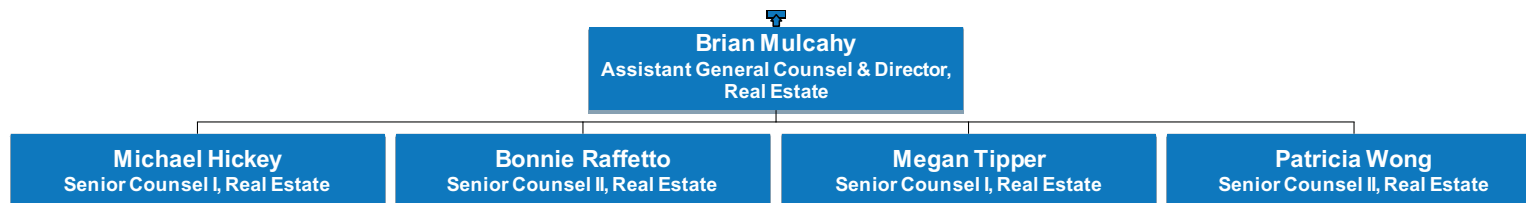




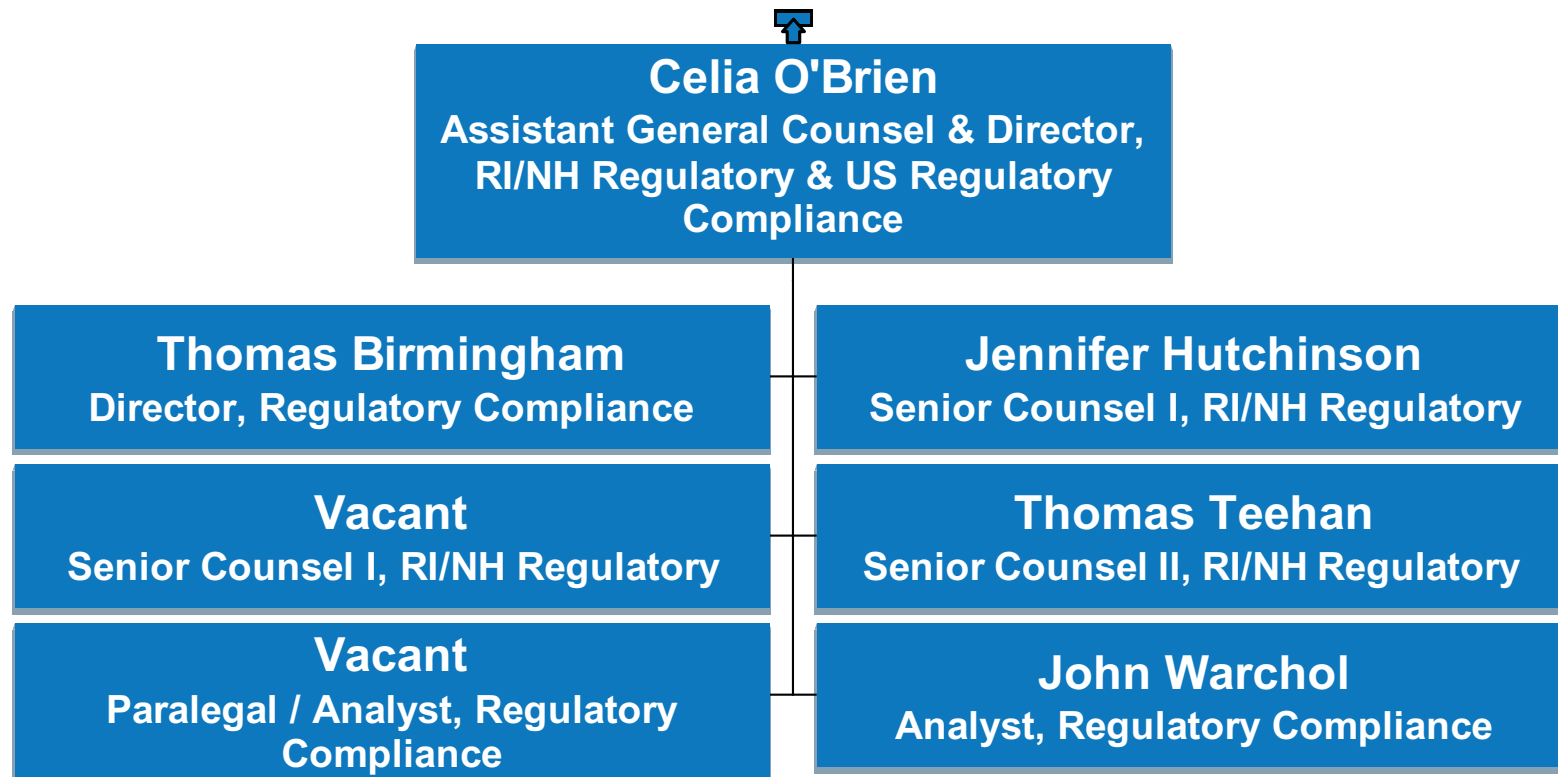
# US Legal



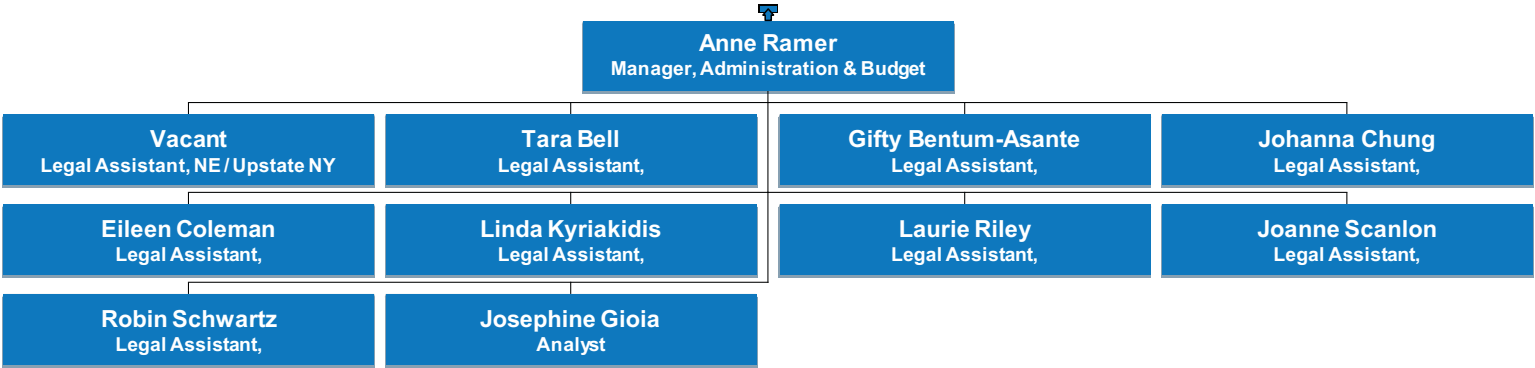
# US Legal



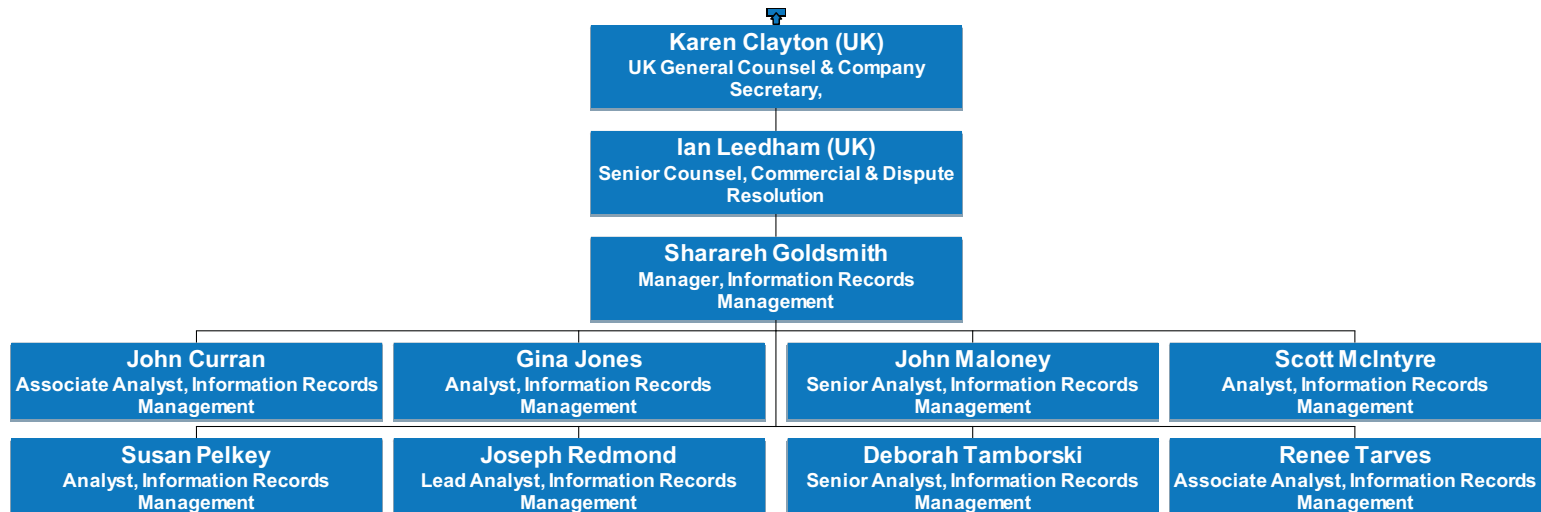
# US Legal



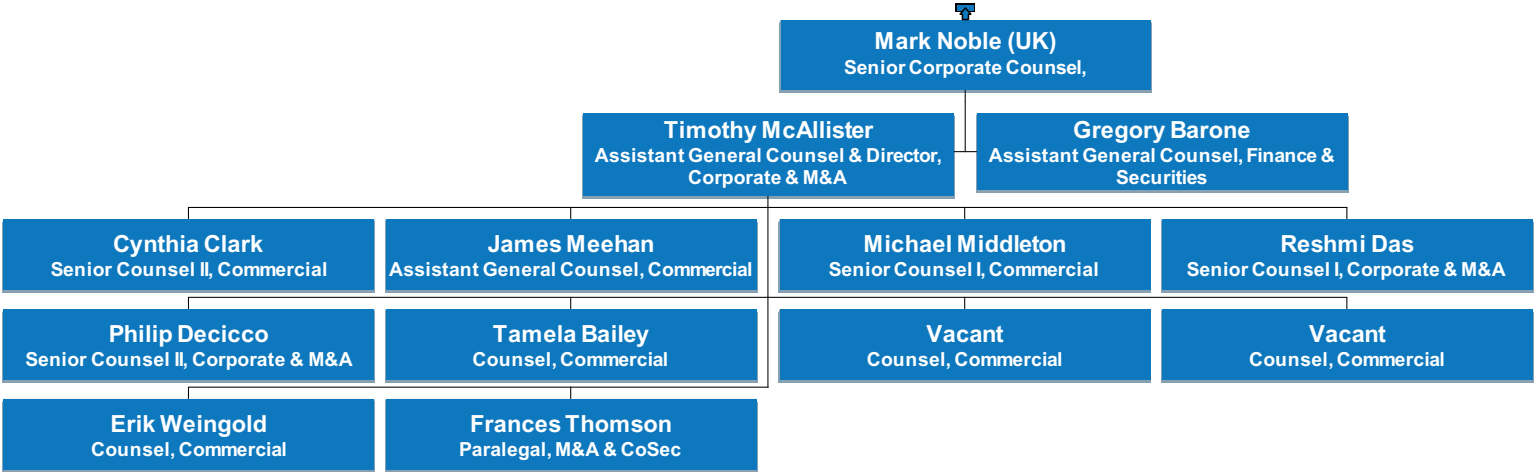
# US Legal



# US Legal



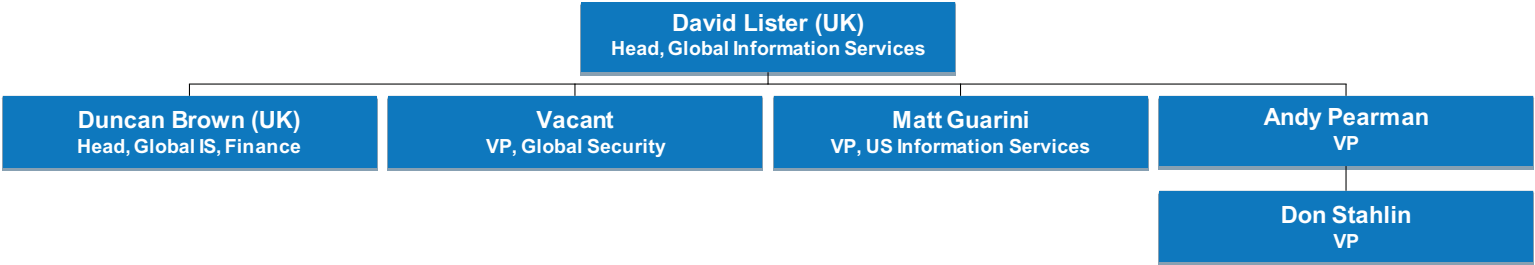
# US Legal



# US Legal

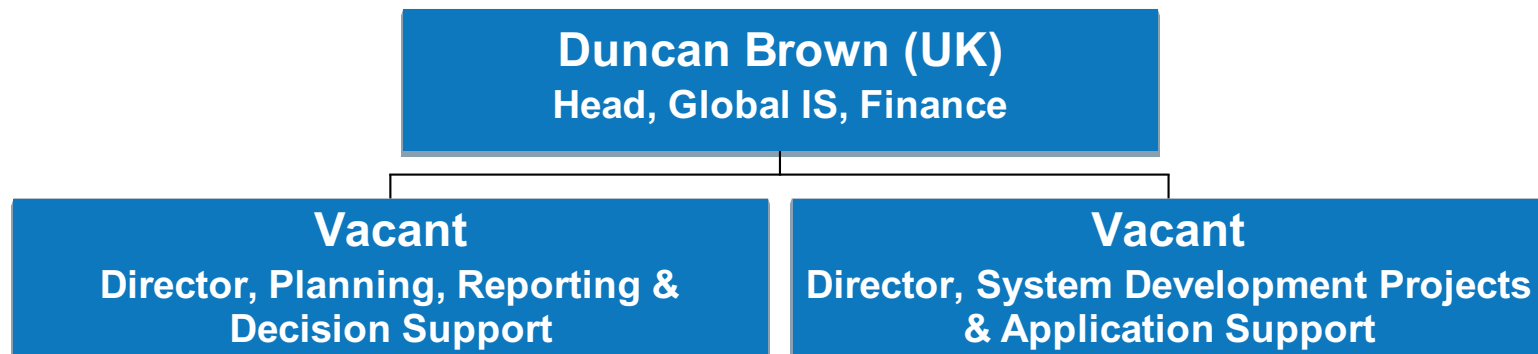


# US Information Services

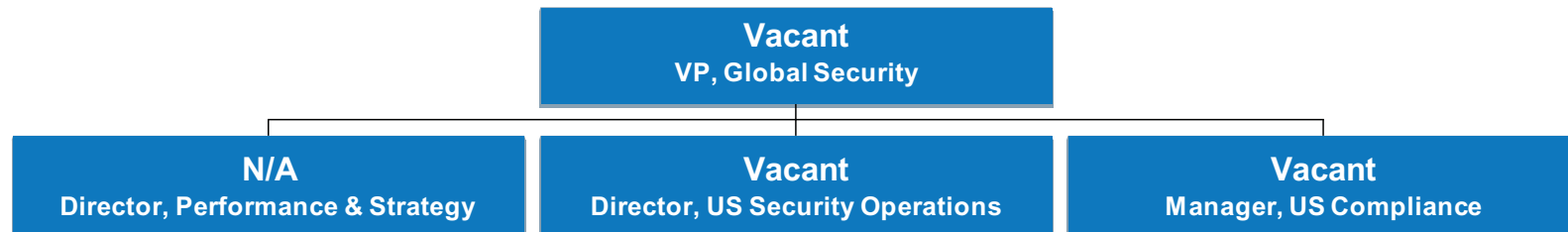




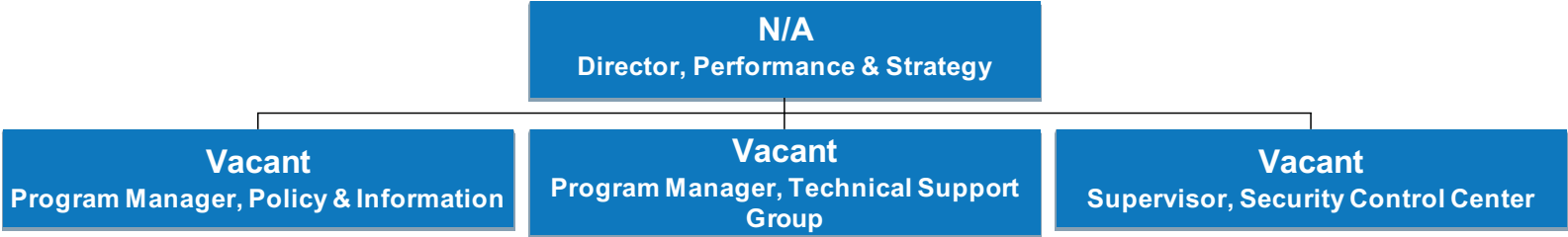
# US Information Services



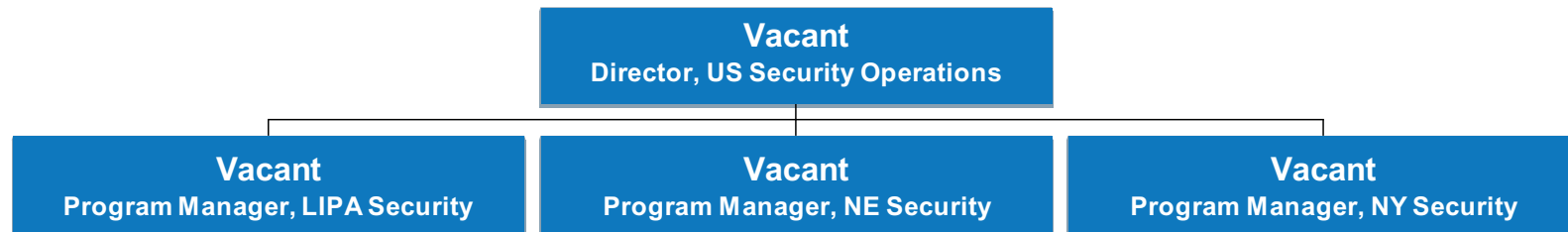
# US Information Services



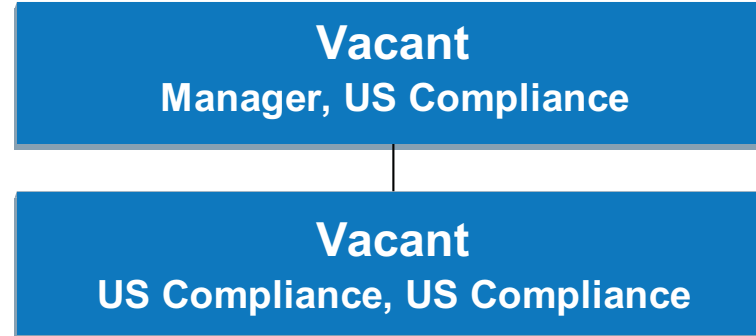
# US Information Services



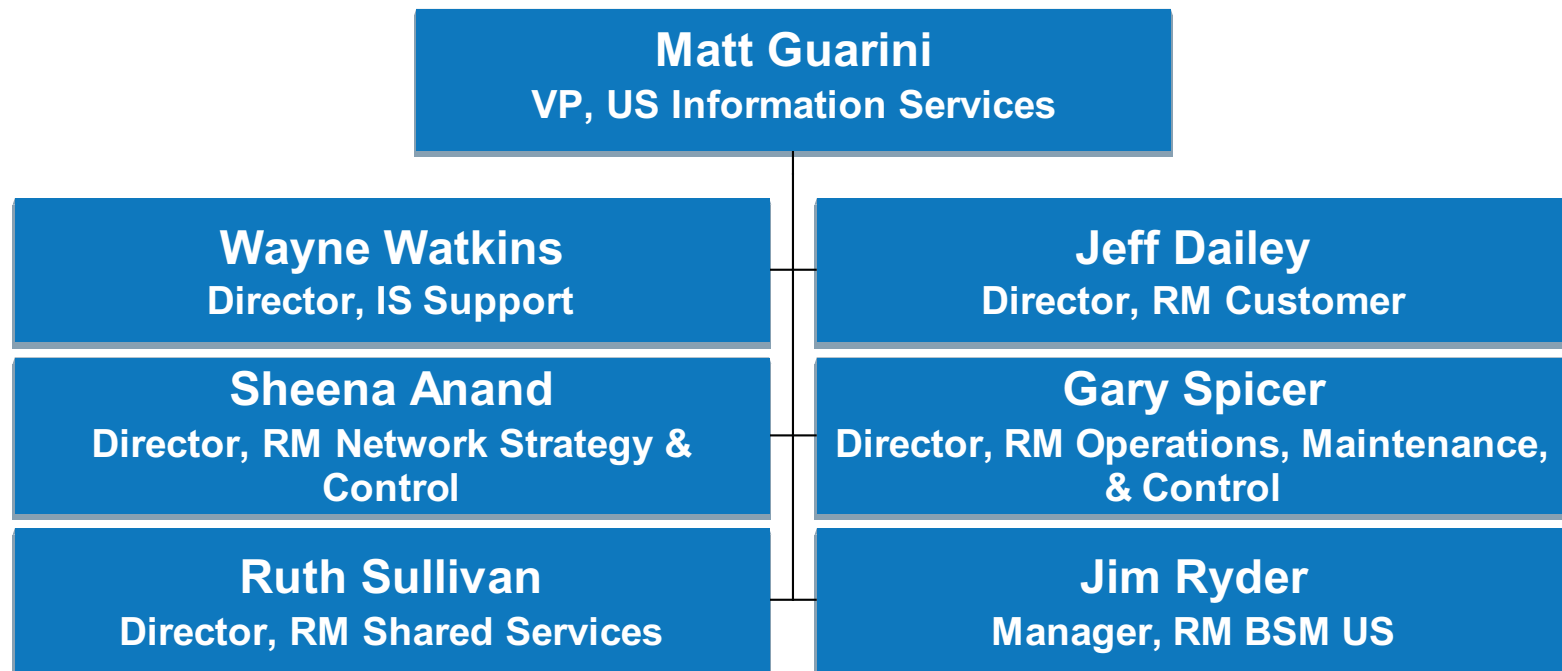
# US Information Services



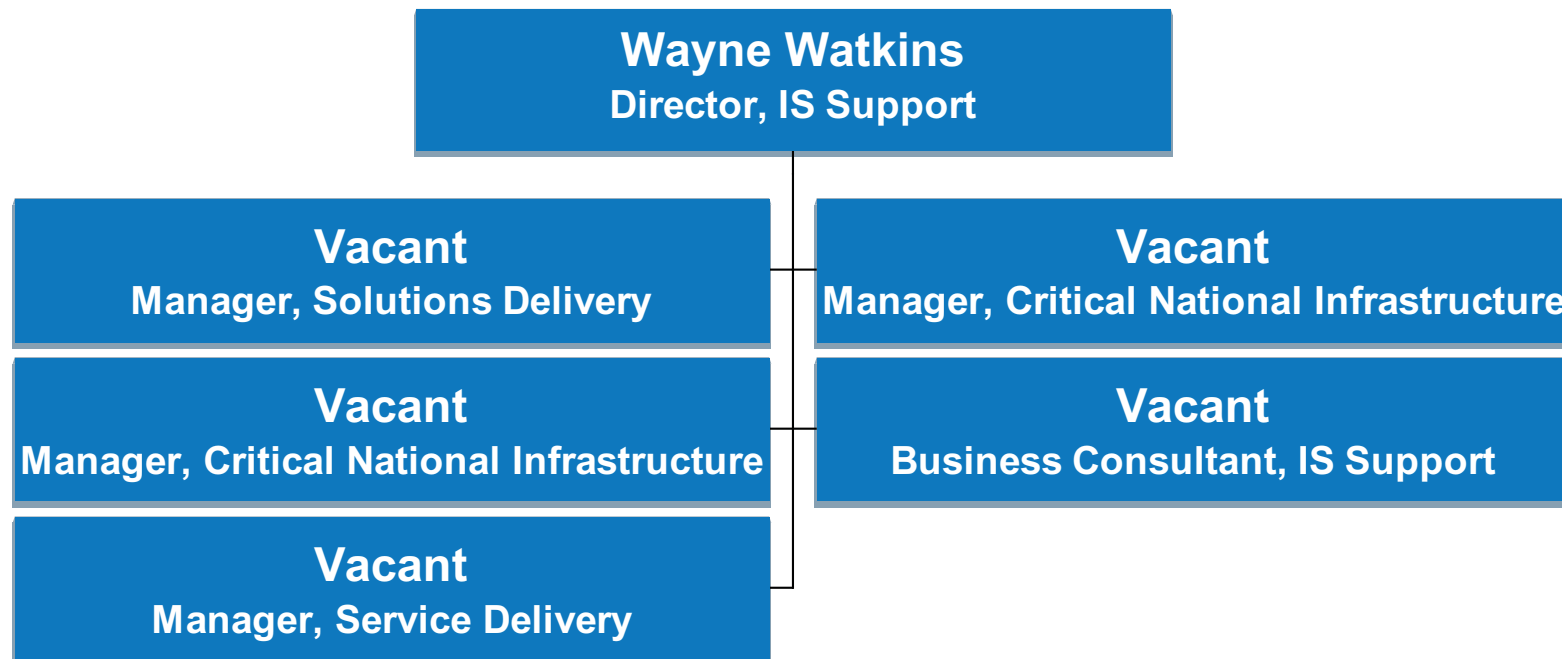
# US Information Services



# US Information Services



## US Information Services



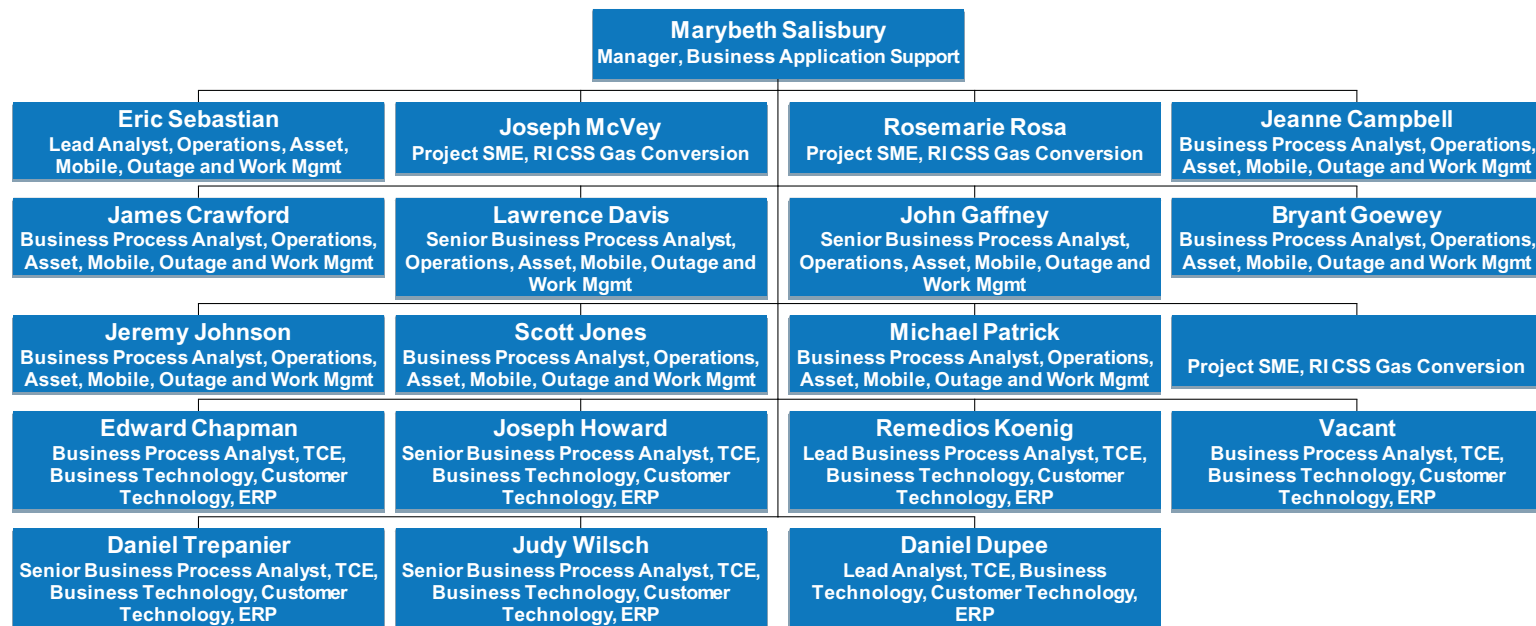
# US Information Services

**Don Stahlin**  
VP

**Marybeth Salisbury**  
Manager, Business Application Support



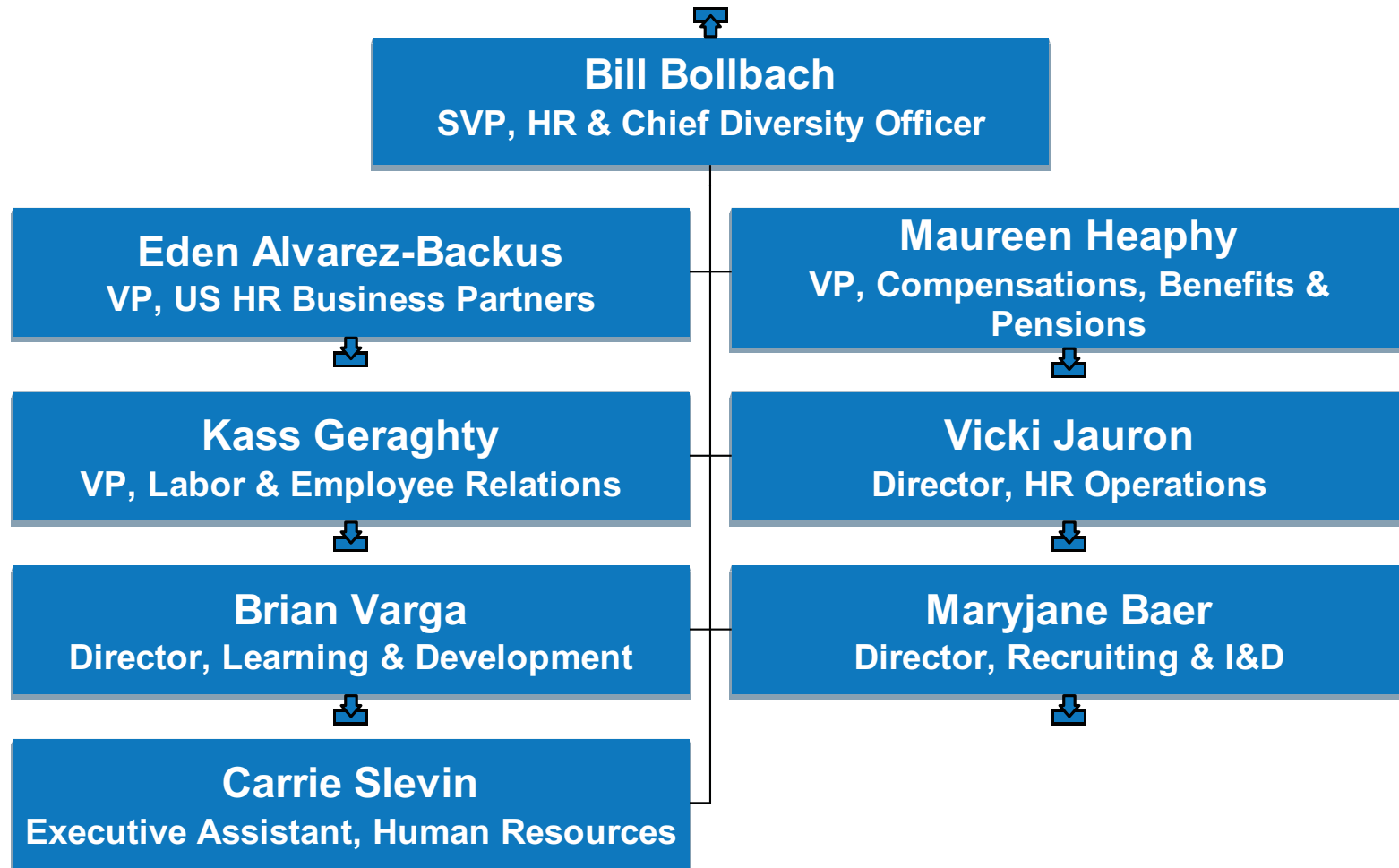
# US Information Services



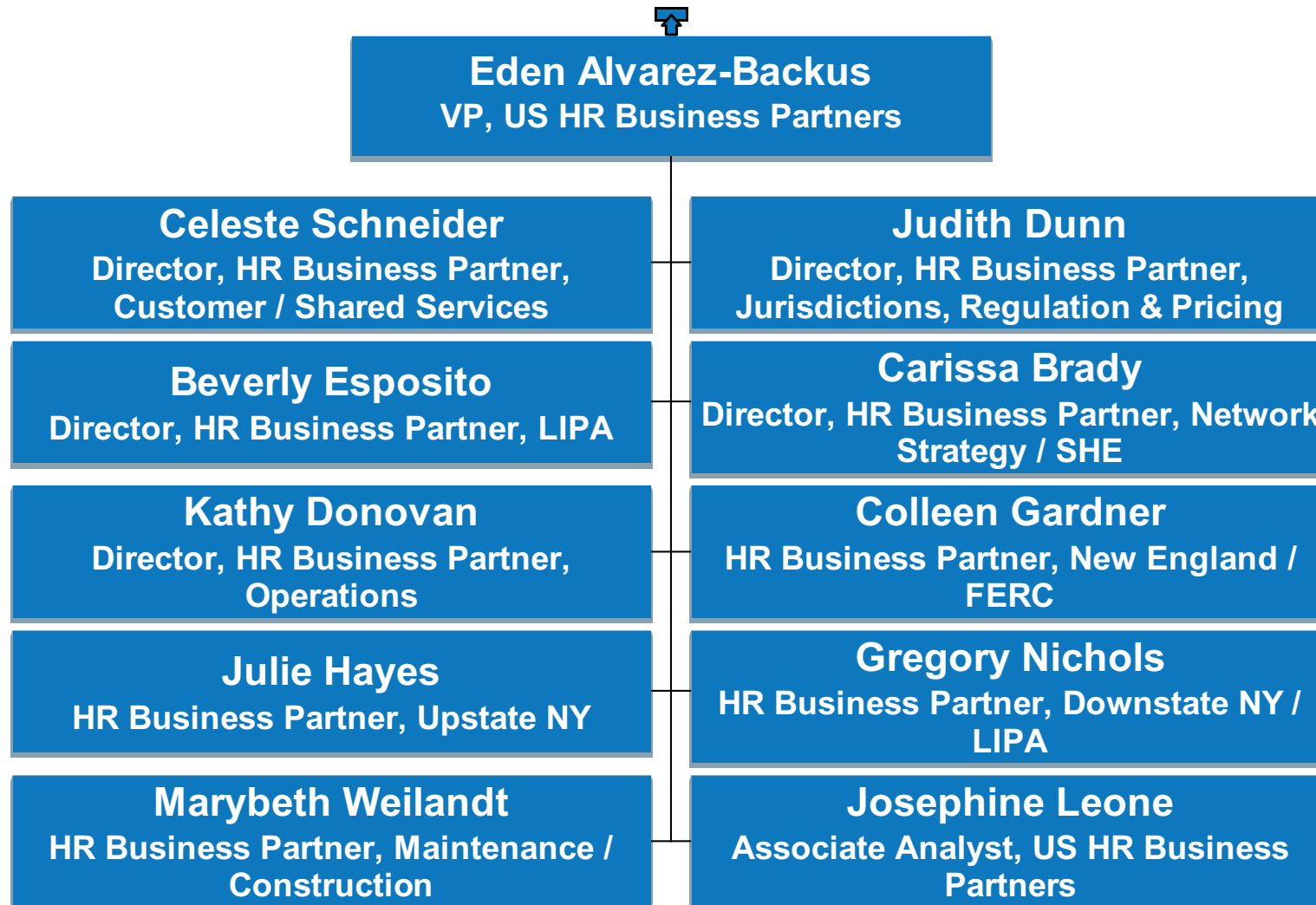
# US Human Resources



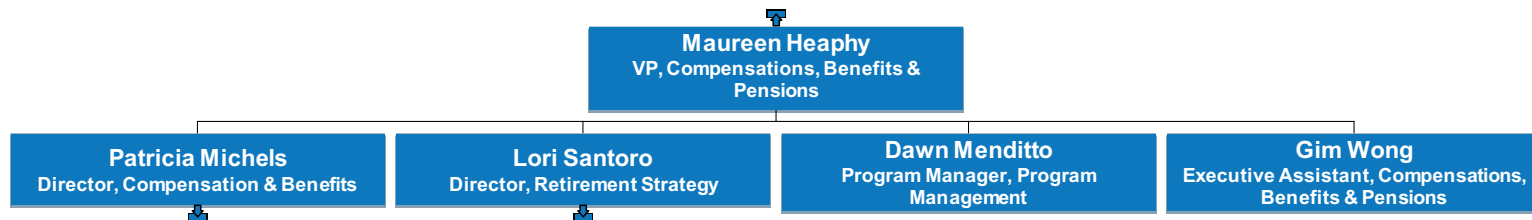
# US Human Resources



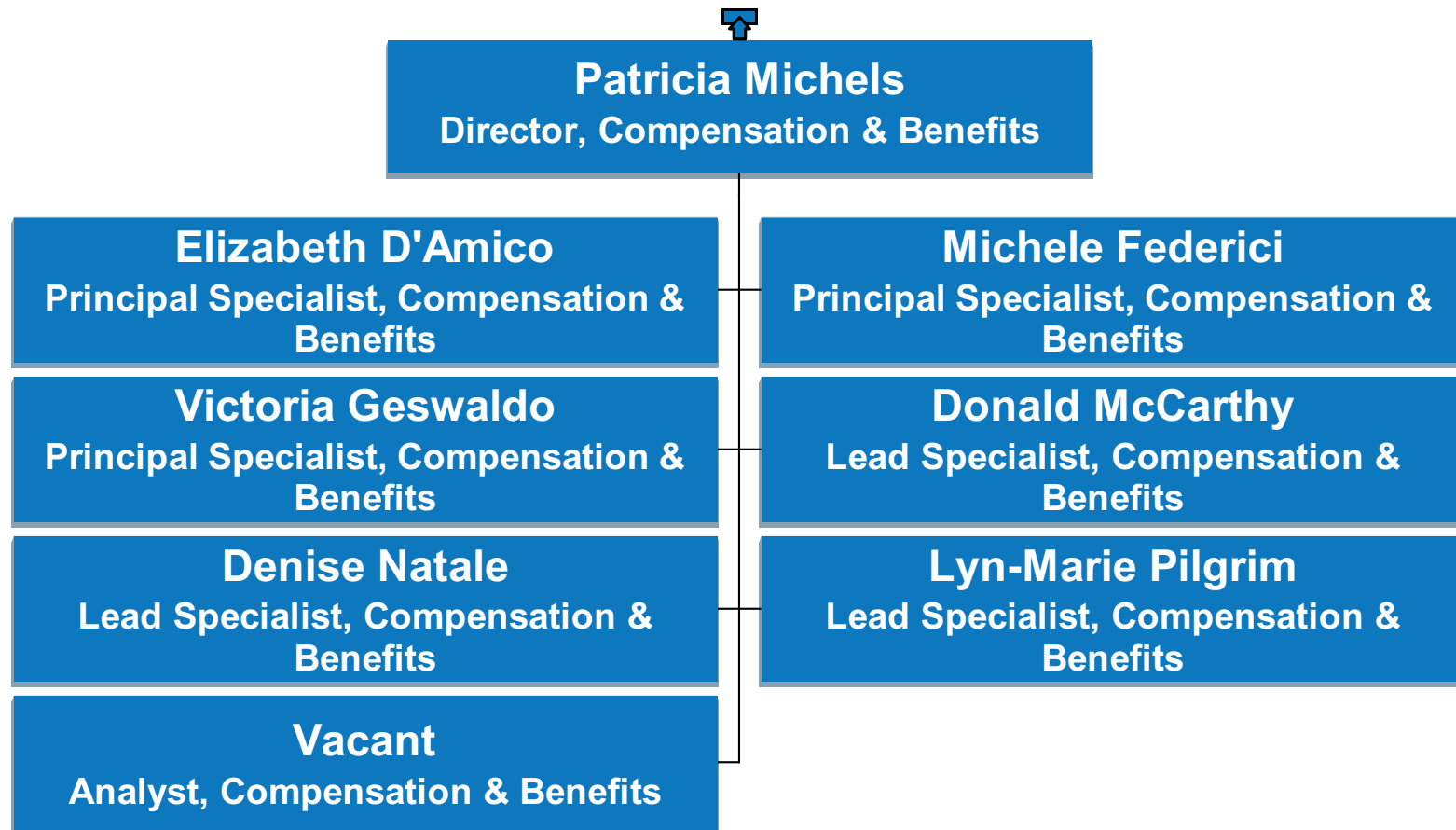
# US Human Resources



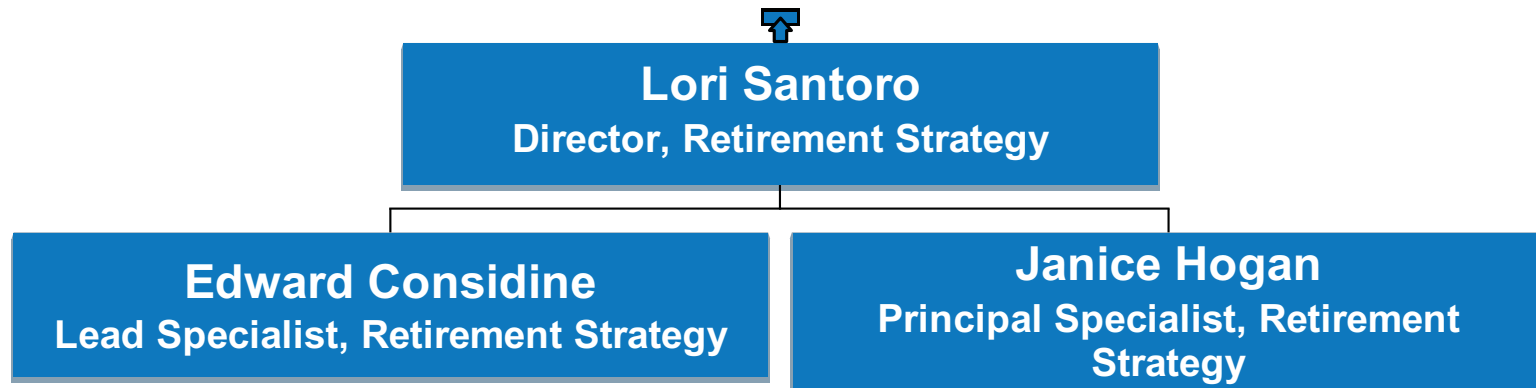
# US Human Resources



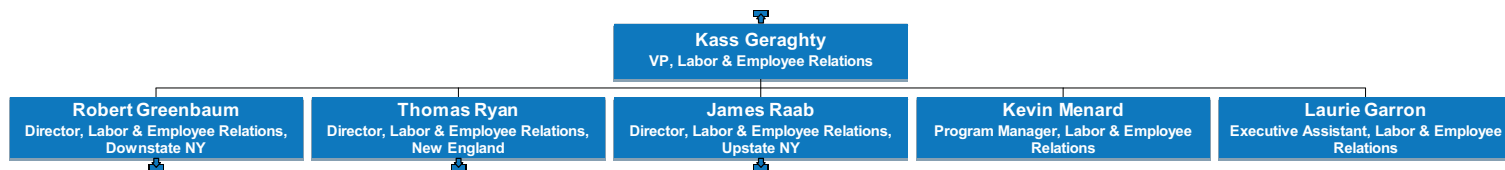
# US Human Resources



# US Human Resources

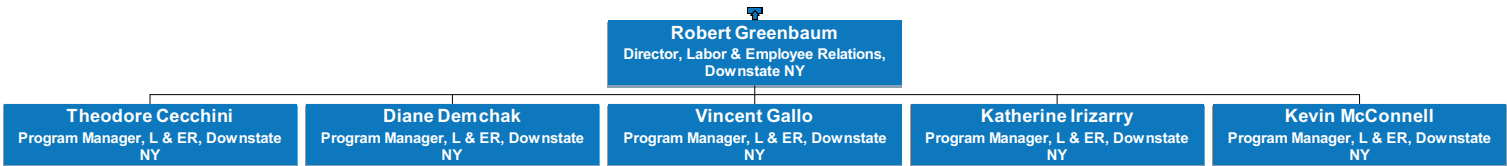


# US Human Resources

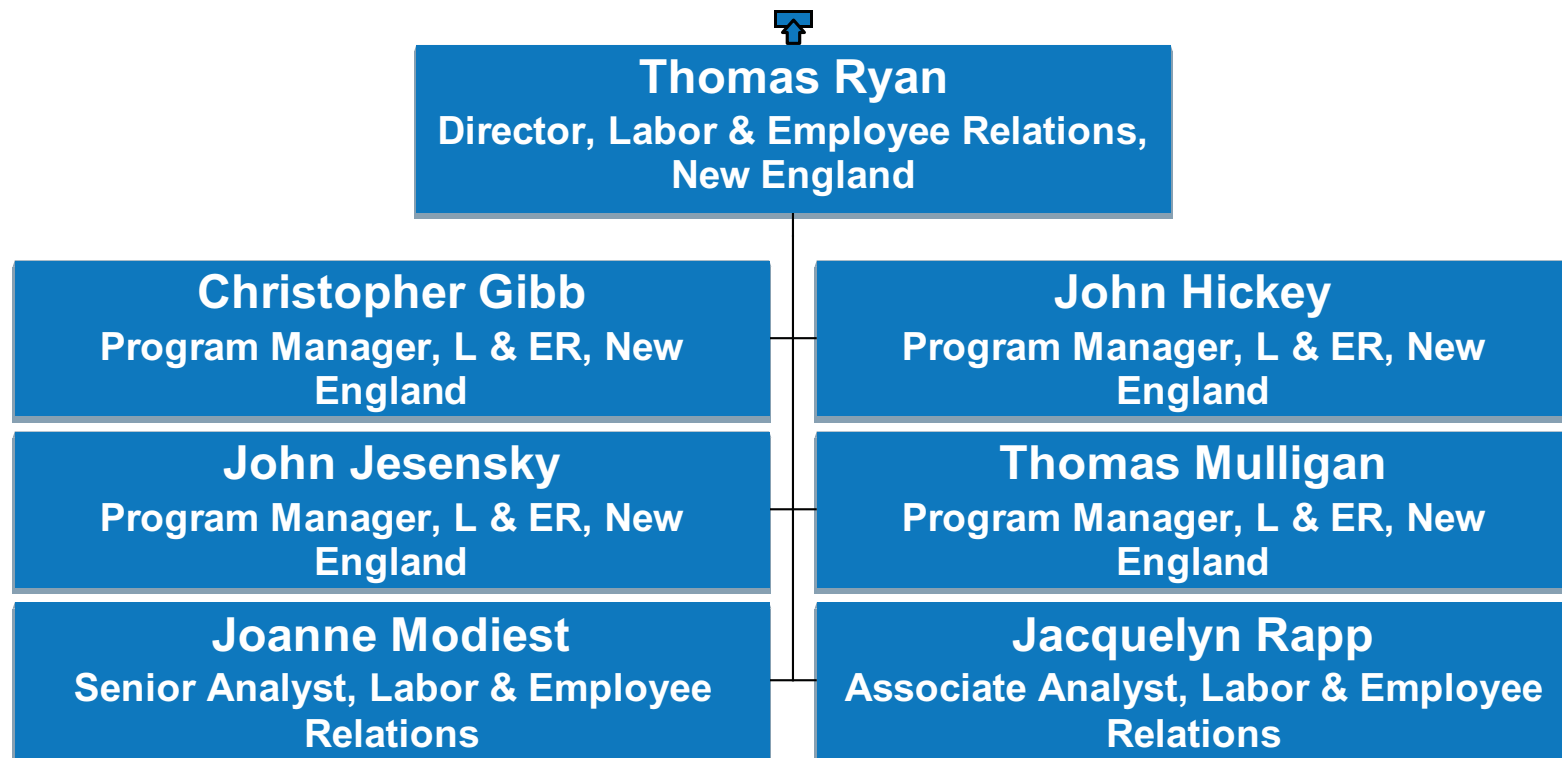




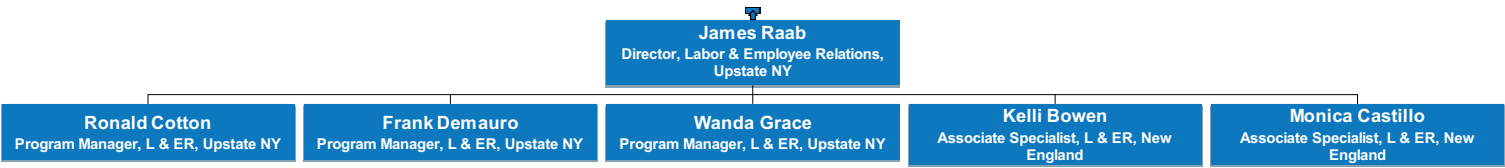
# US Human Resources



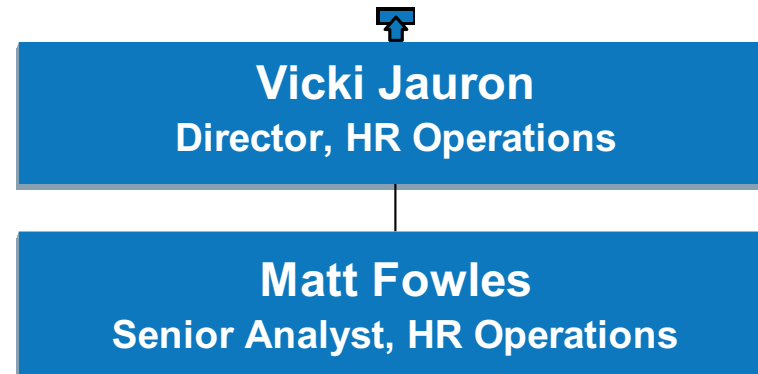
# US Human Resources



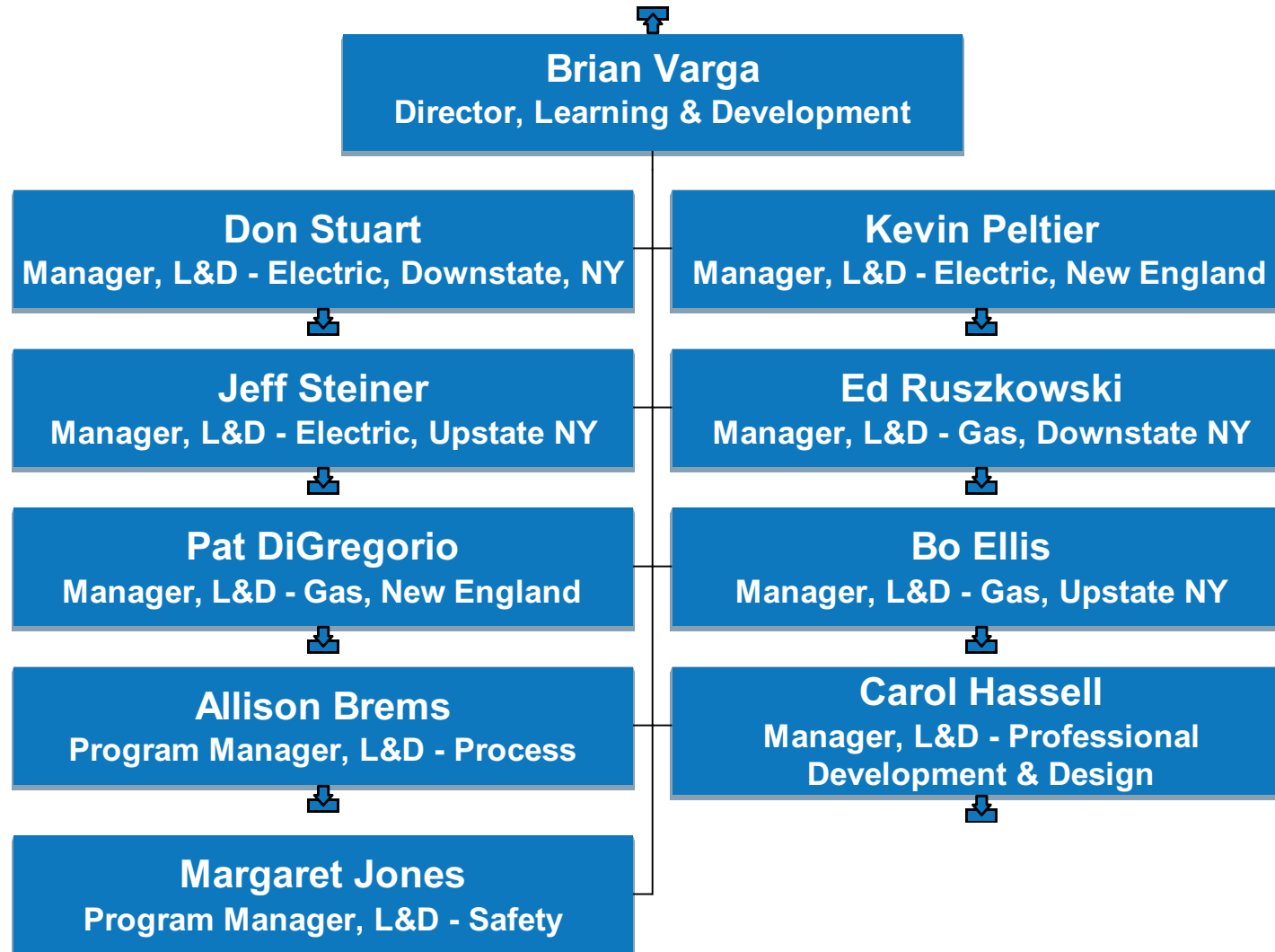
# US Human Resources



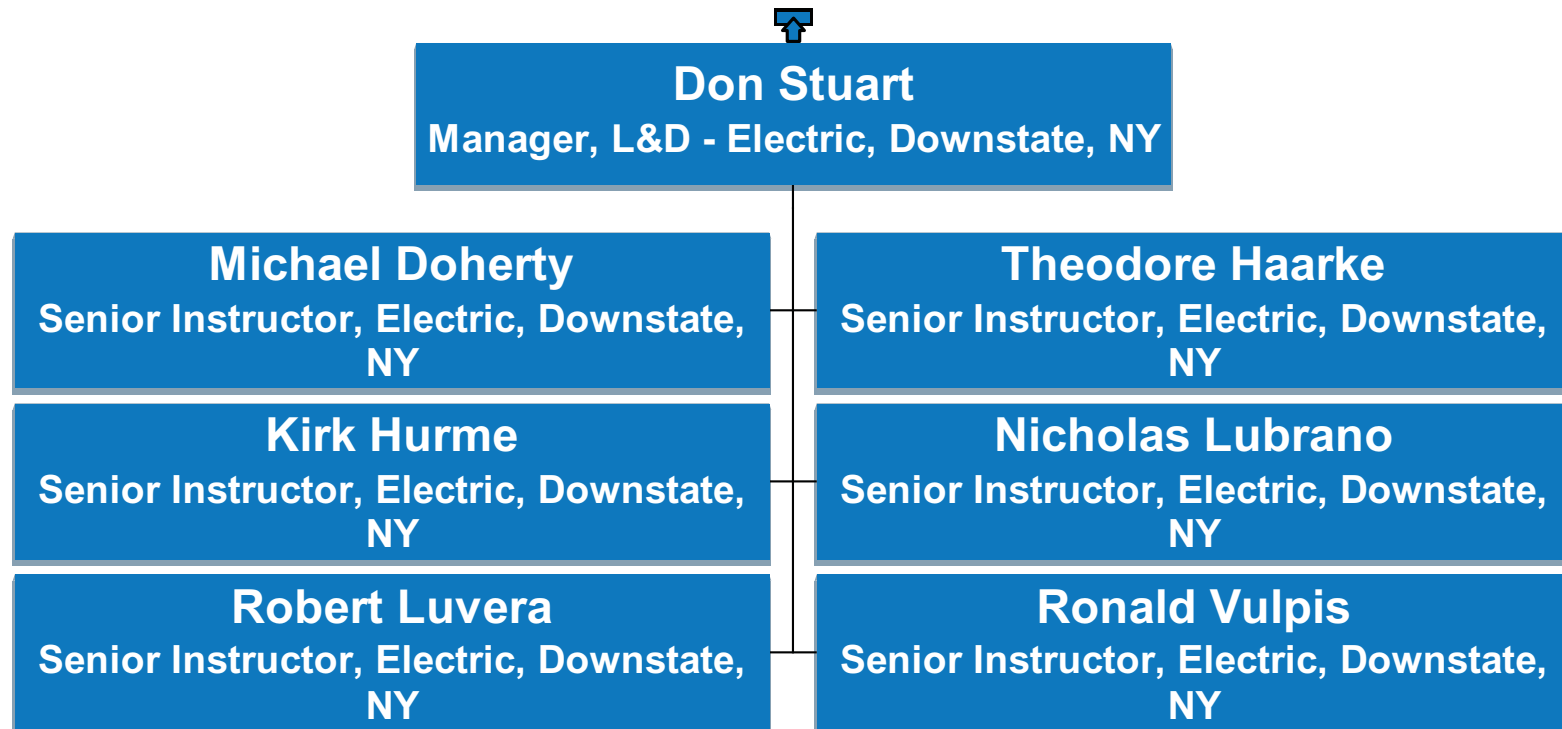
# US Human Resources



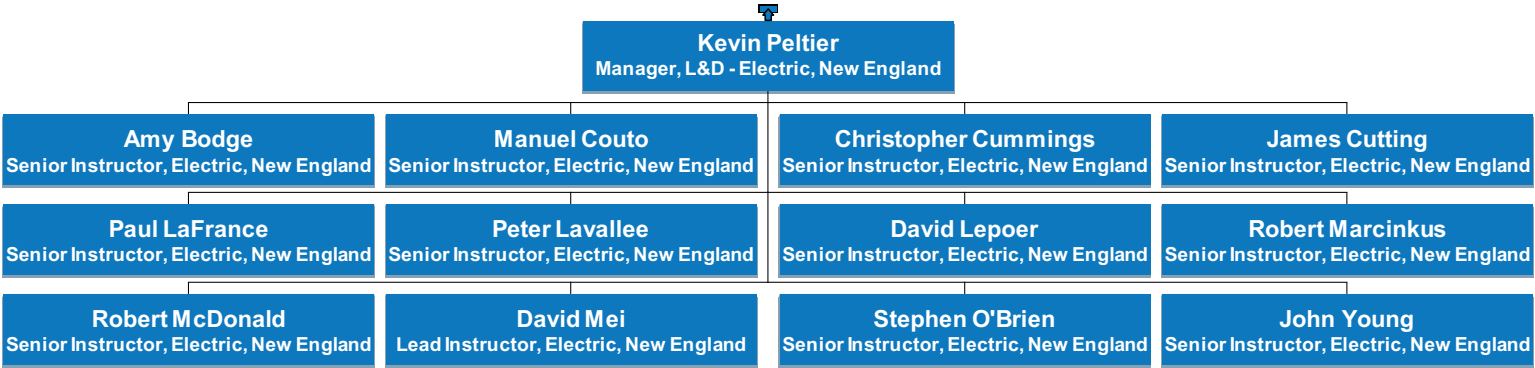
# US Human Resources



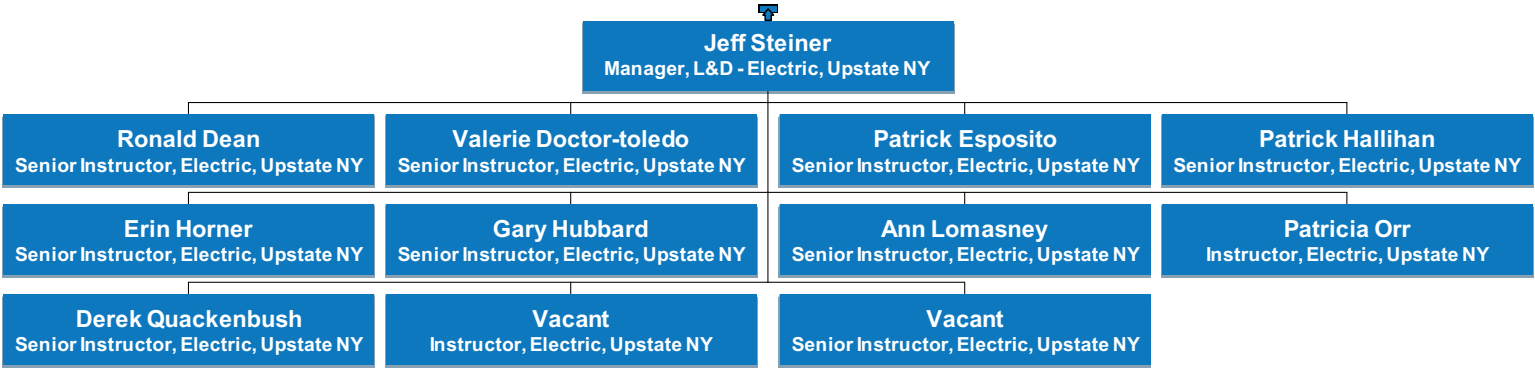
# US Human Resources



# US Human Resources

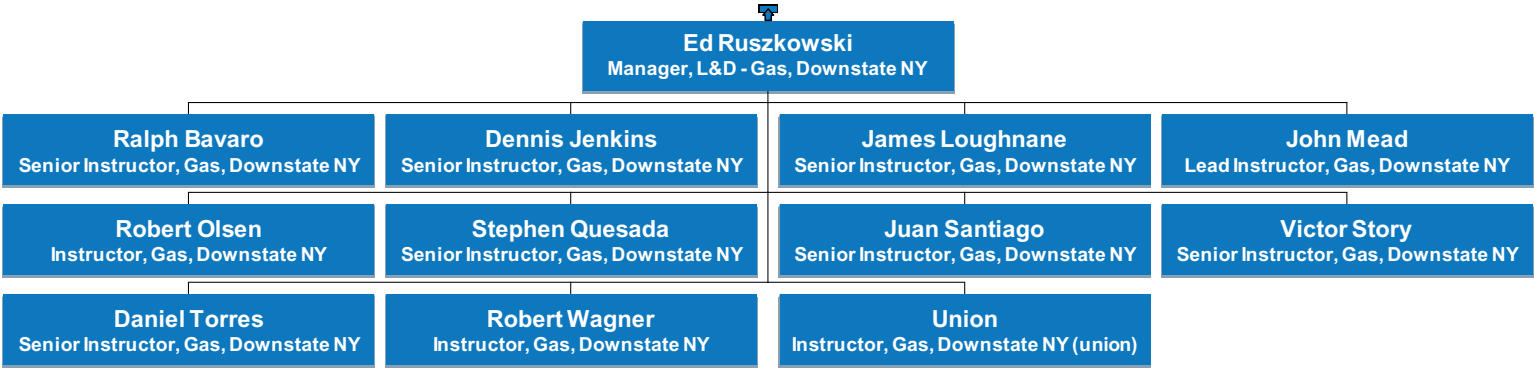


# US Human Resources

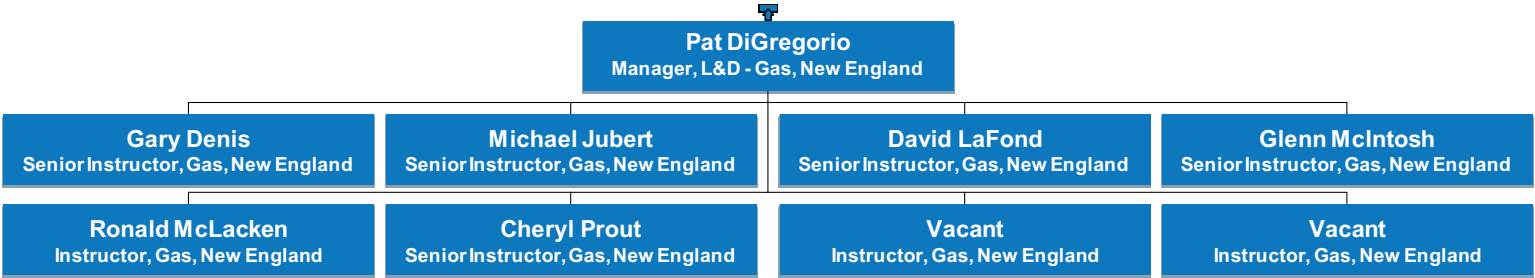




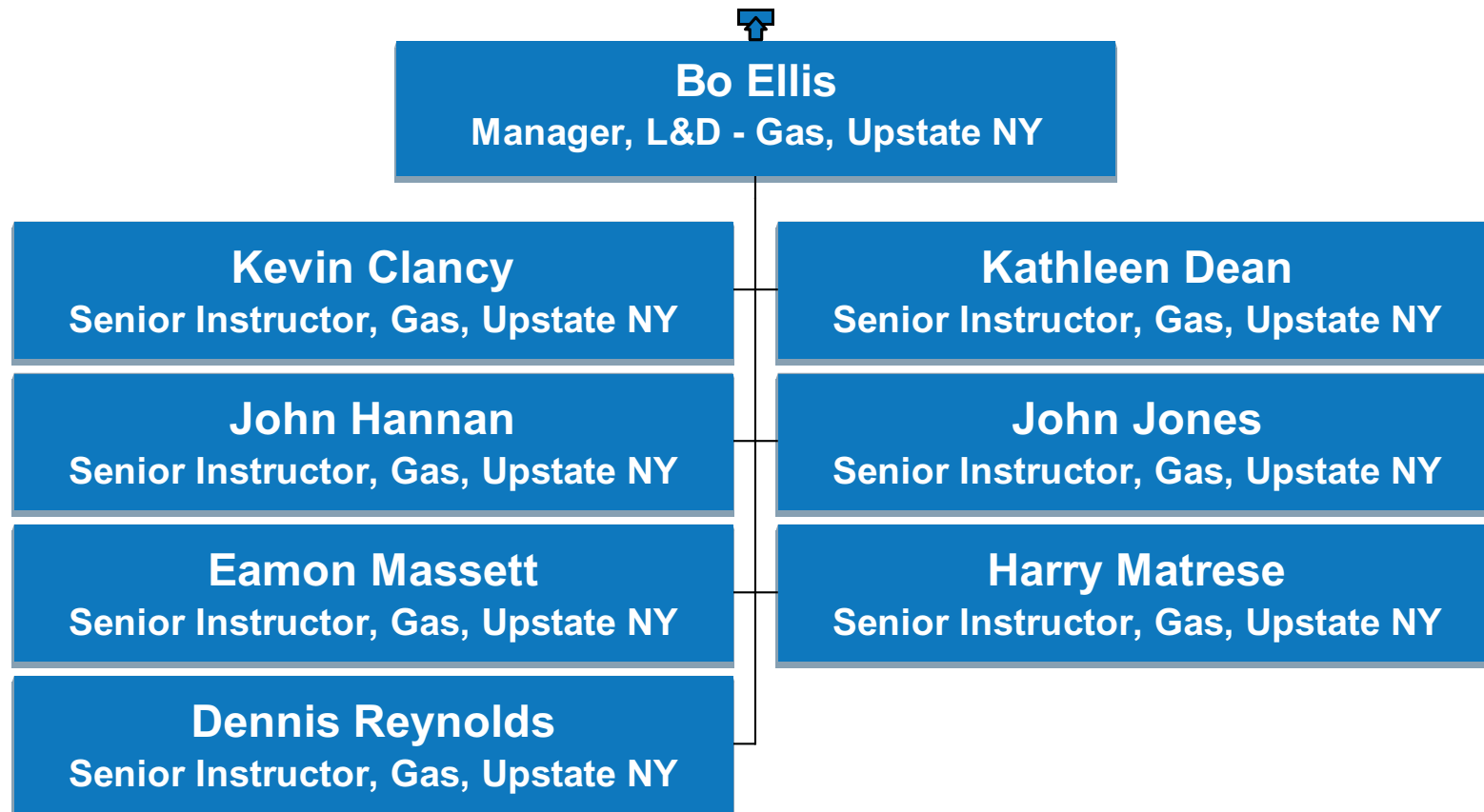
# US Human Resources



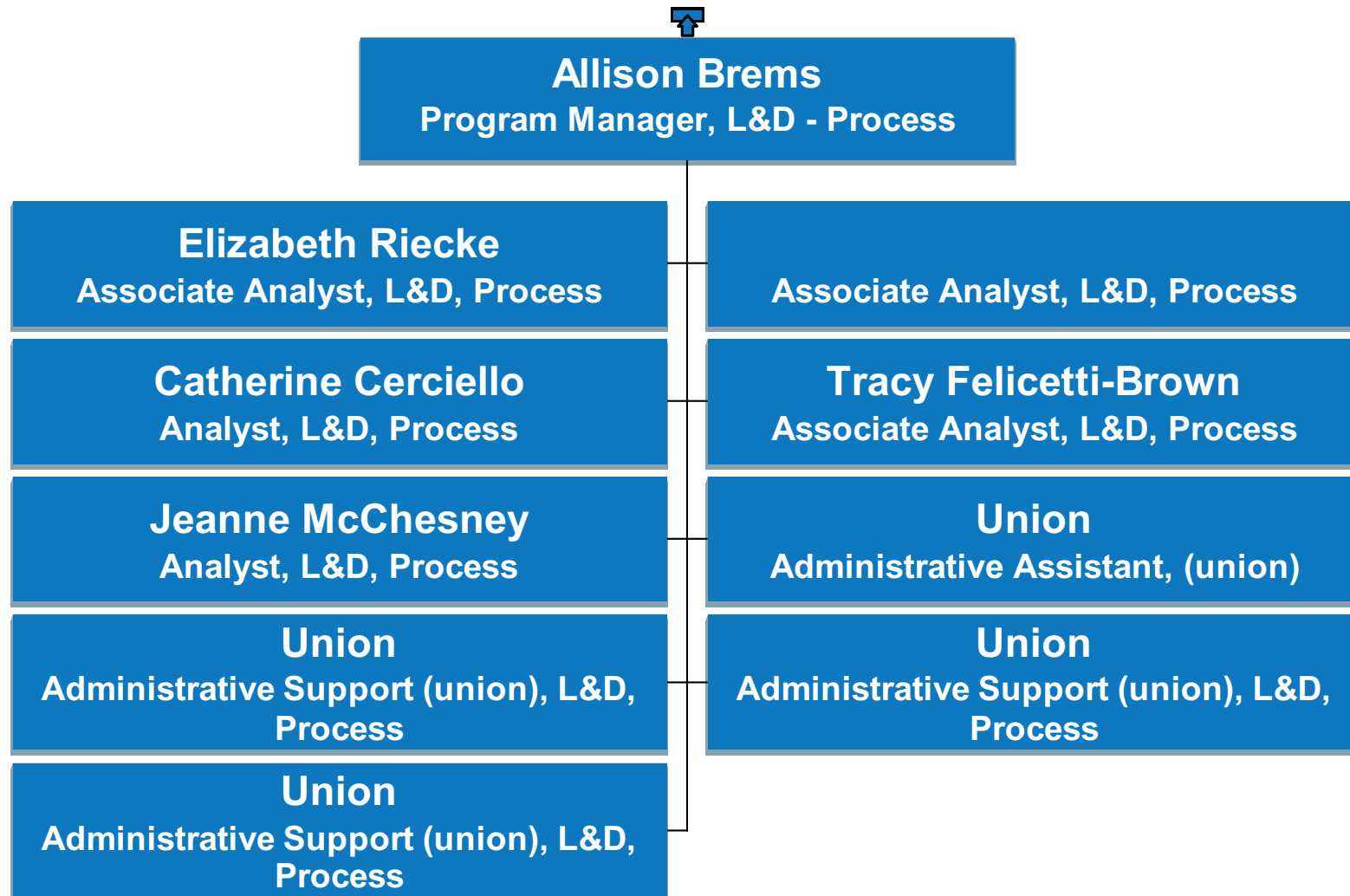
# US Human Resources



# US Human Resources



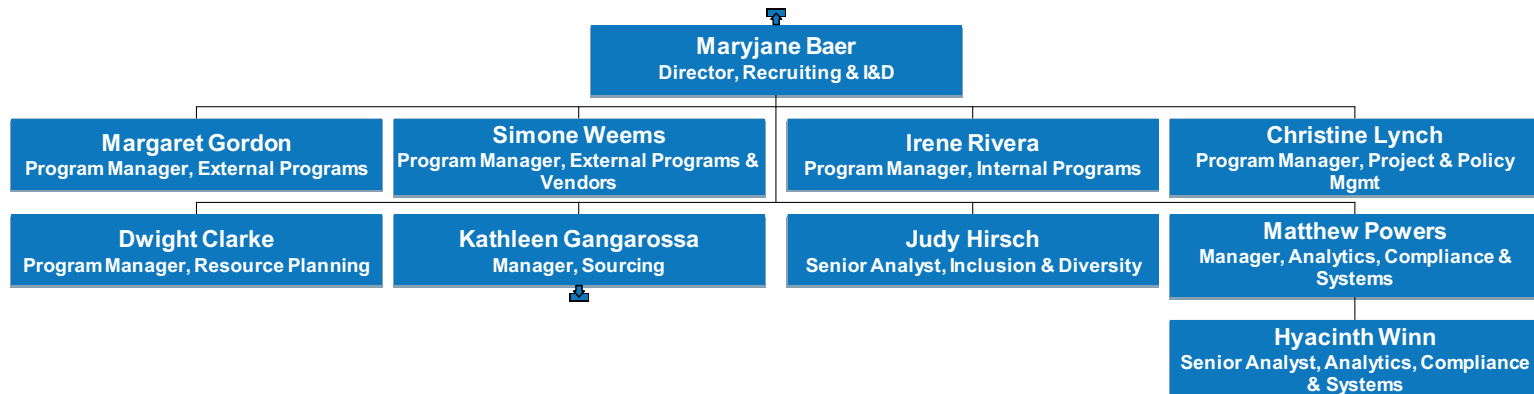
# US Human Resources



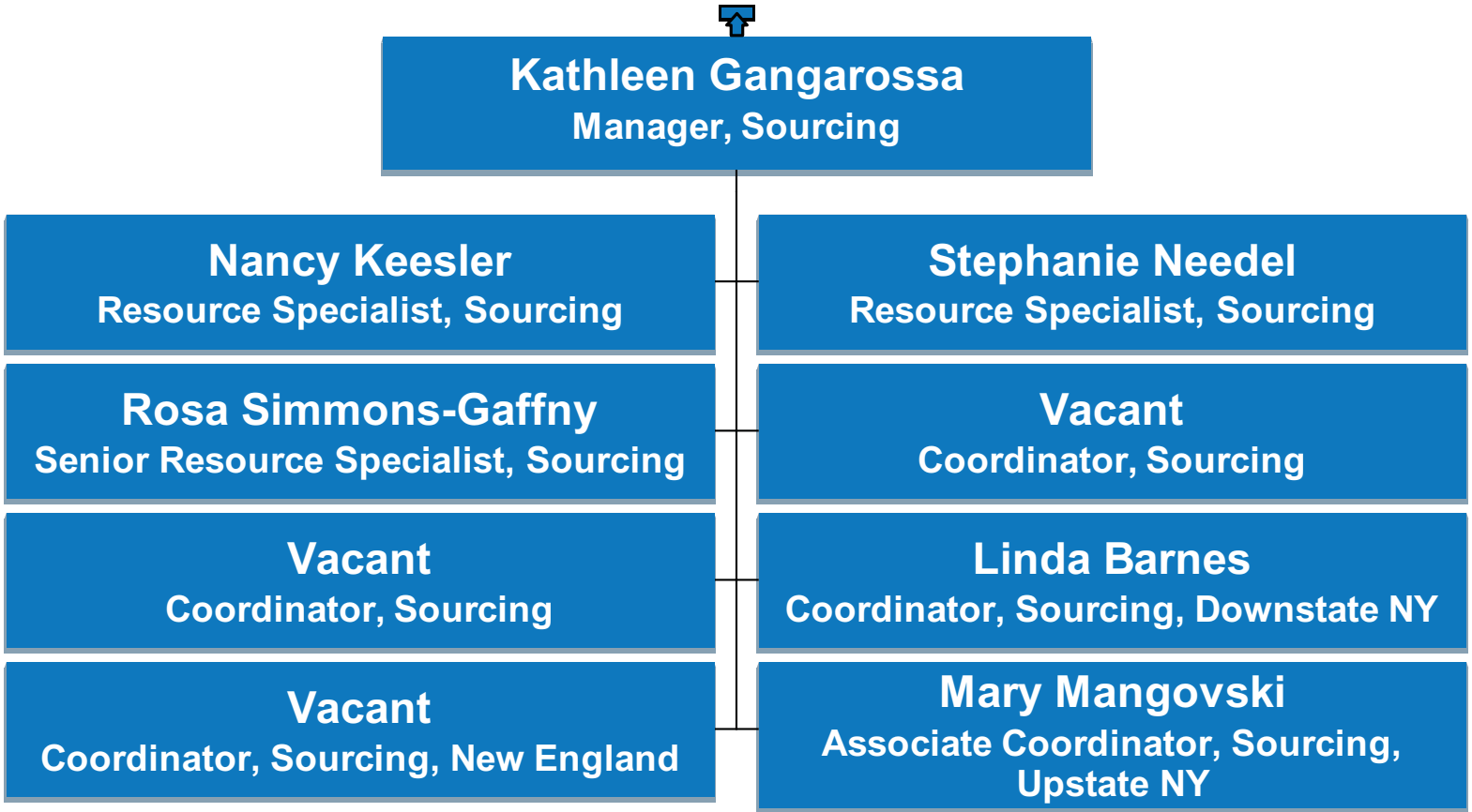
# US Human Resources



# US Human Resources



# US Human Resources

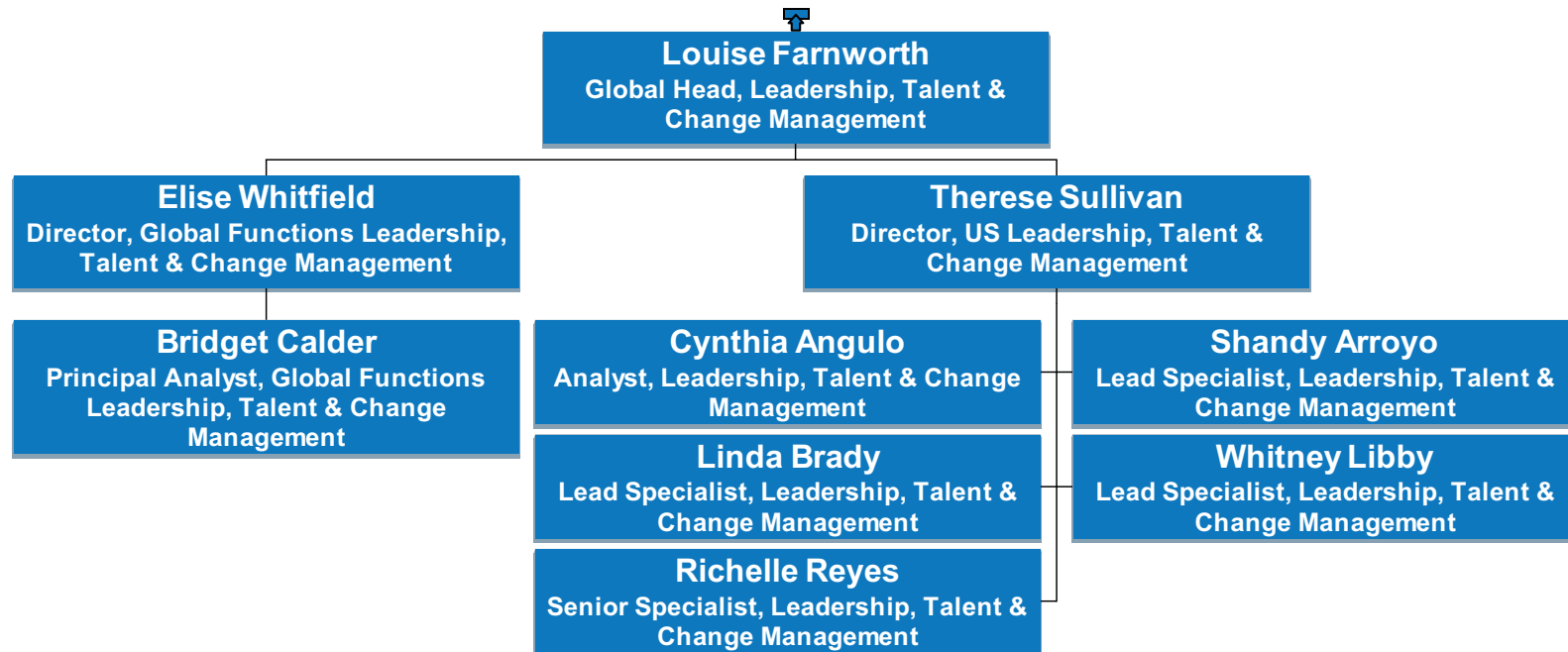


# US Human Resources

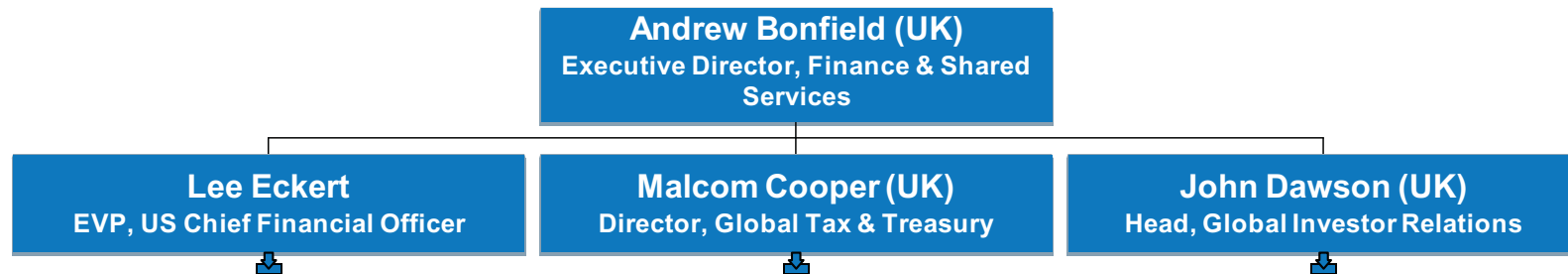




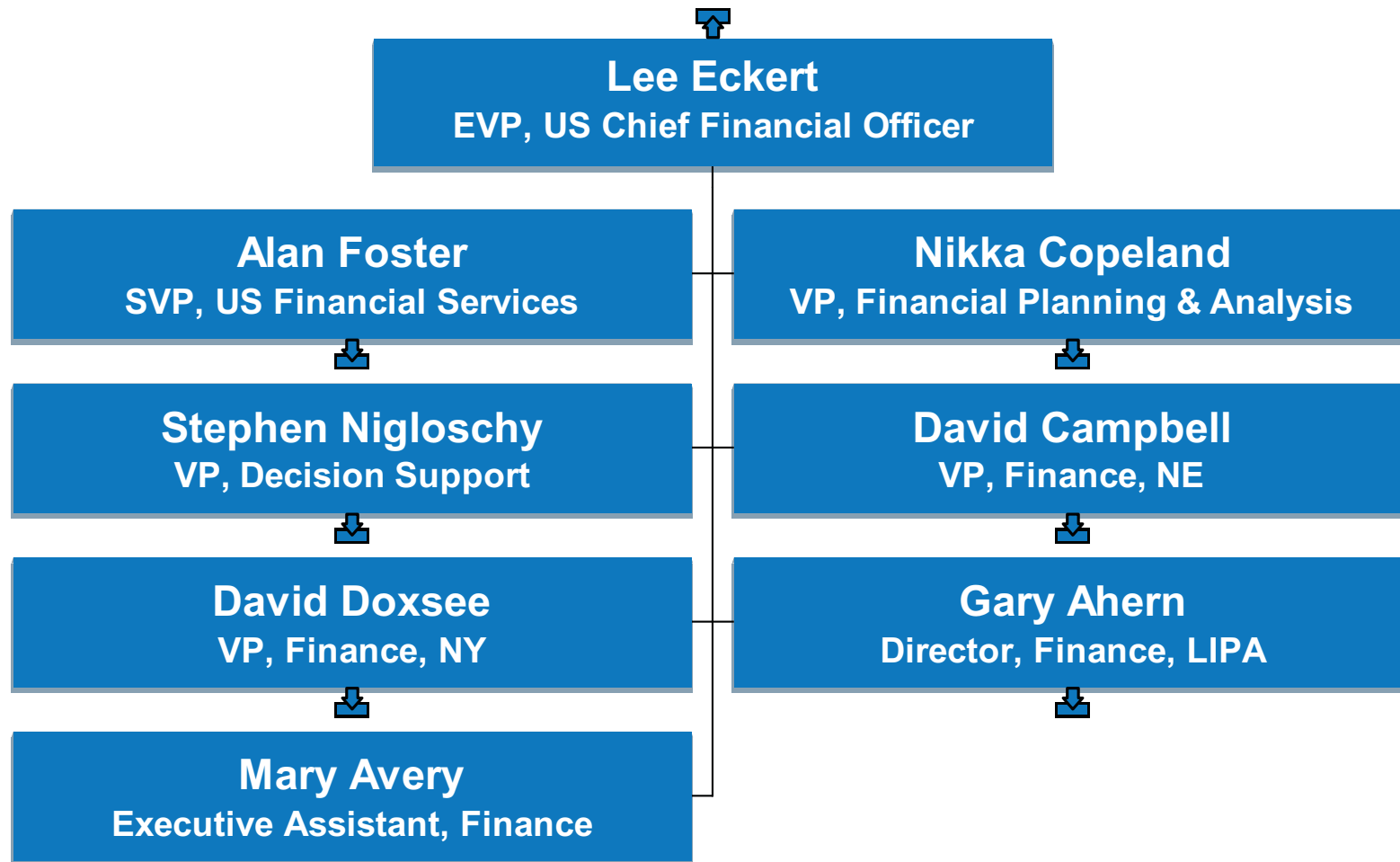
# US Human Resources



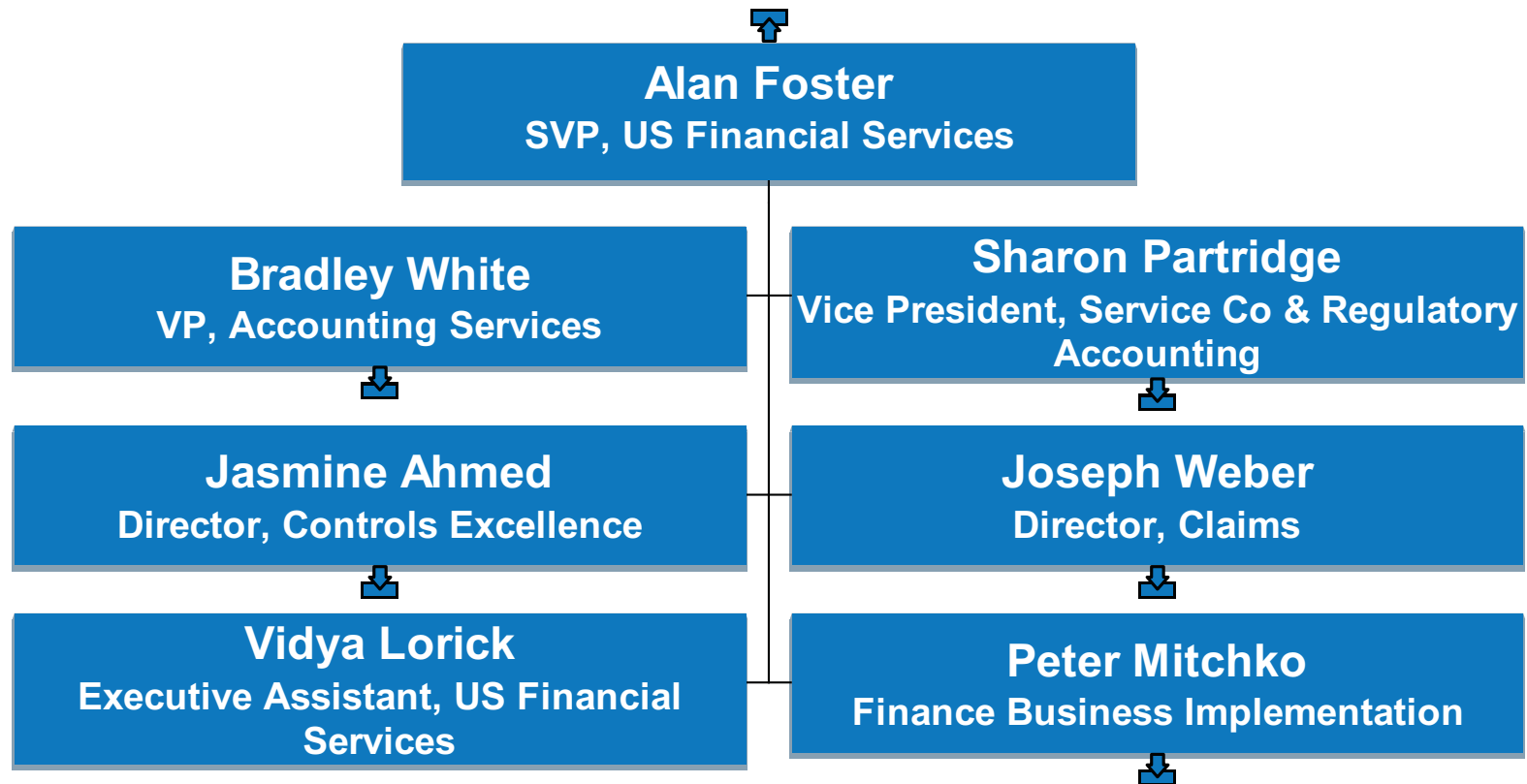
# US Finance



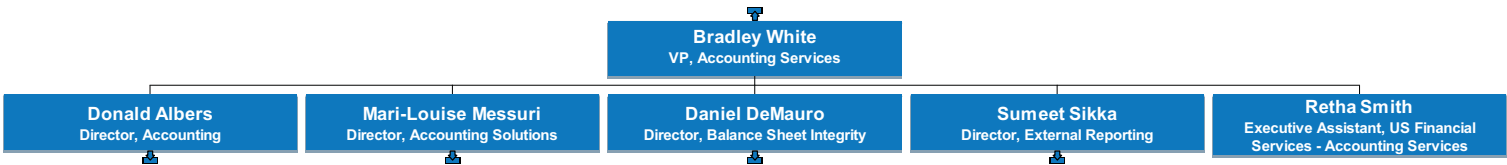
# US Finance



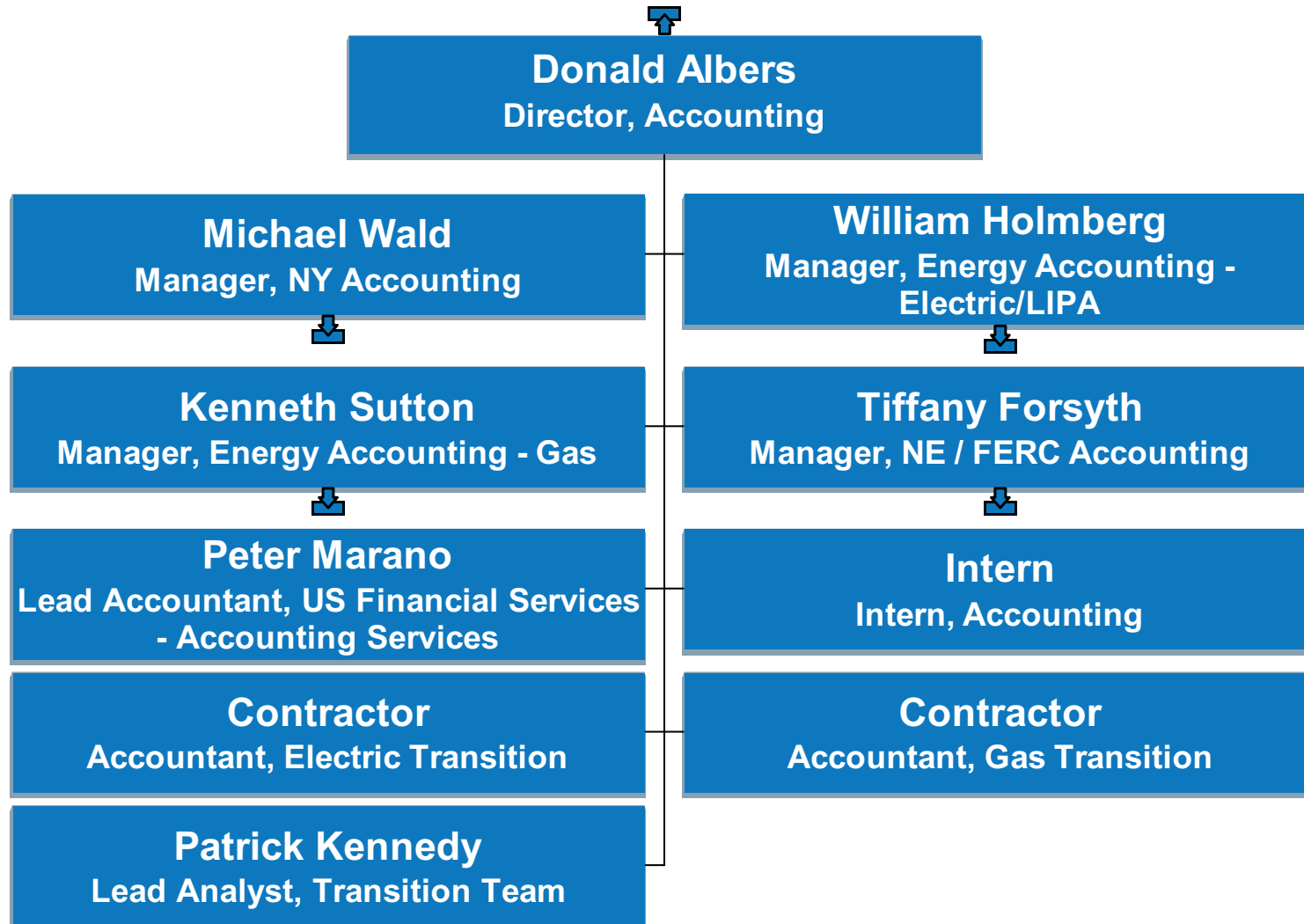
# US Finance



# US Finance



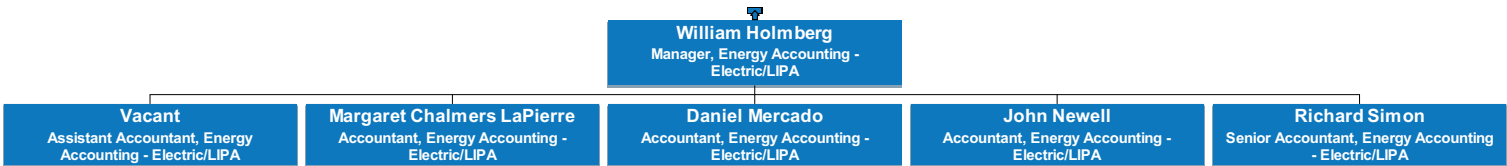
# US Finance



# US Finance

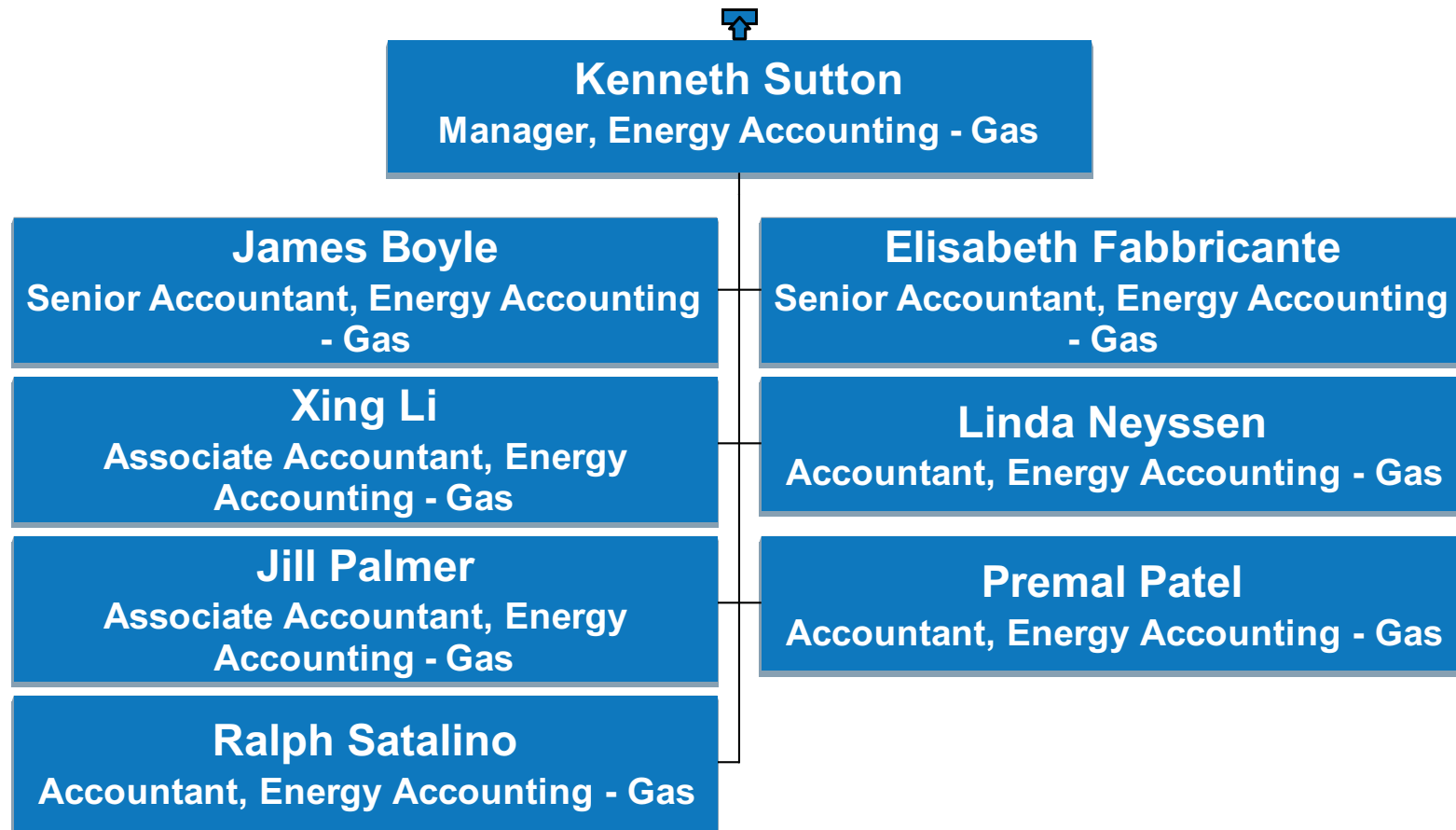


# US Finance

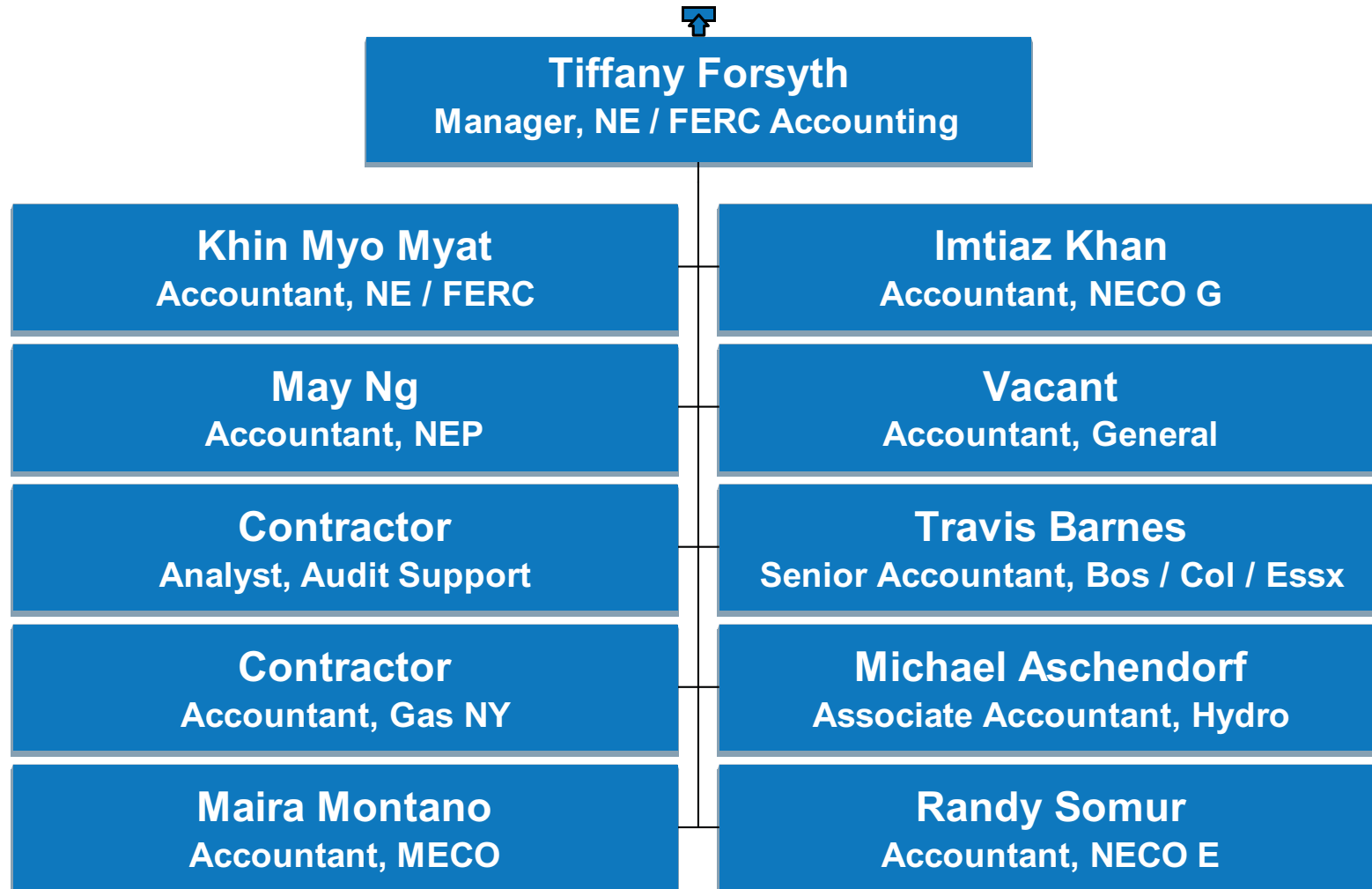




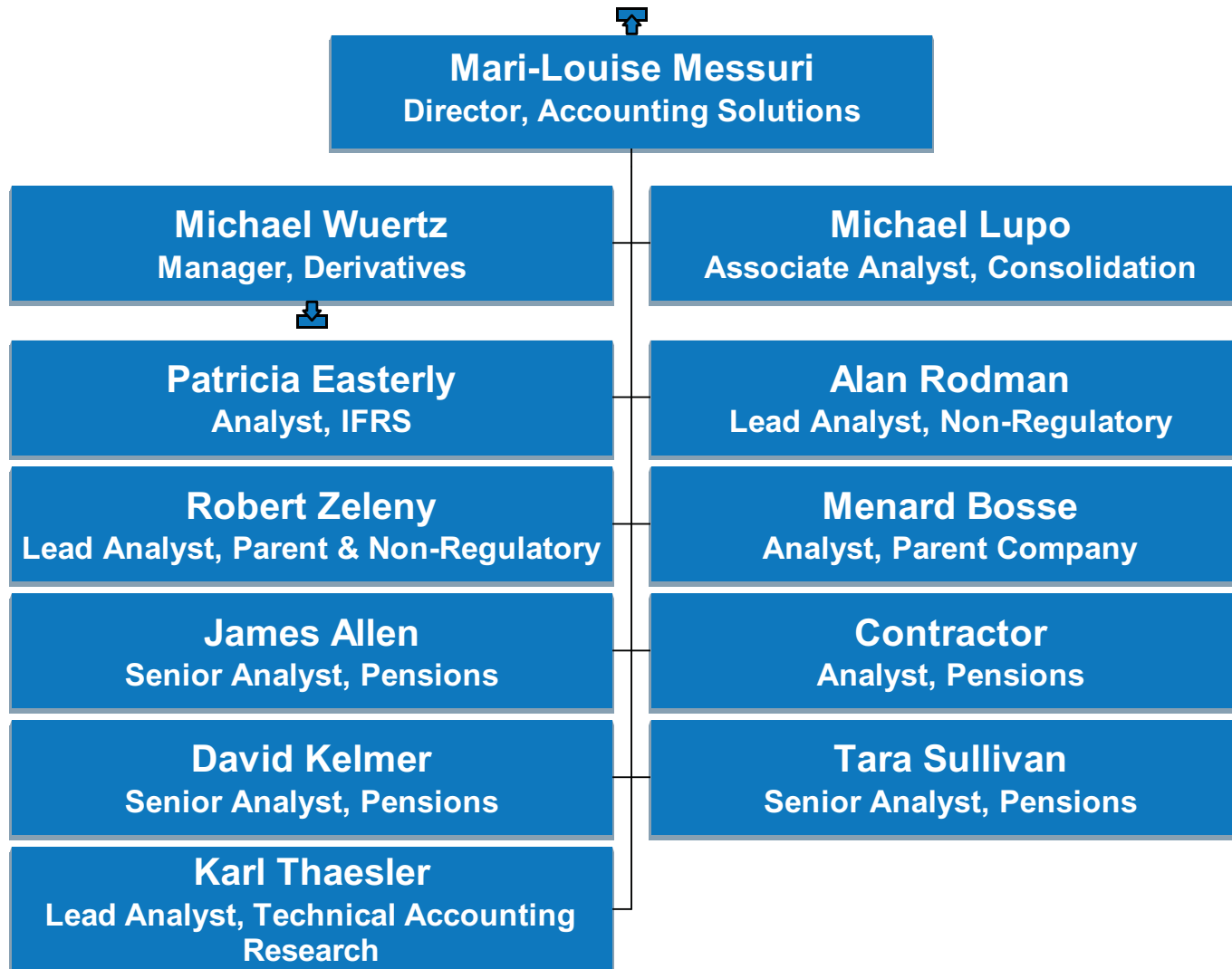
# US Finance



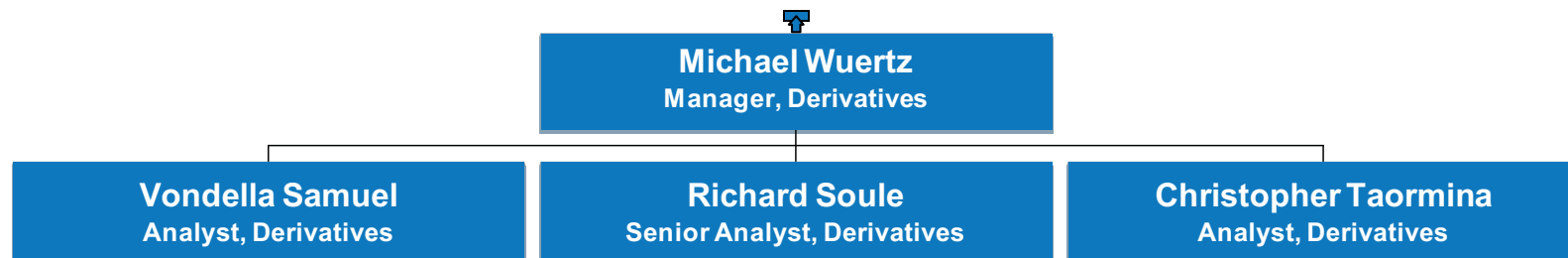
# US Finance



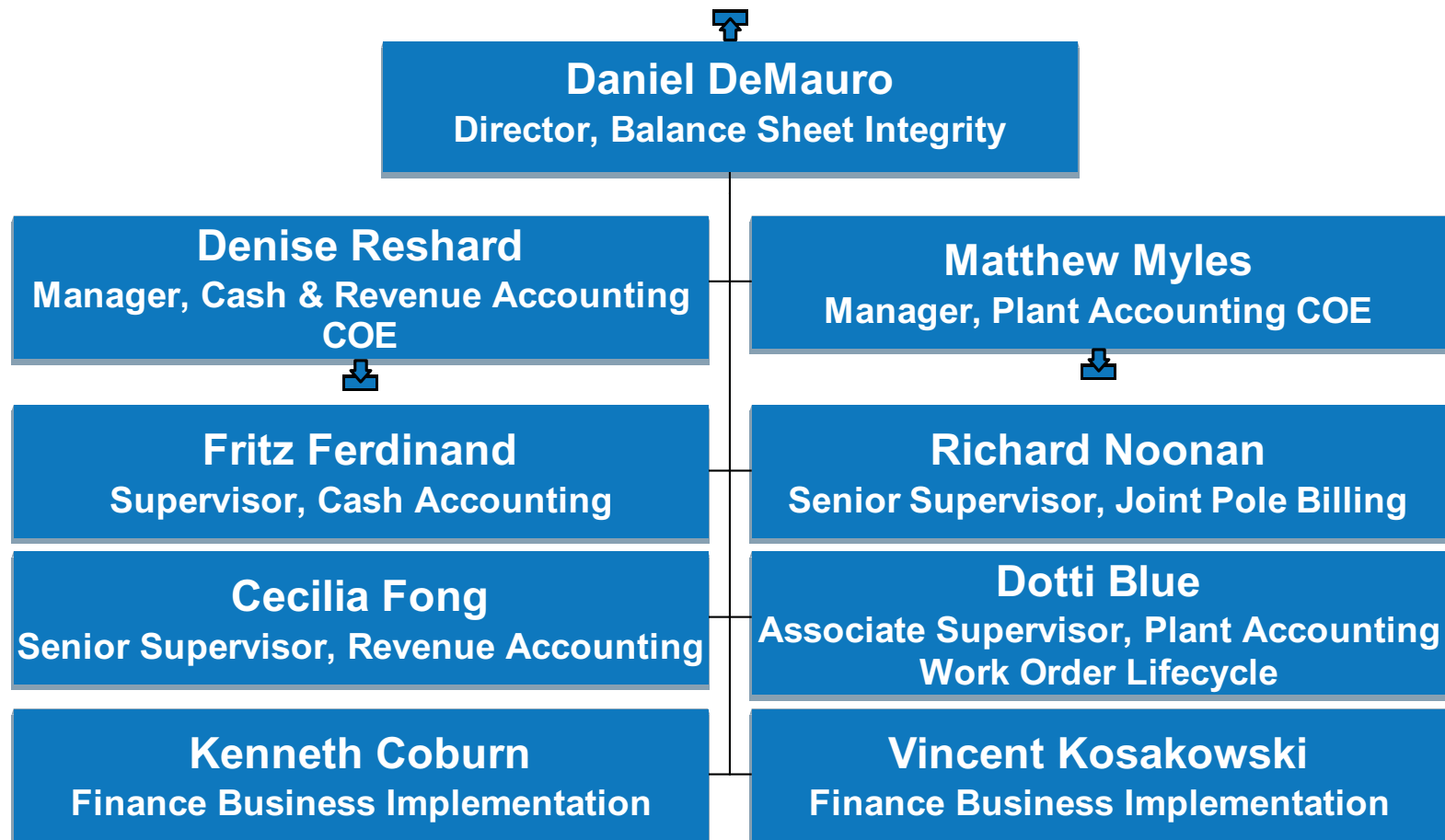
# US Finance



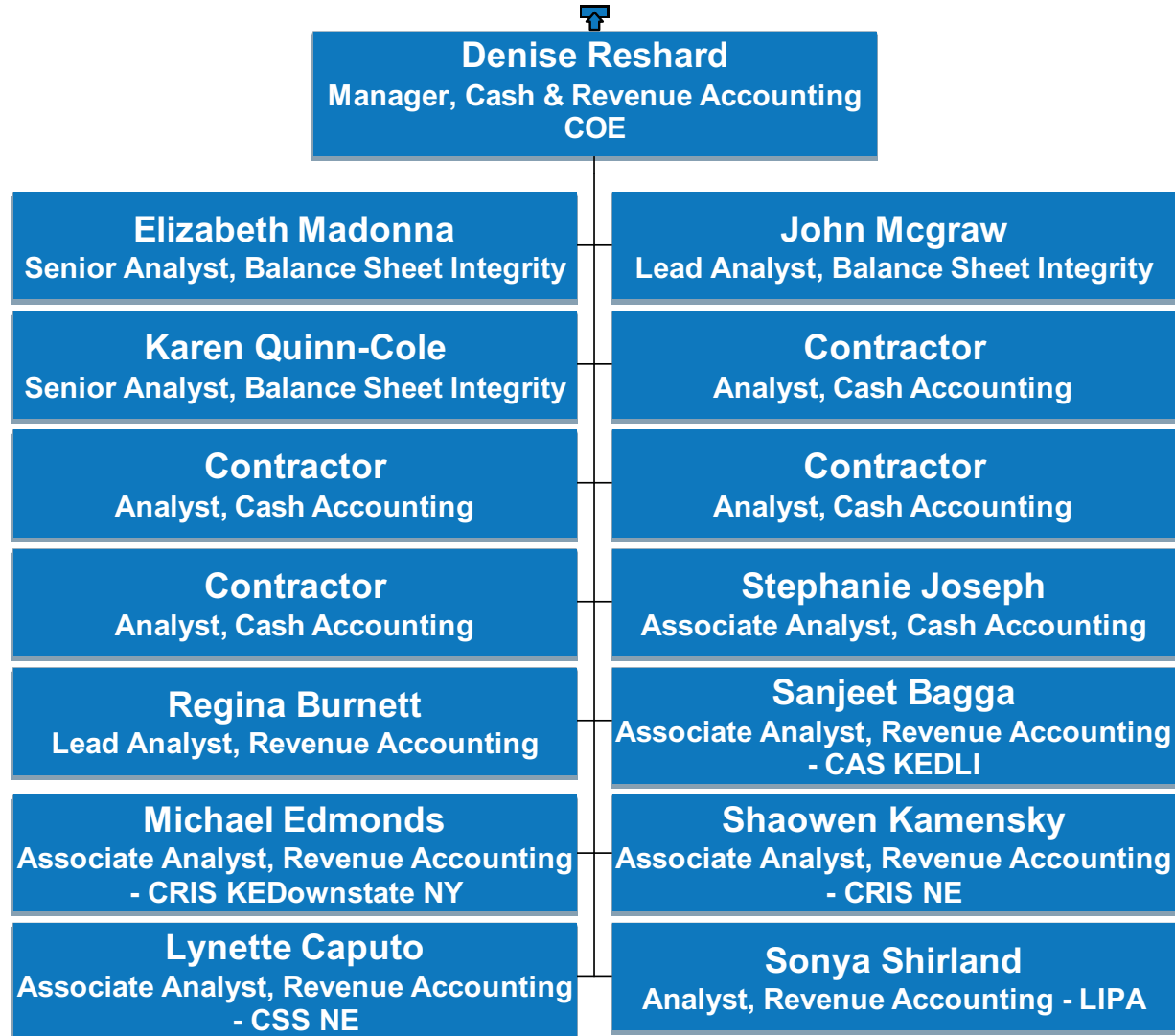
# US Finance



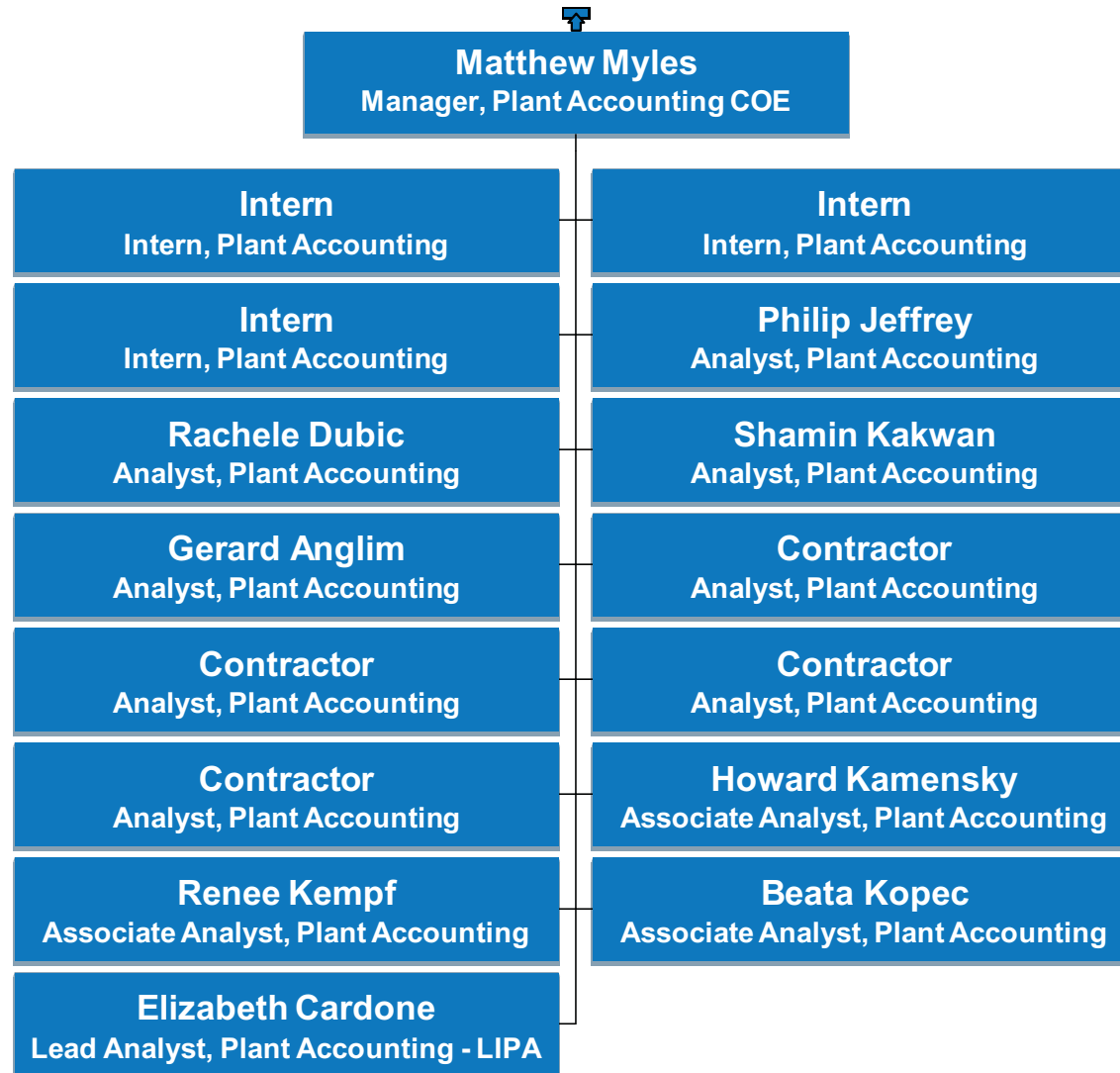
# US Finance



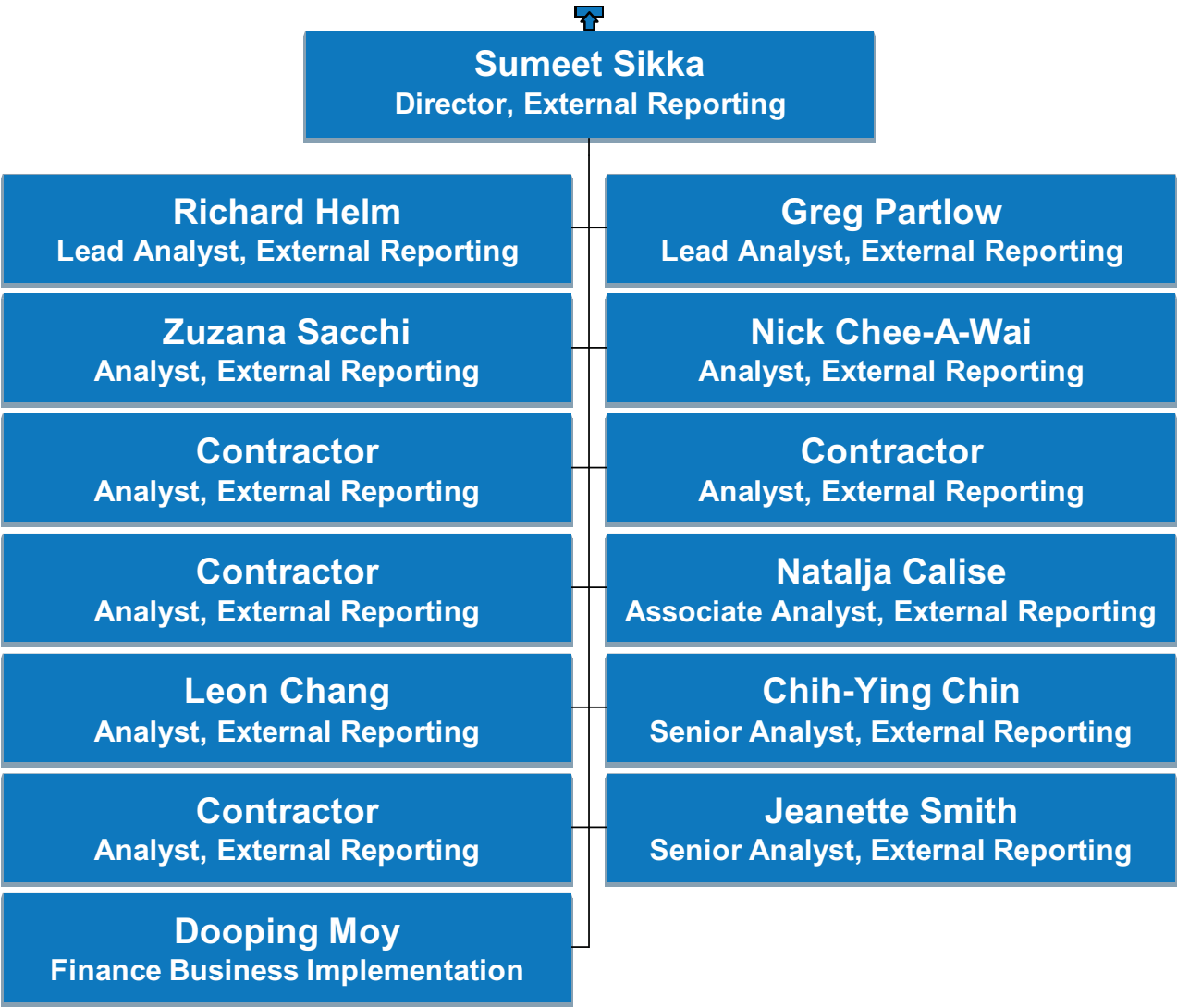
# US Finance



# US Finance



# US Finance

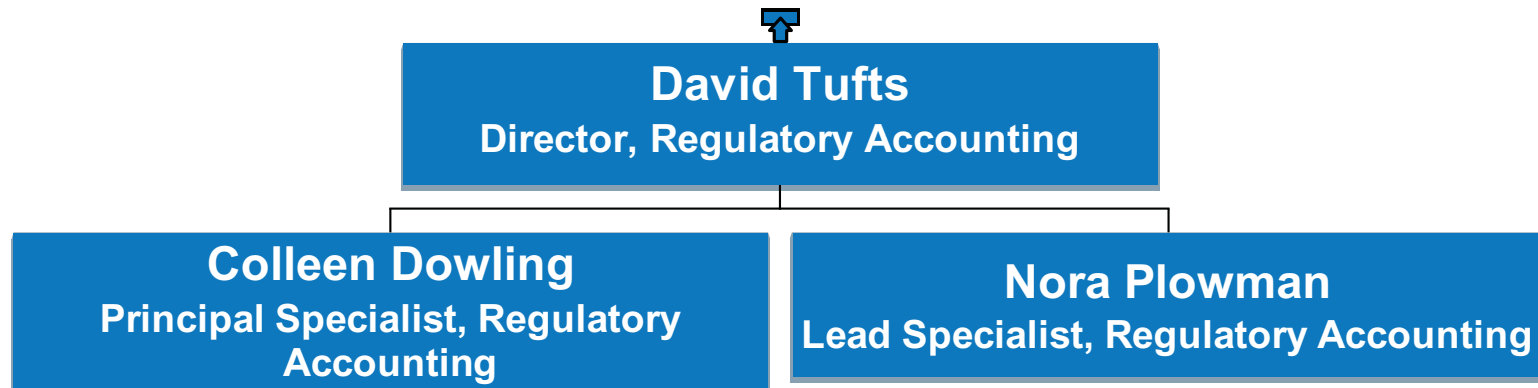




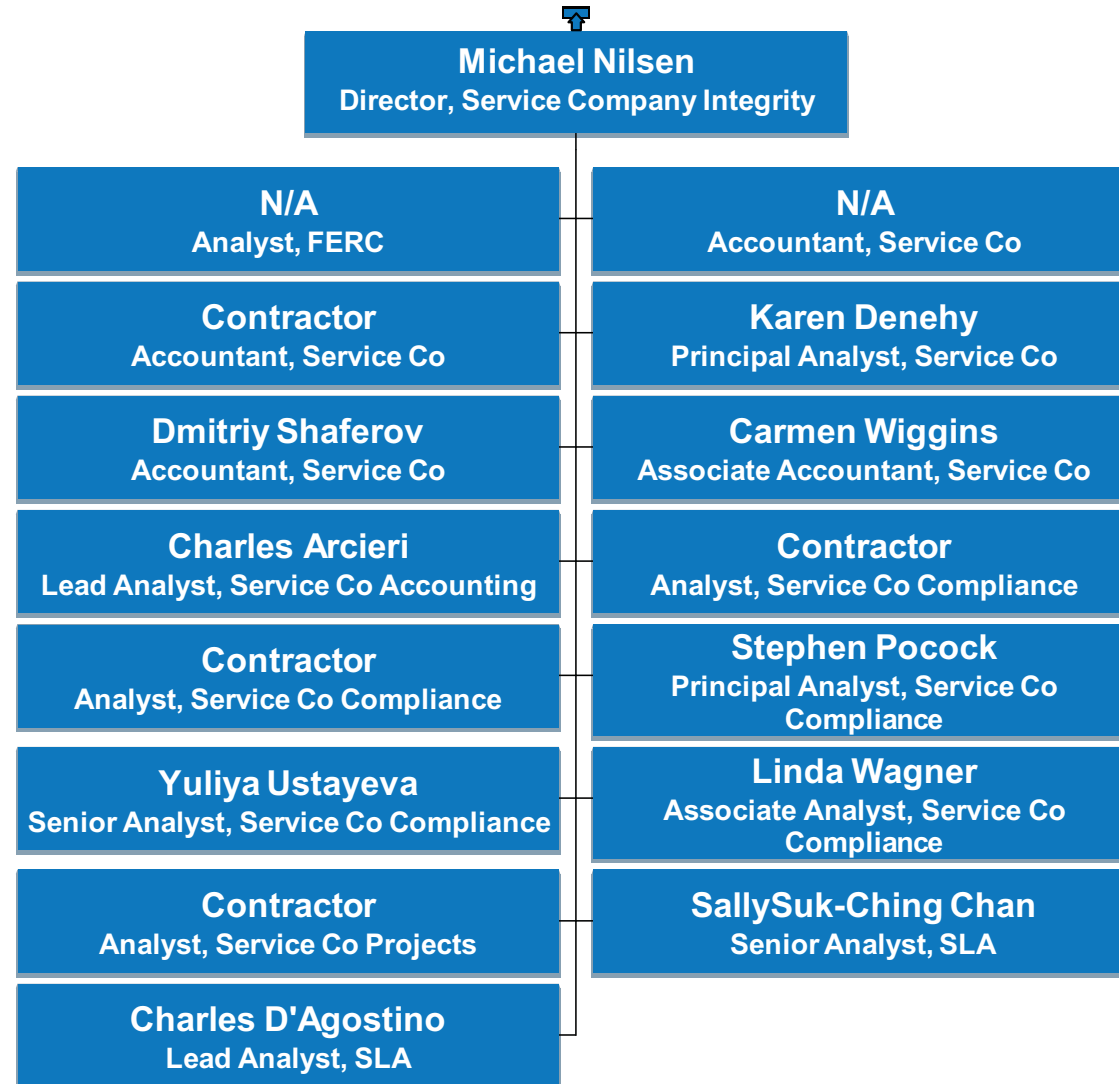
# US Finance



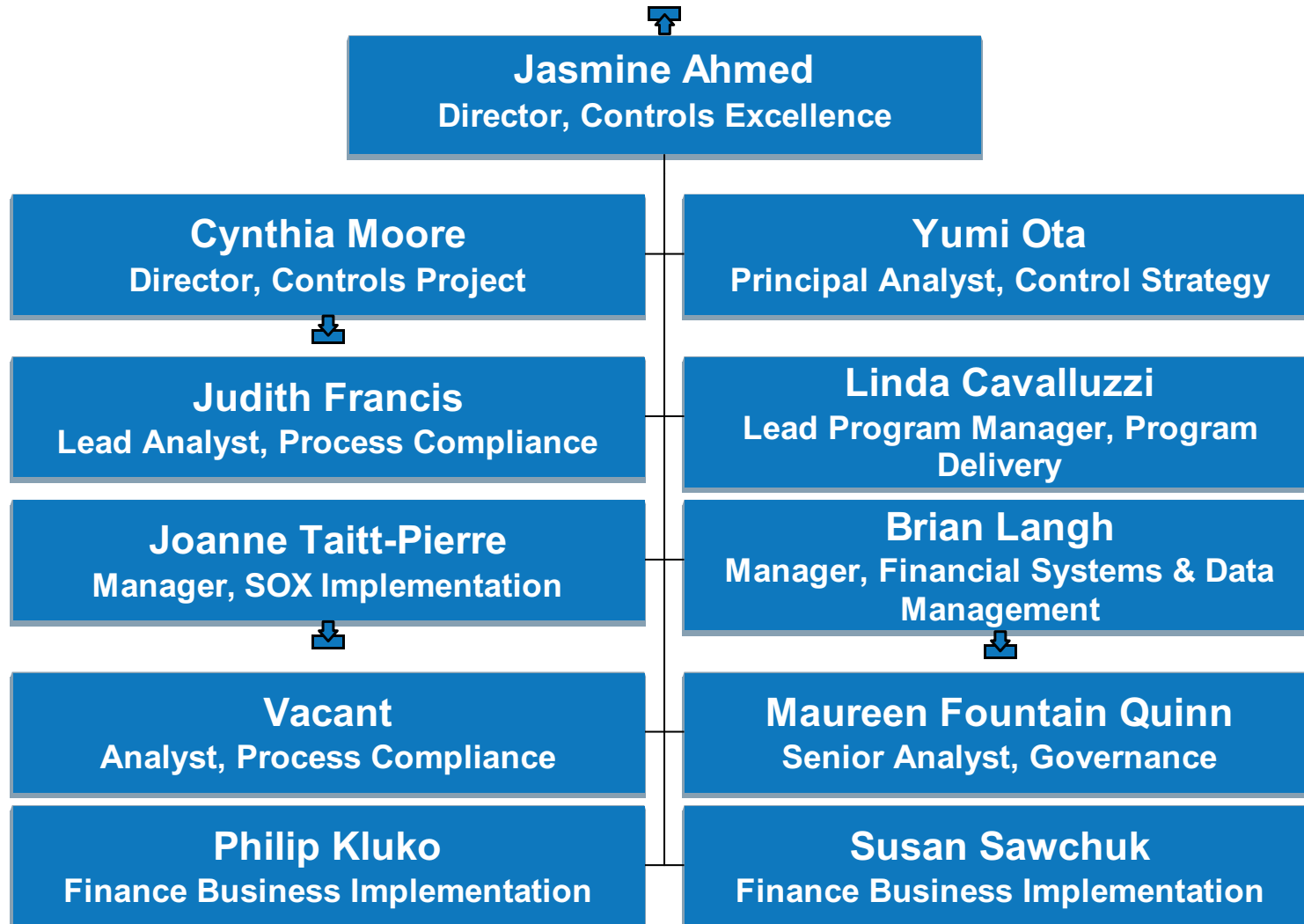
# US Finance



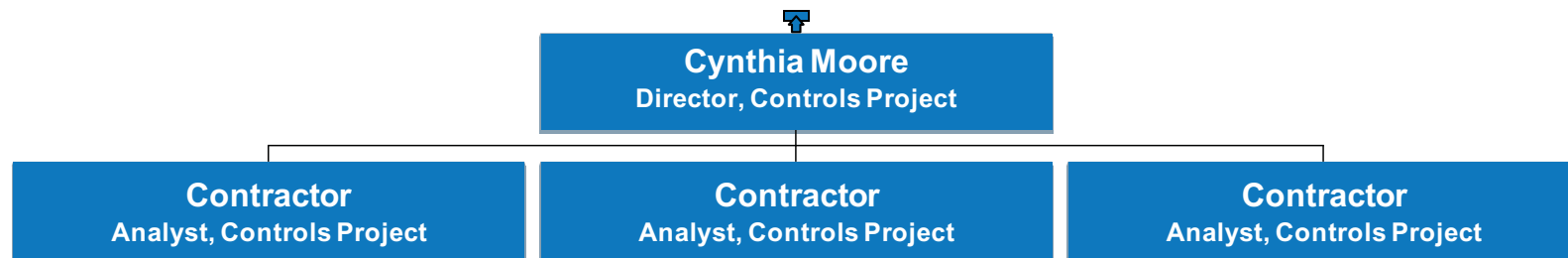
# US Finance



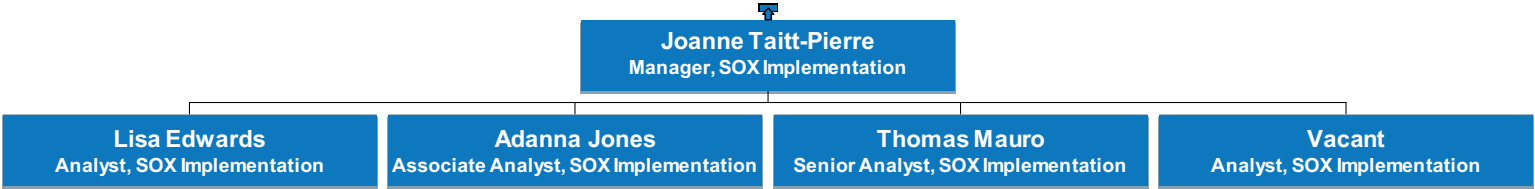
# US Finance



# US Finance

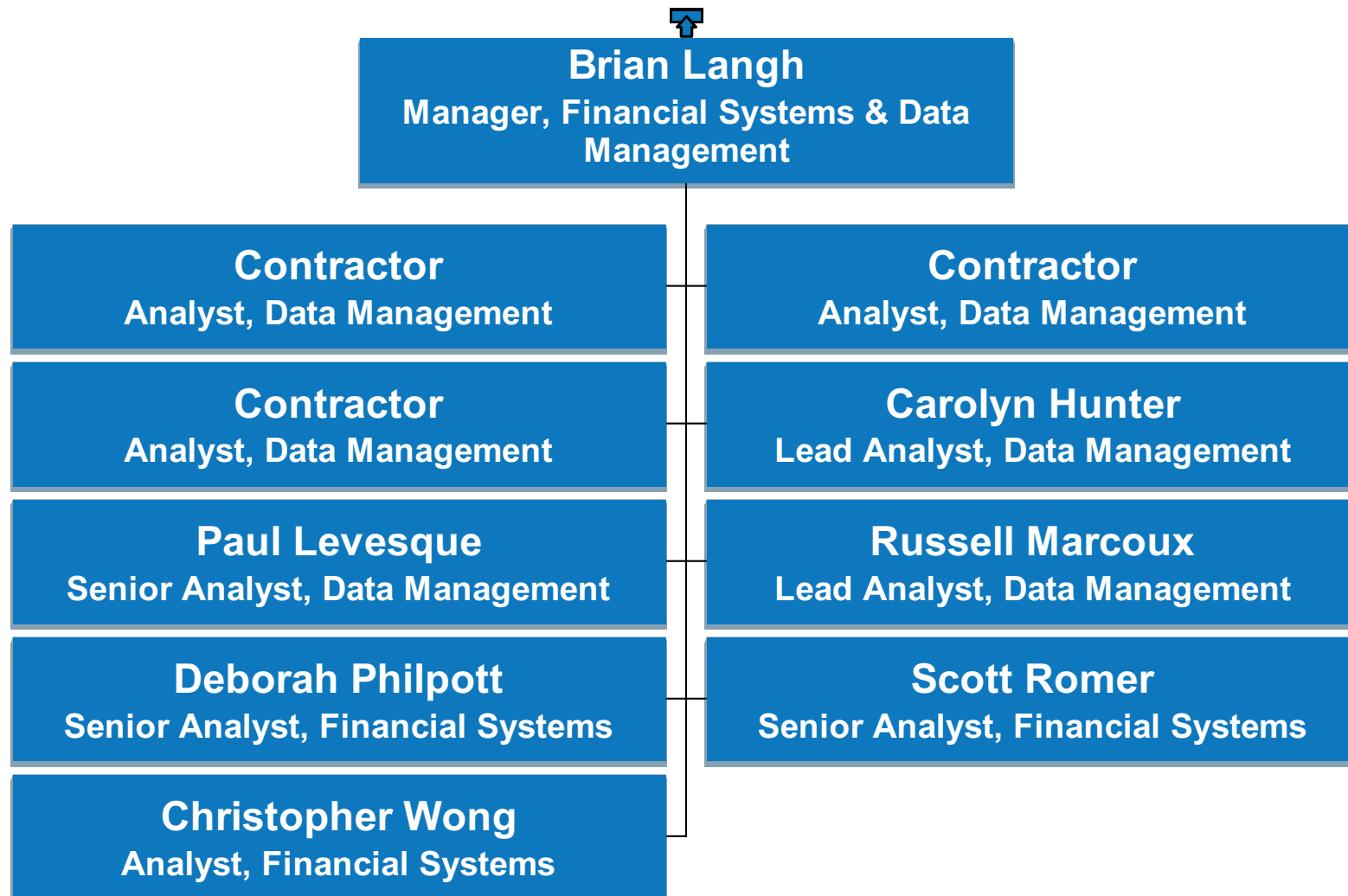


# US Finance

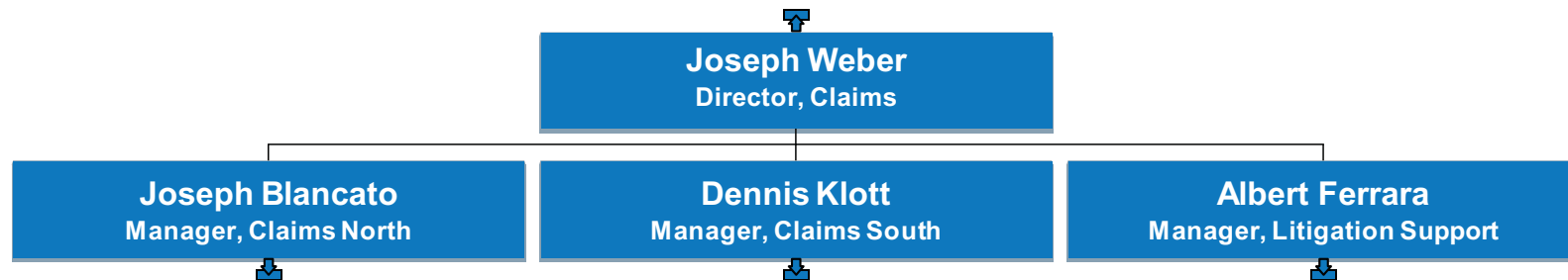


# US Finance

Refreshed 23-Jul-2012

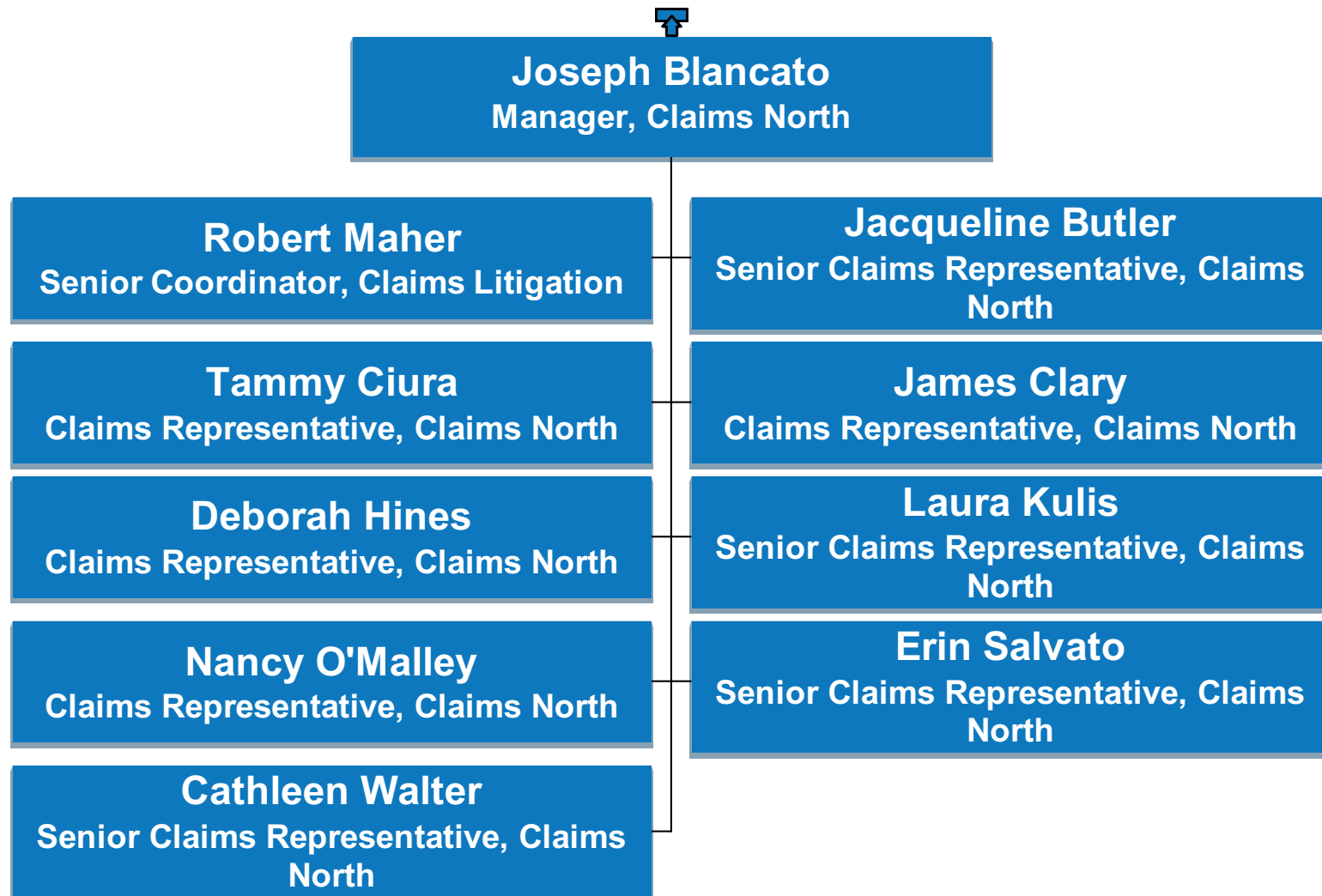


# US Finance

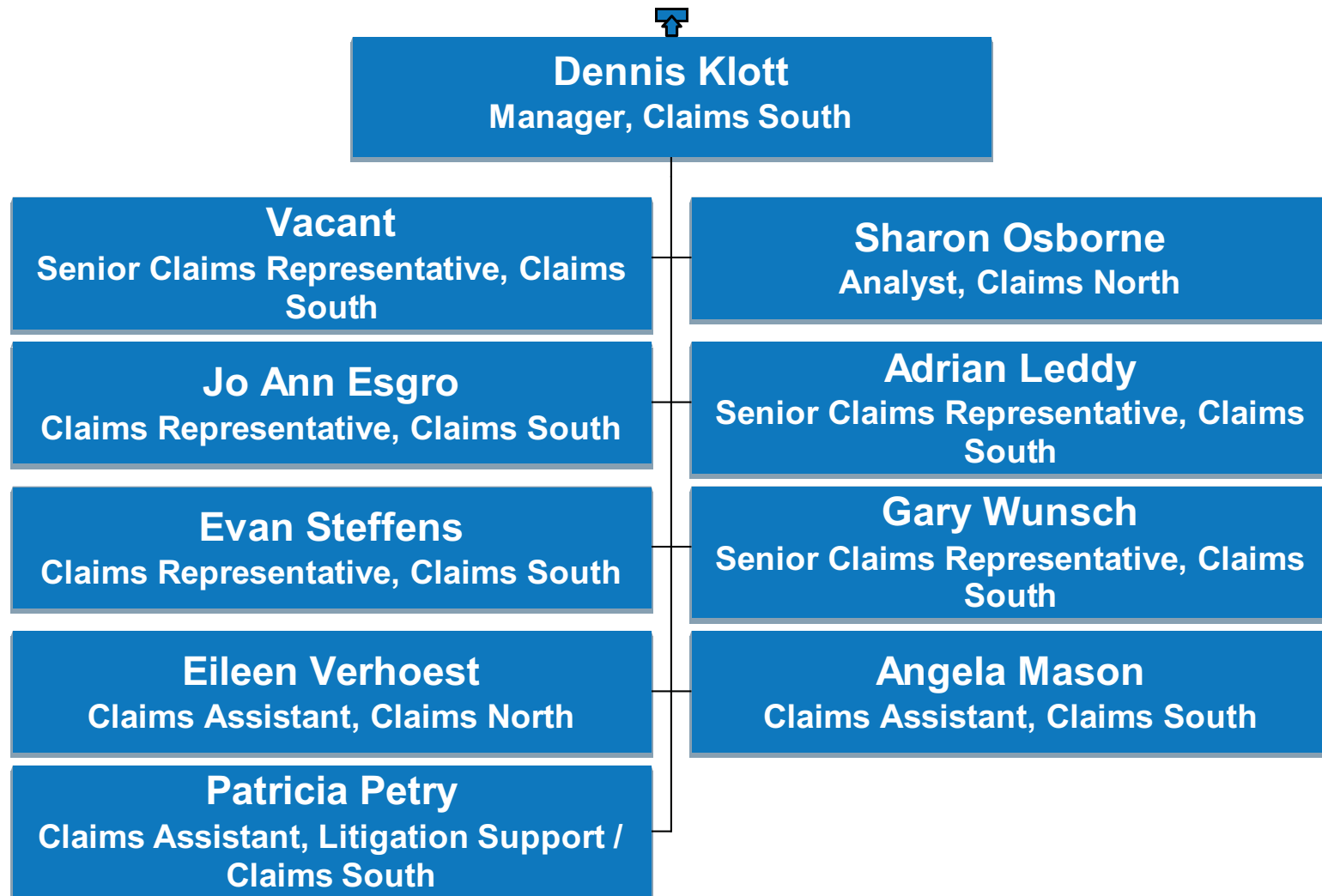




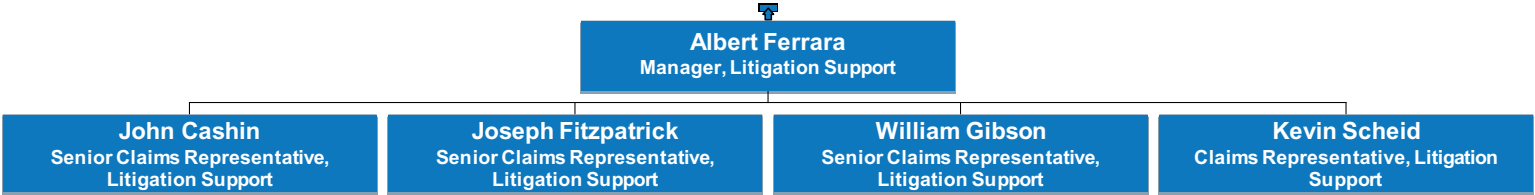
# US Finance



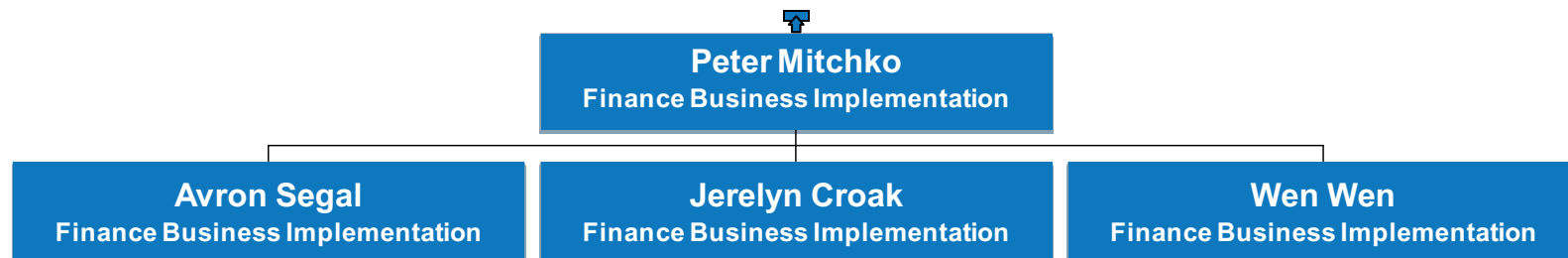
# US Finance



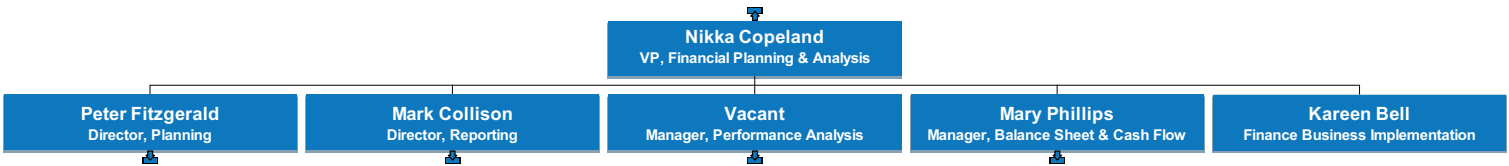
# US Finance



# US Finance



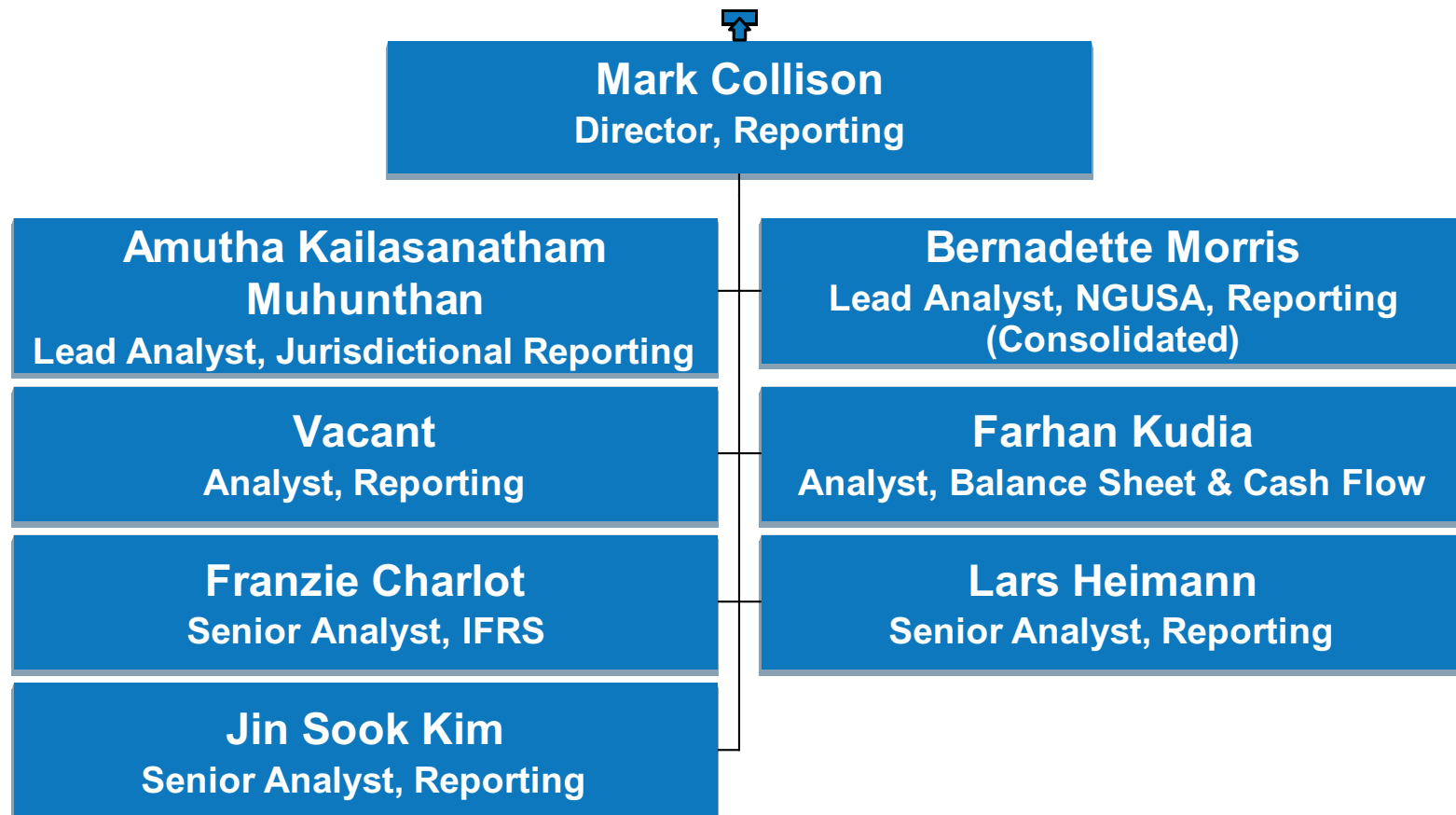
# US Finance



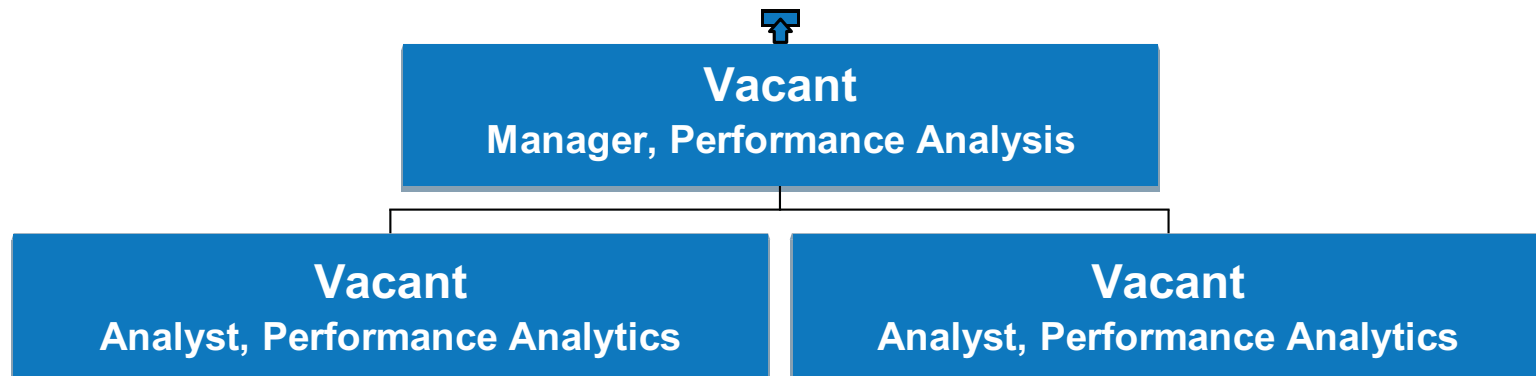
# US Finance



# US Finance

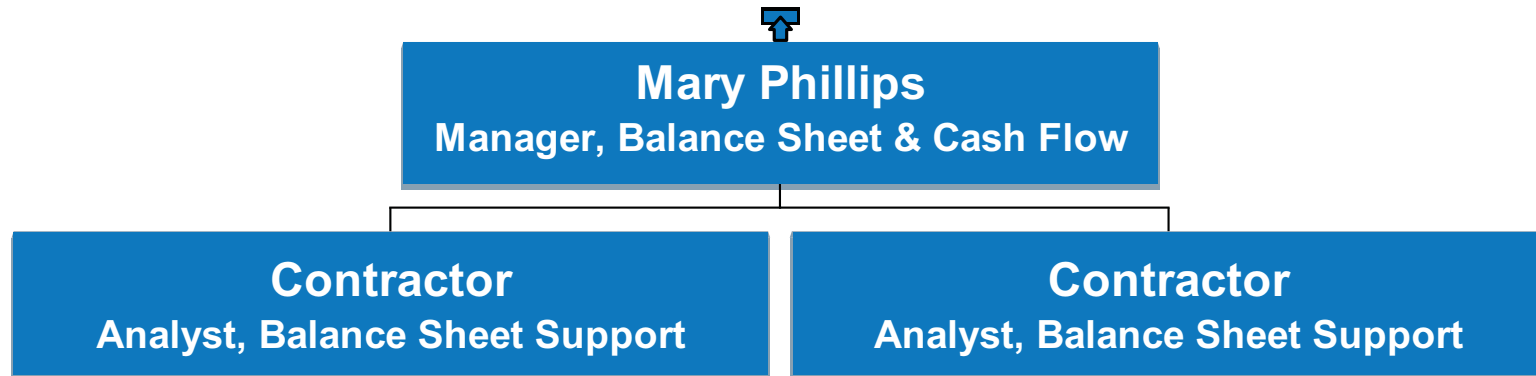


# US Finance

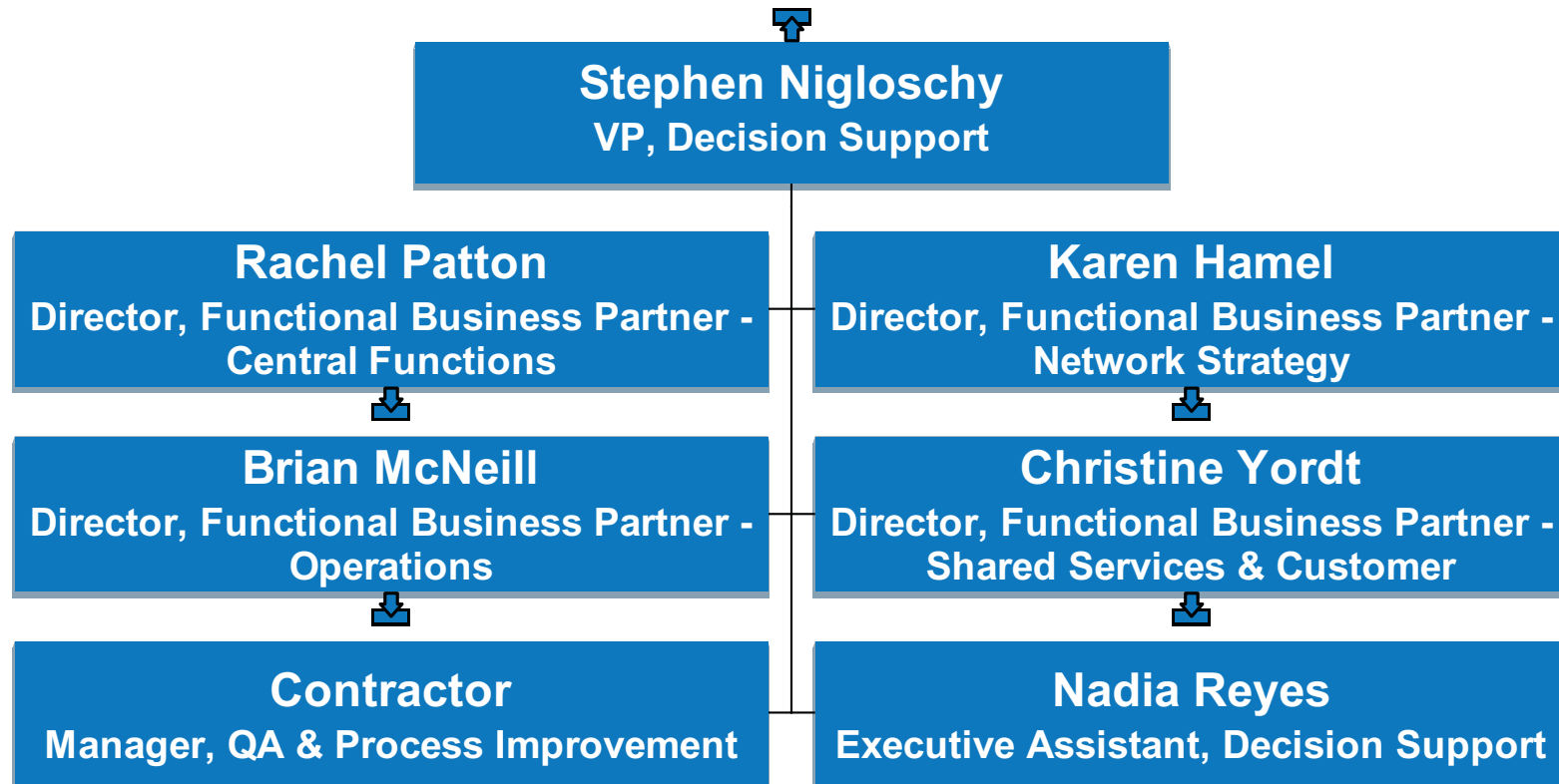




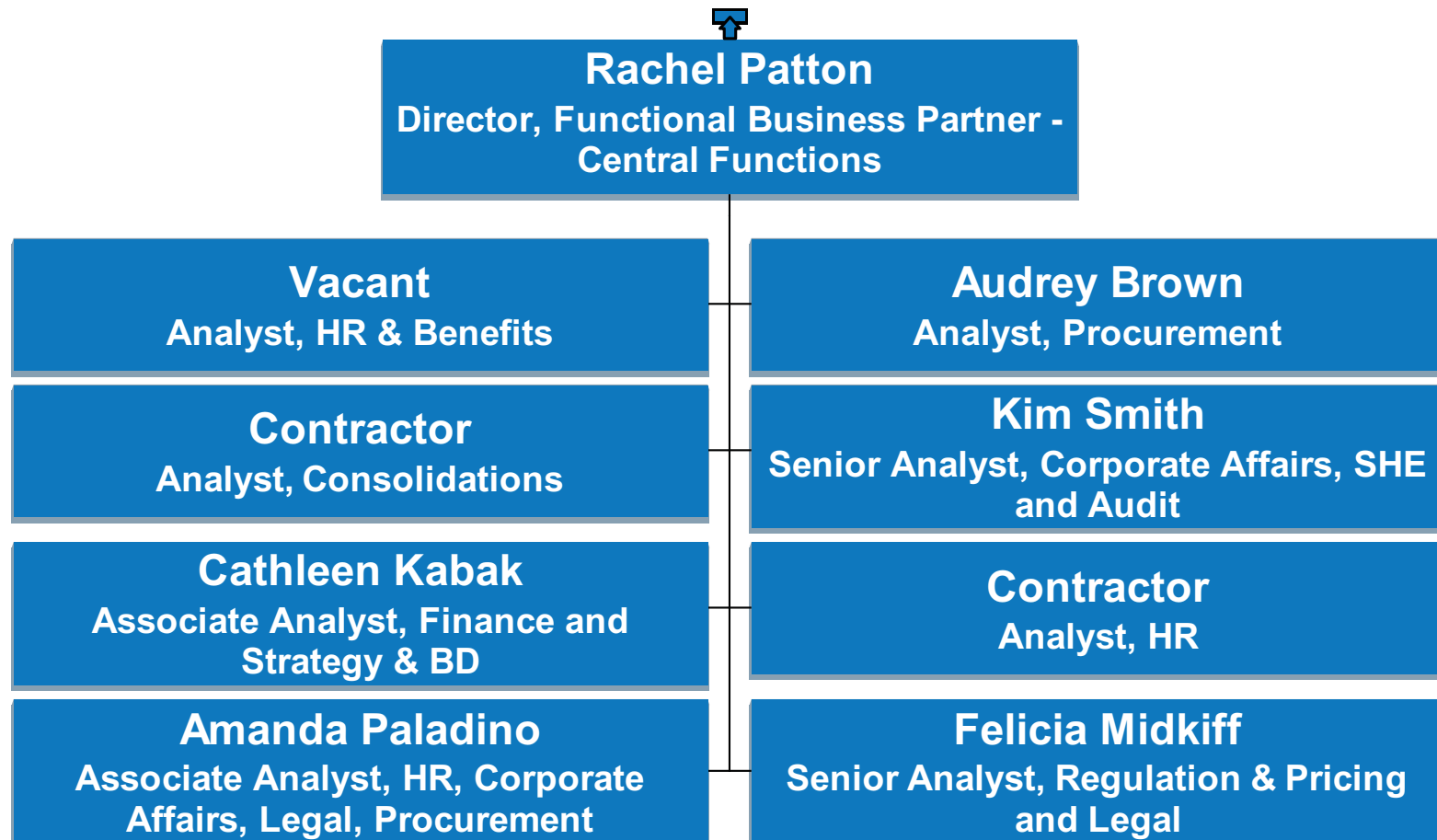
# US Finance



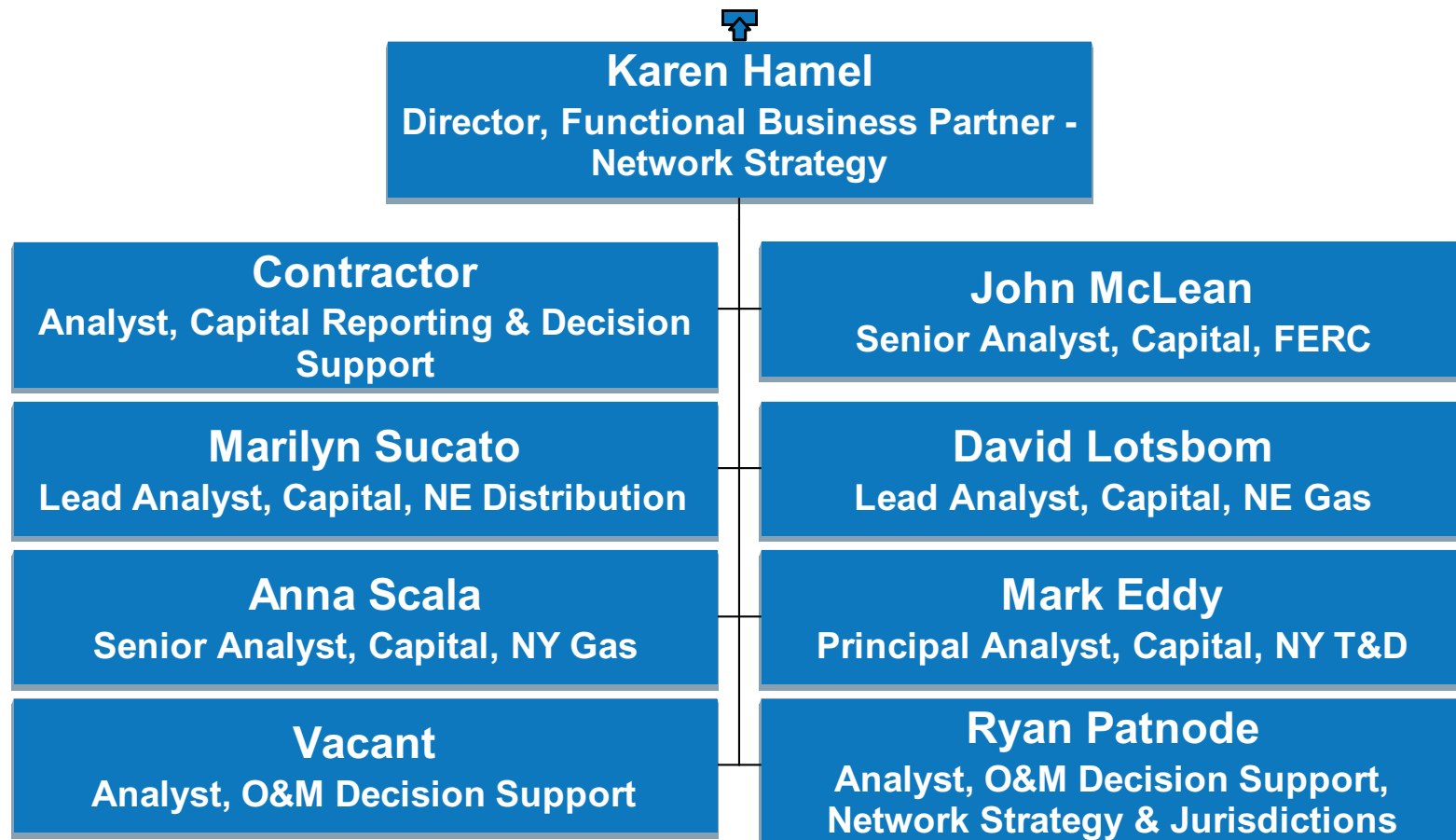
# US Finance



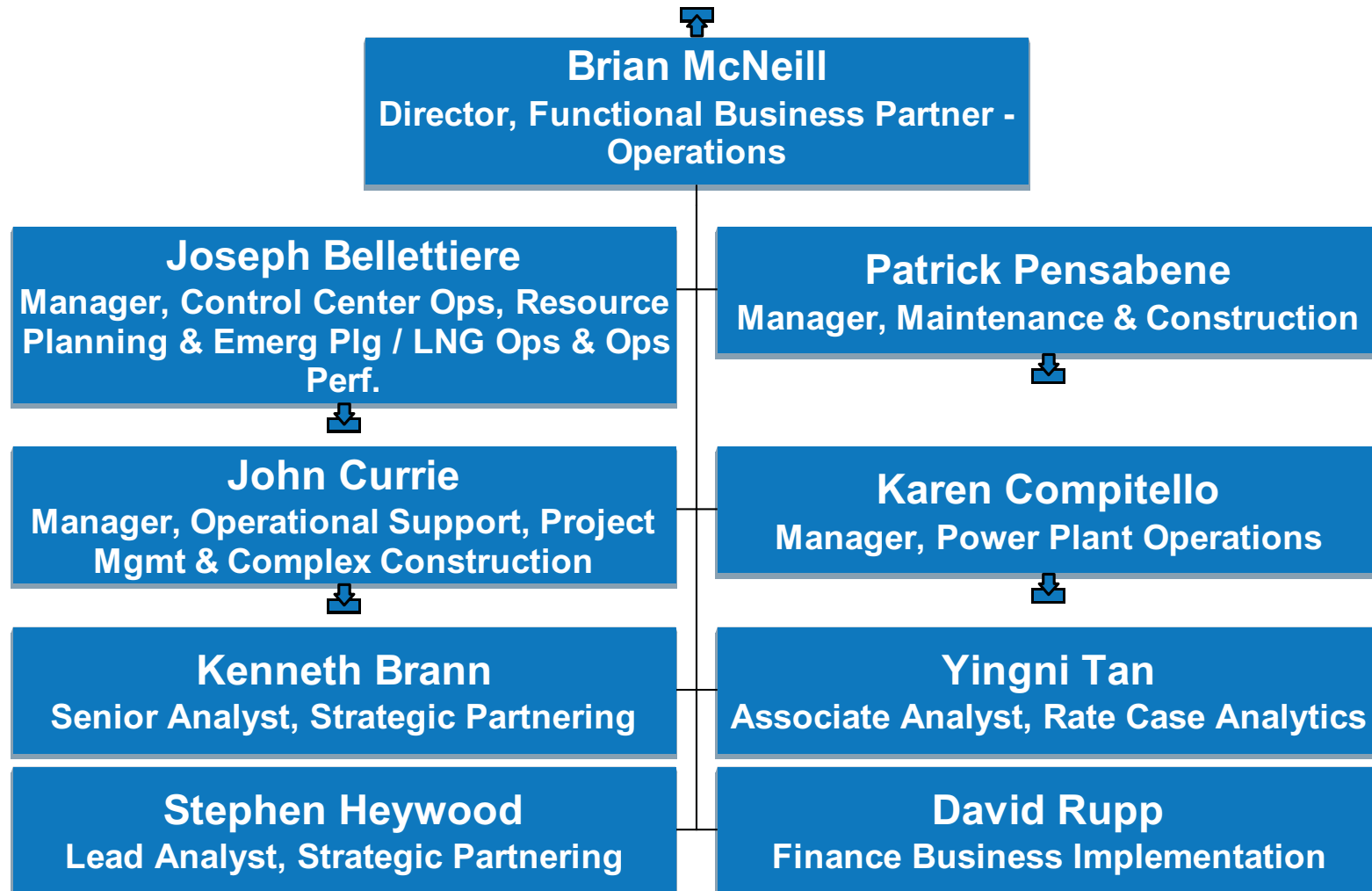
# US Finance



# US Finance



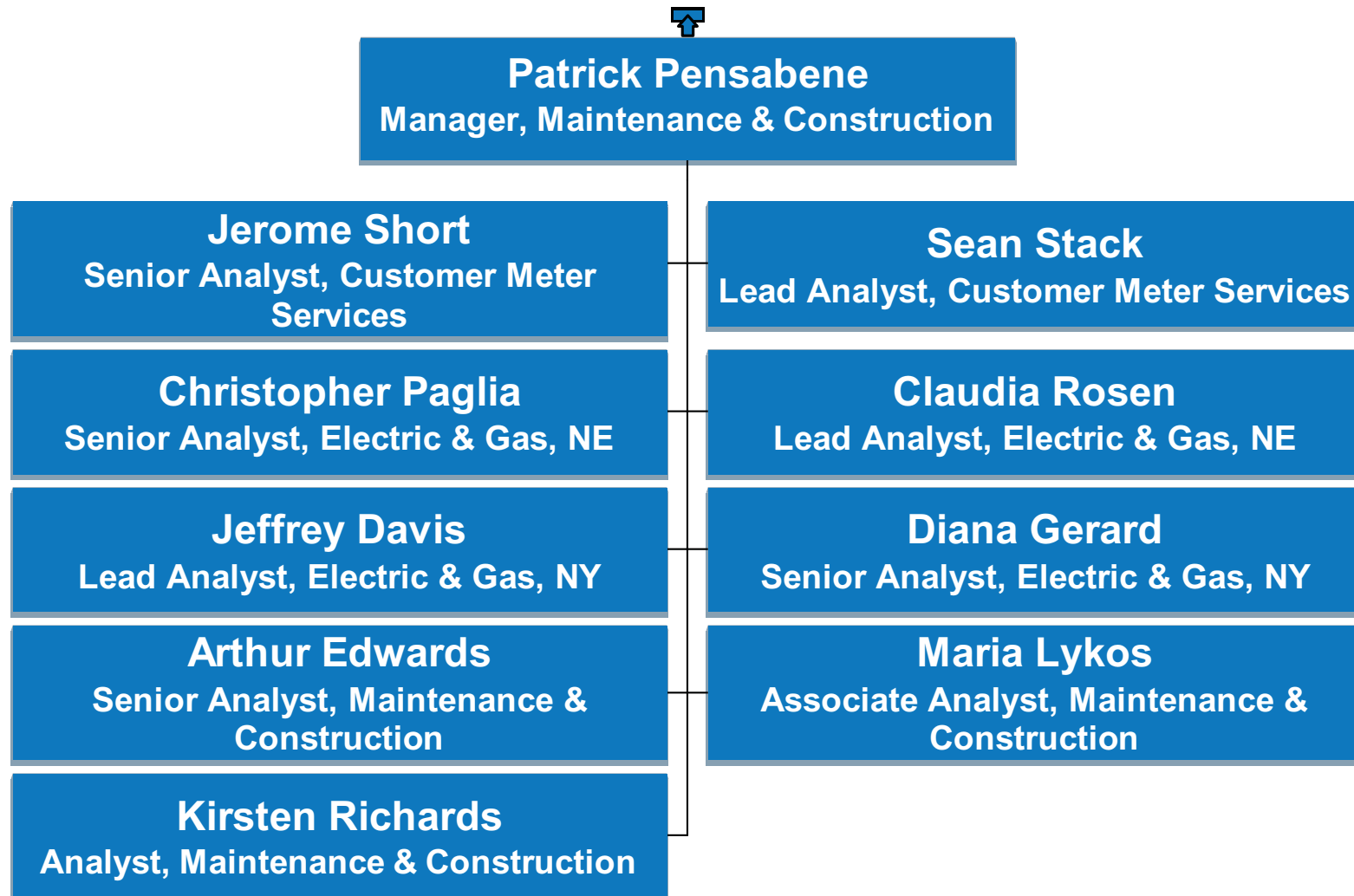
# US Finance



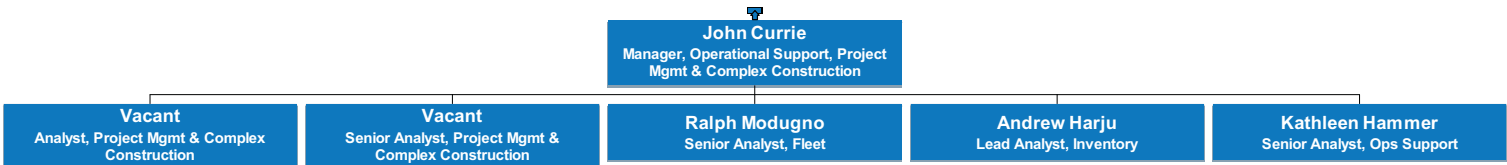
# US Finance



# US Finance

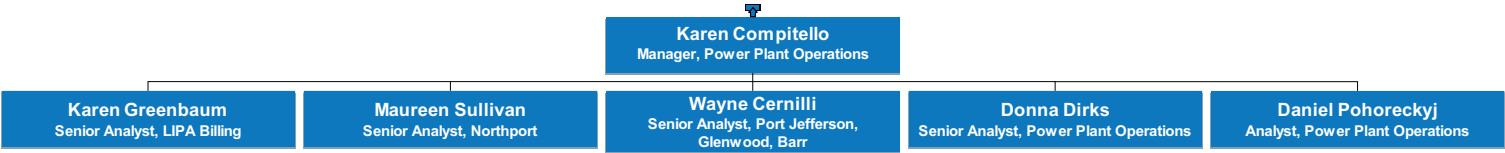


# US Finance



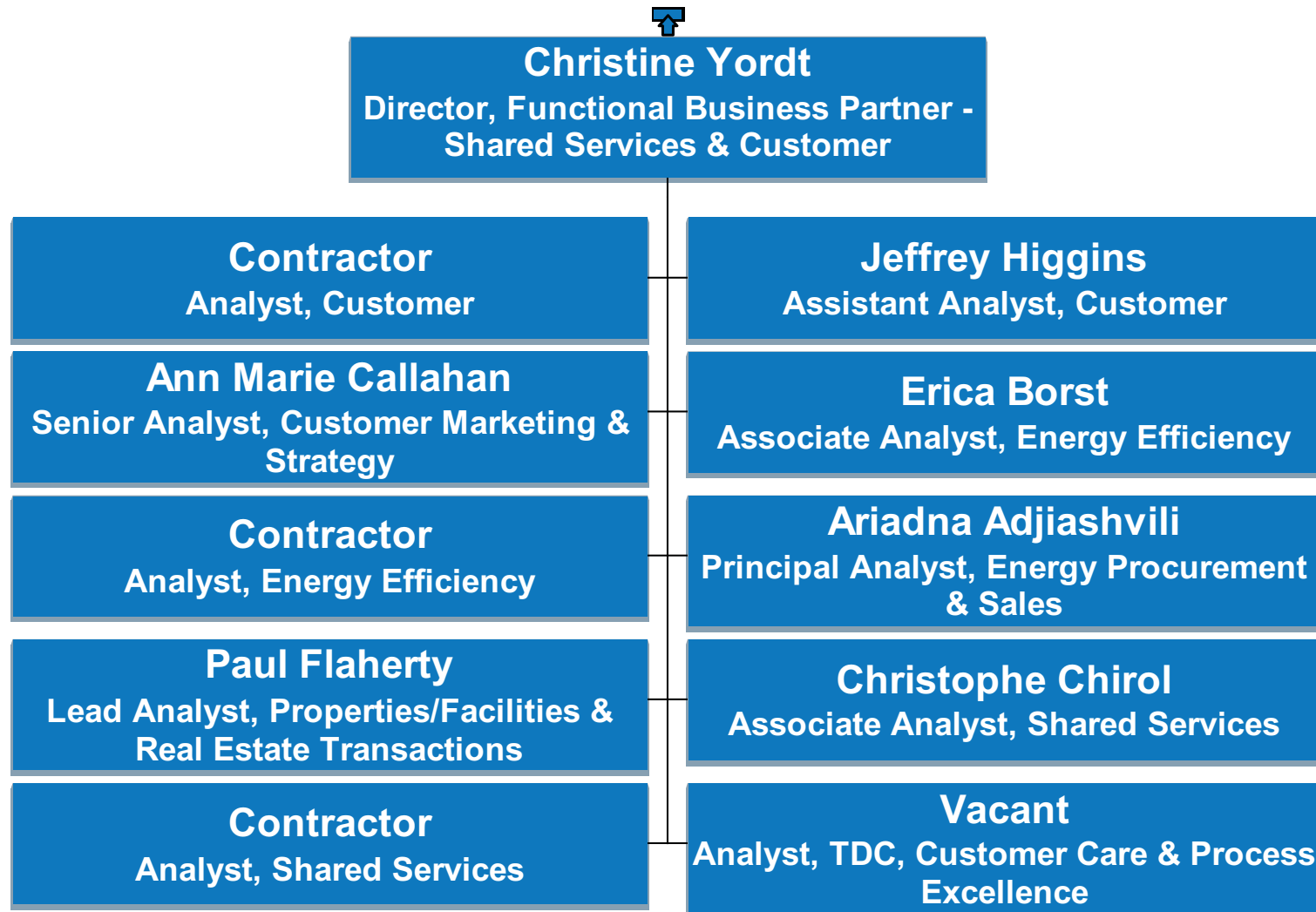


# US Finance

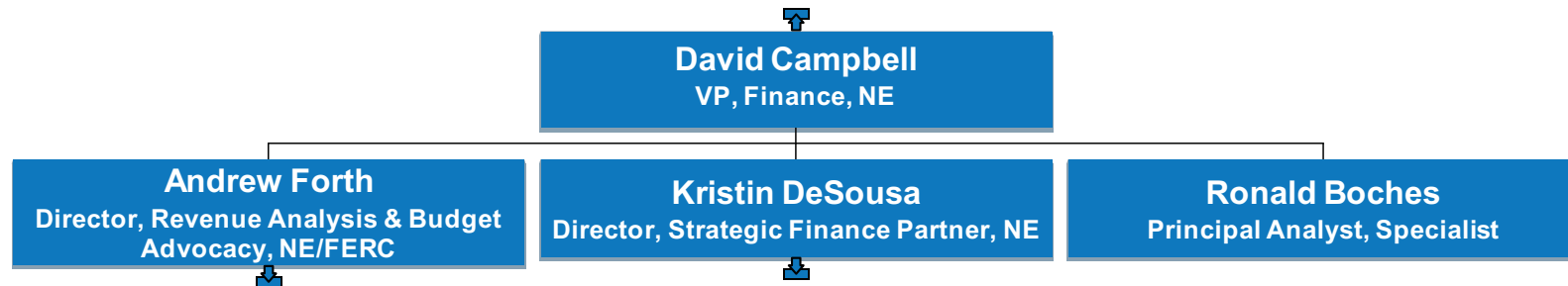


# US Finance

Refreshed 23-Jul-2012



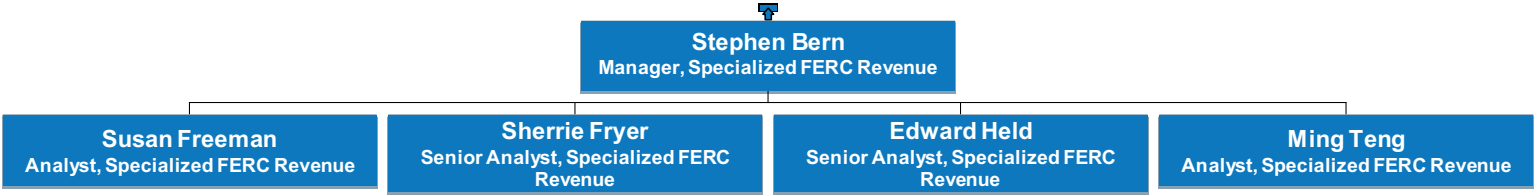
# US Finance



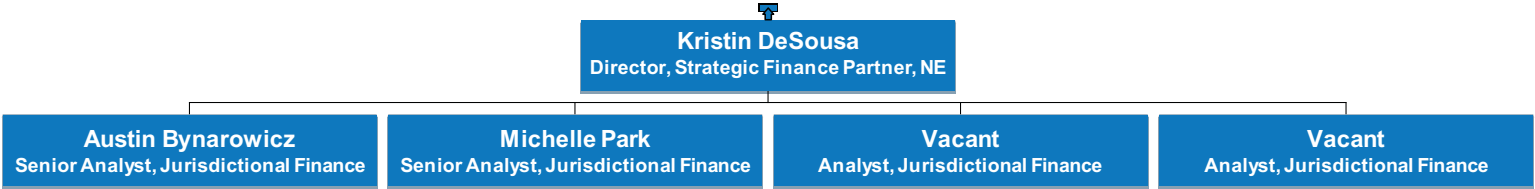
# US Finance



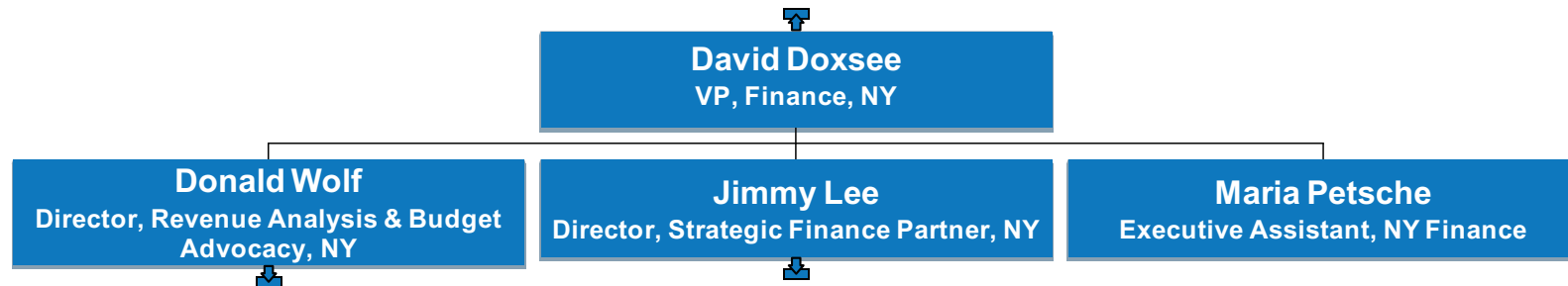
# US Finance



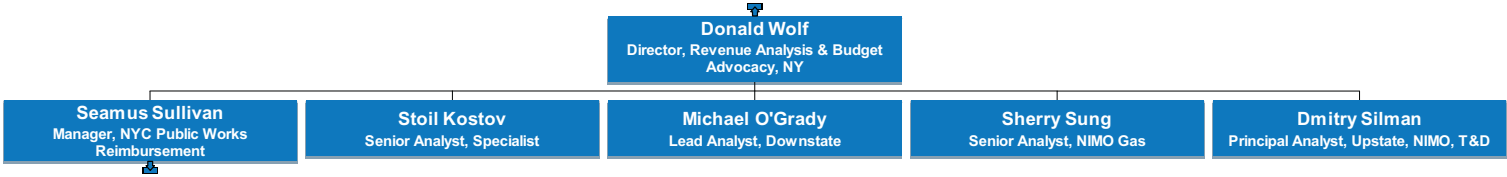
# US Finance



# US Finance

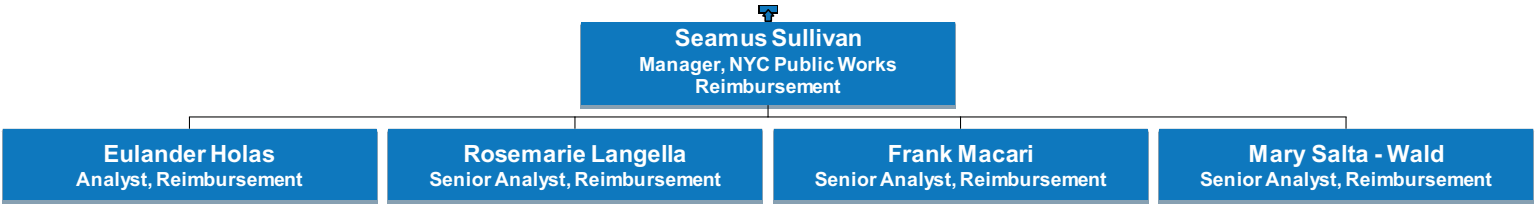


# US Finance

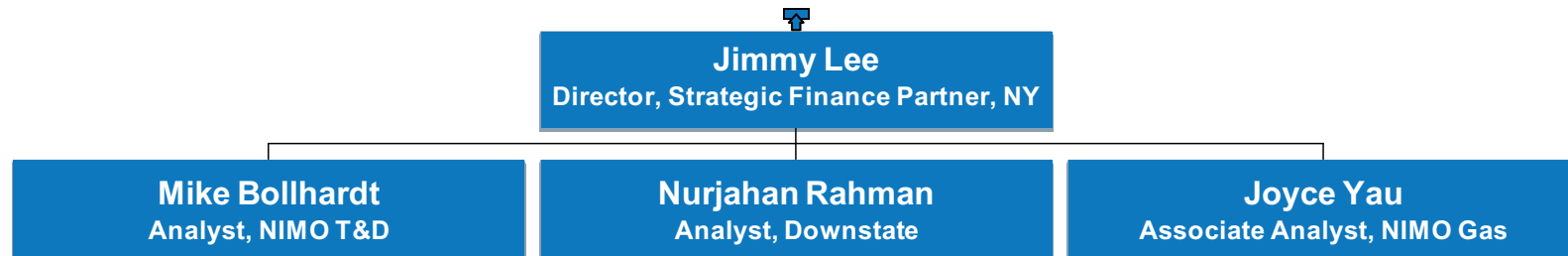




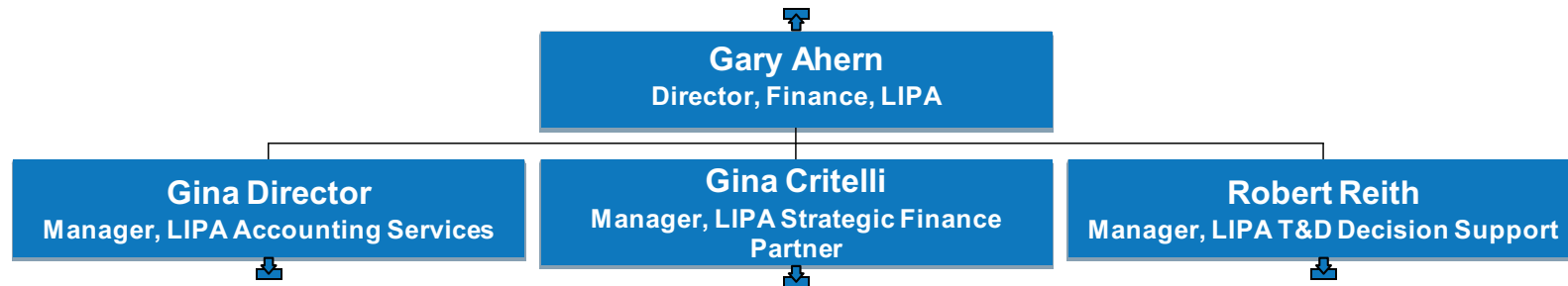
# US Finance



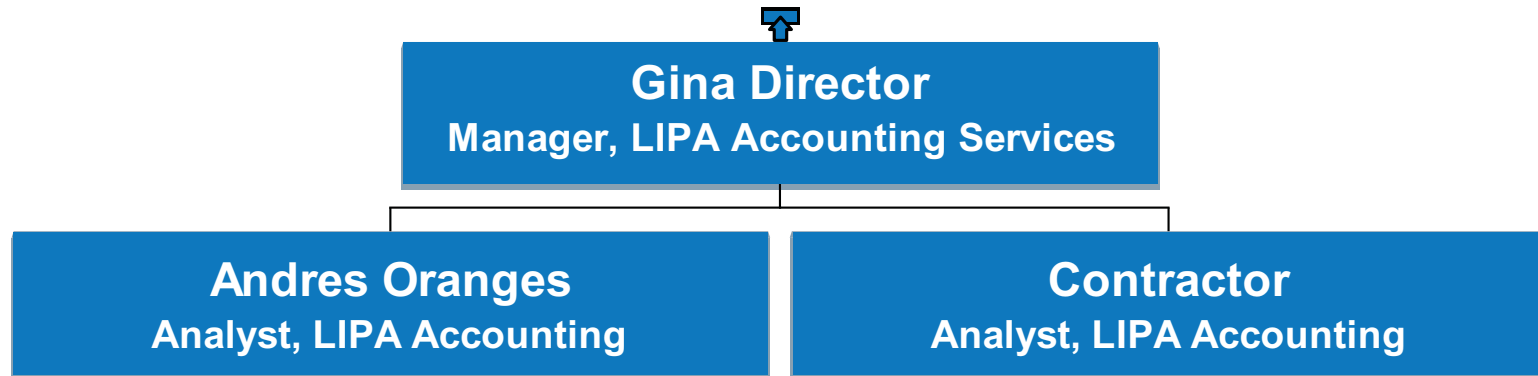
# US Finance



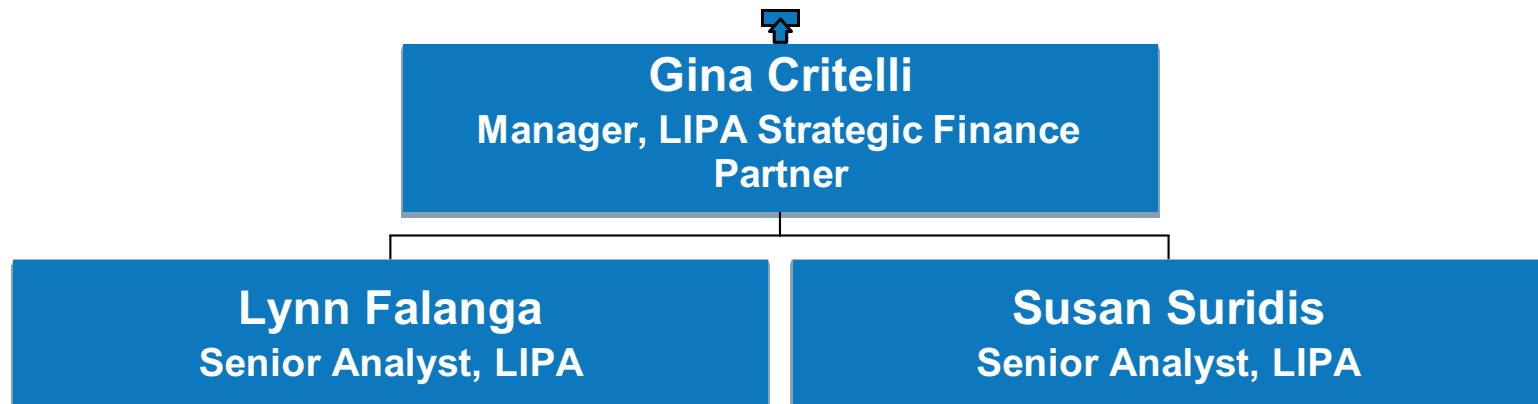
# US Finance



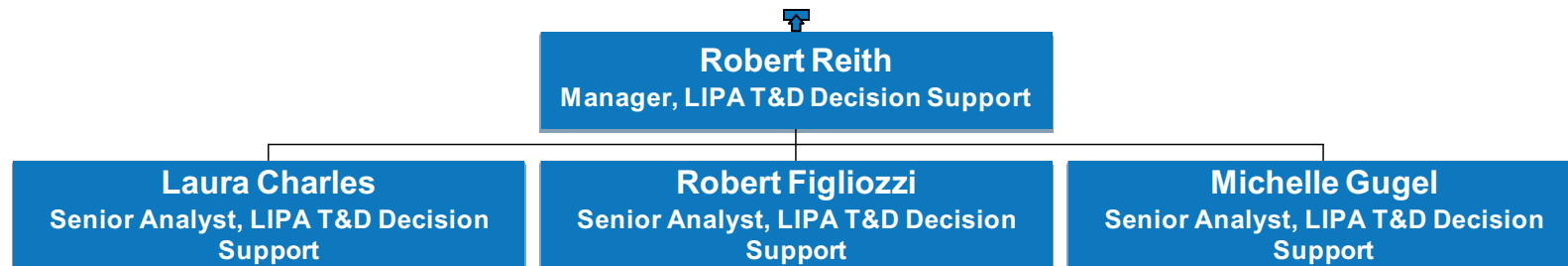
# US Finance



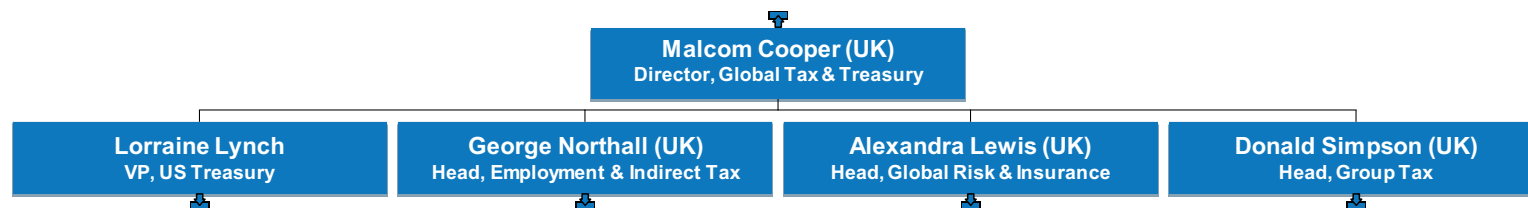
# US Finance



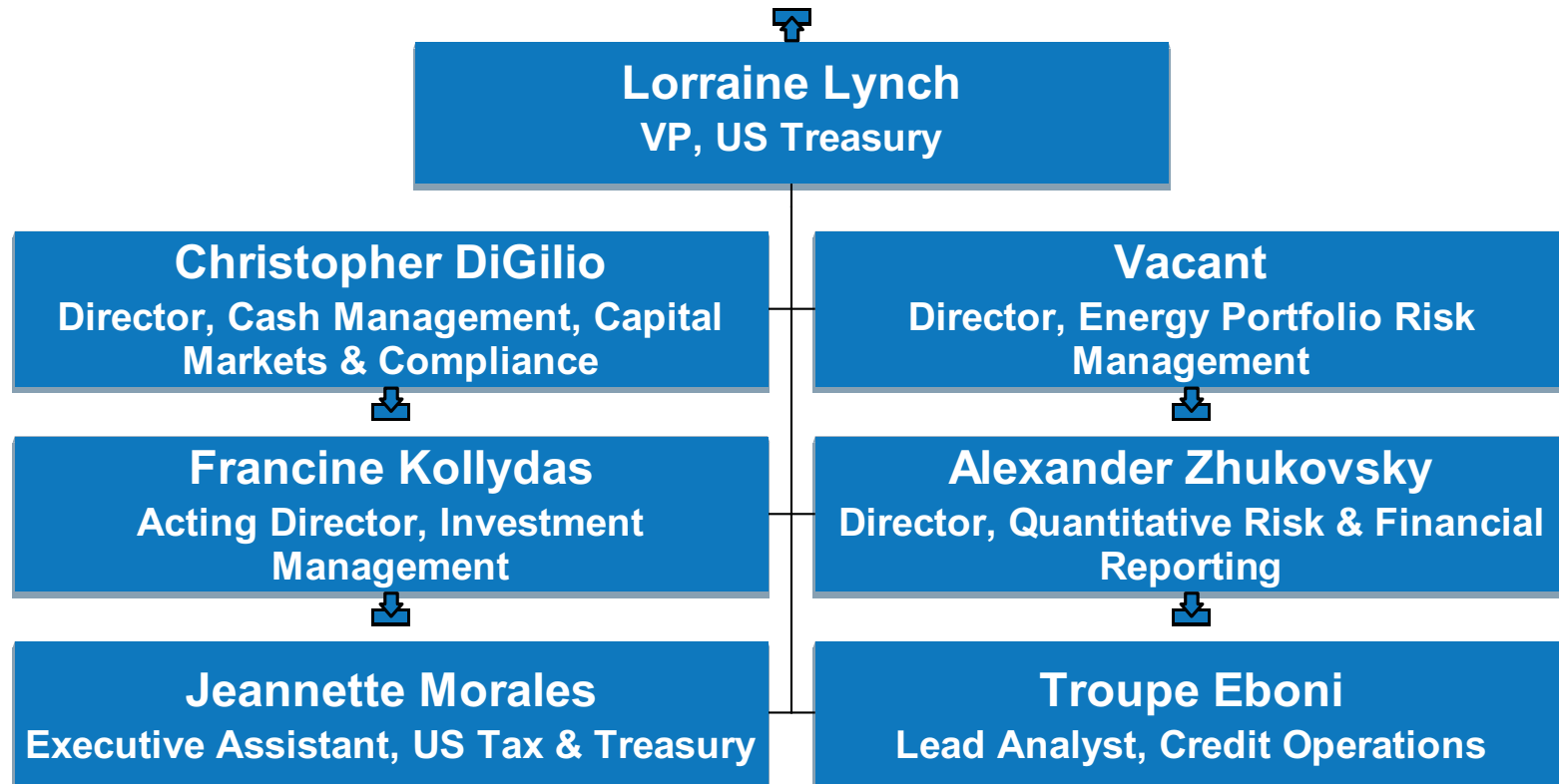
# US Finance



# US Finance

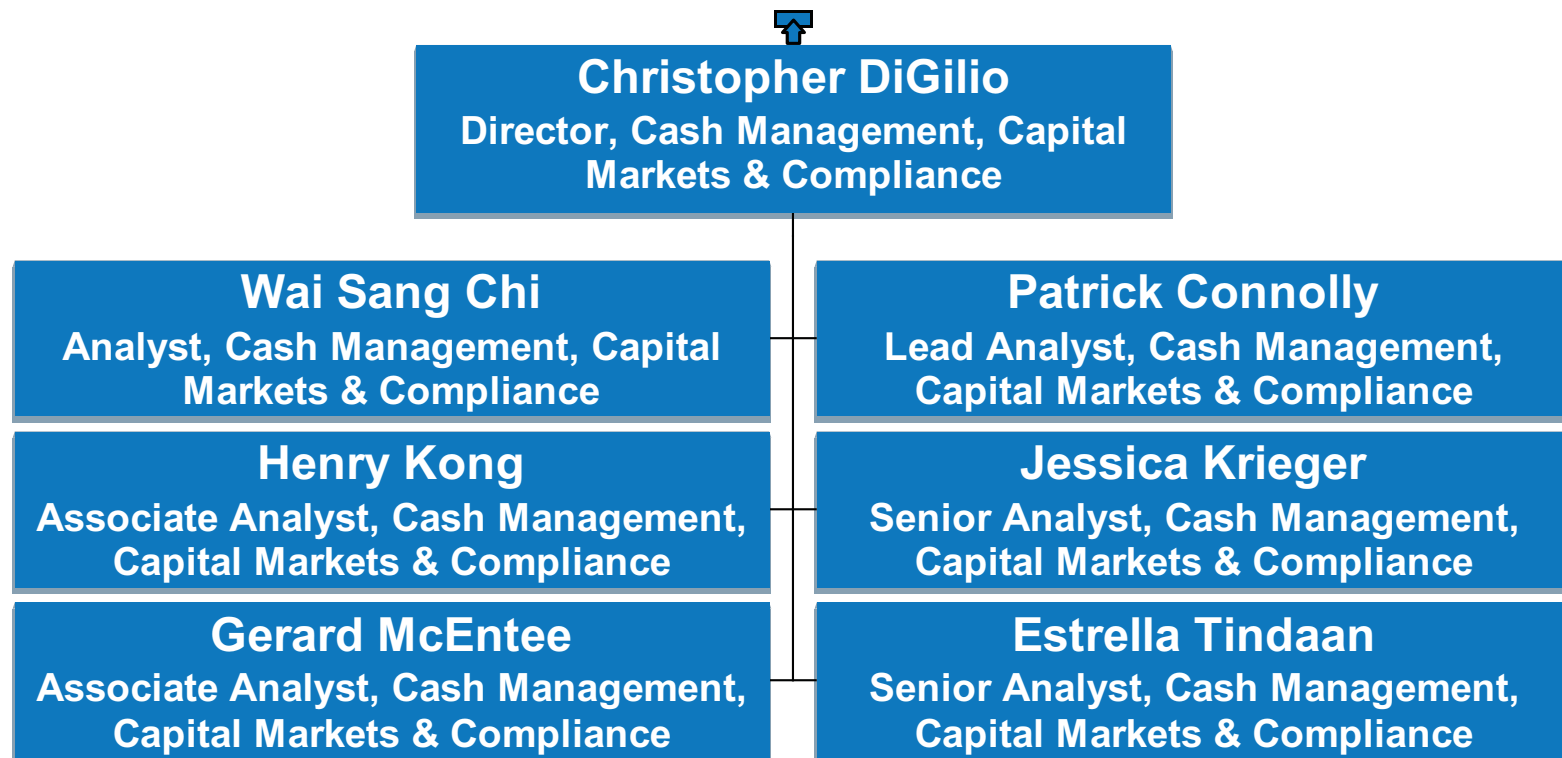


# US Finance

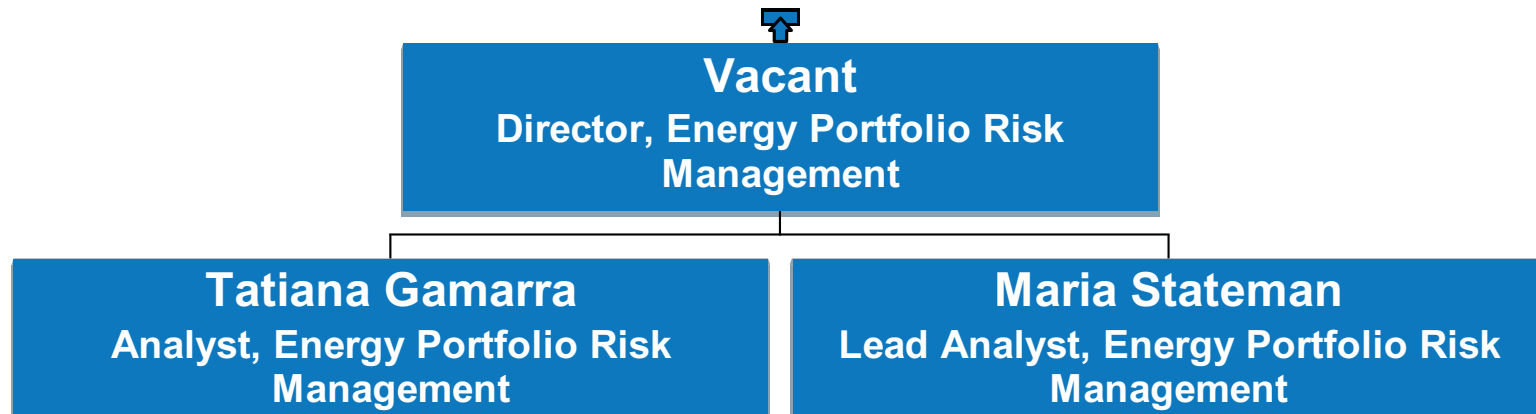




# US Finance



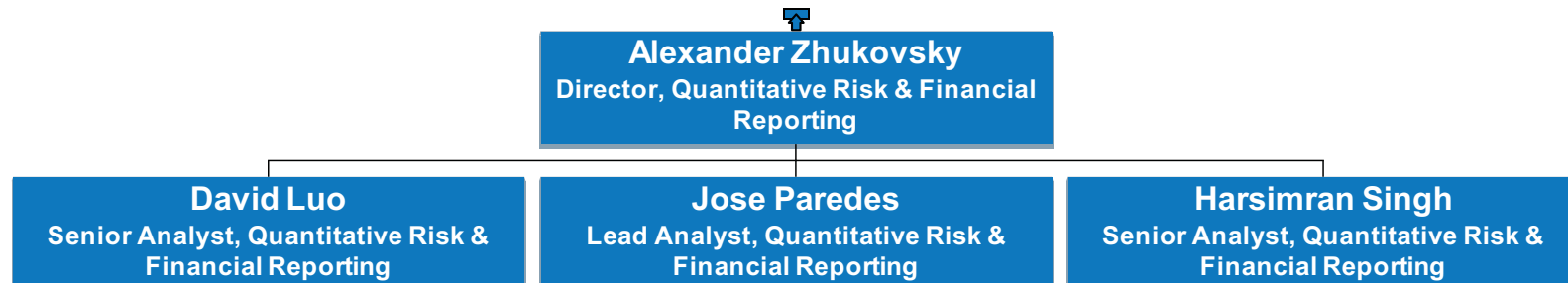
# US Finance



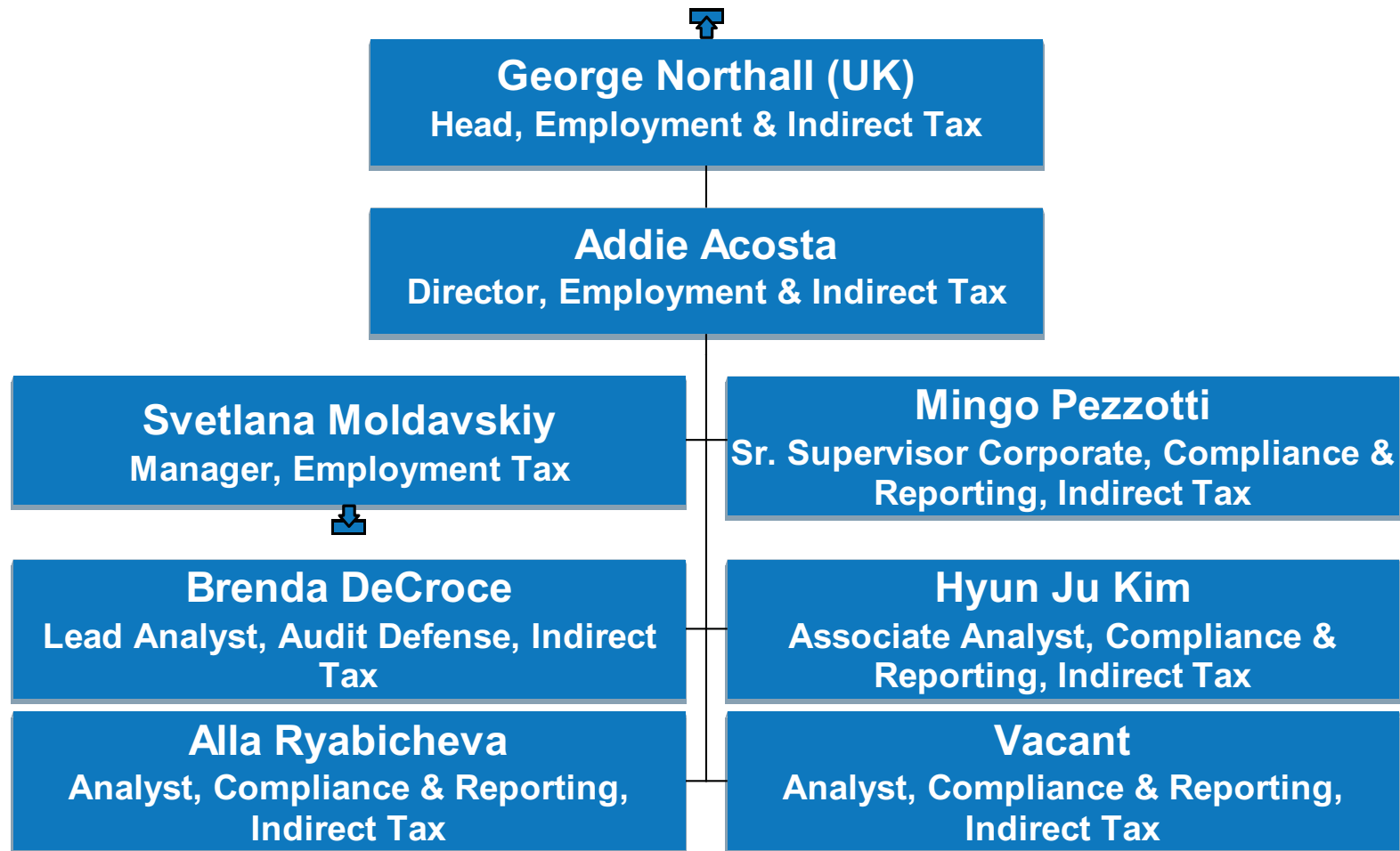
# US Finance



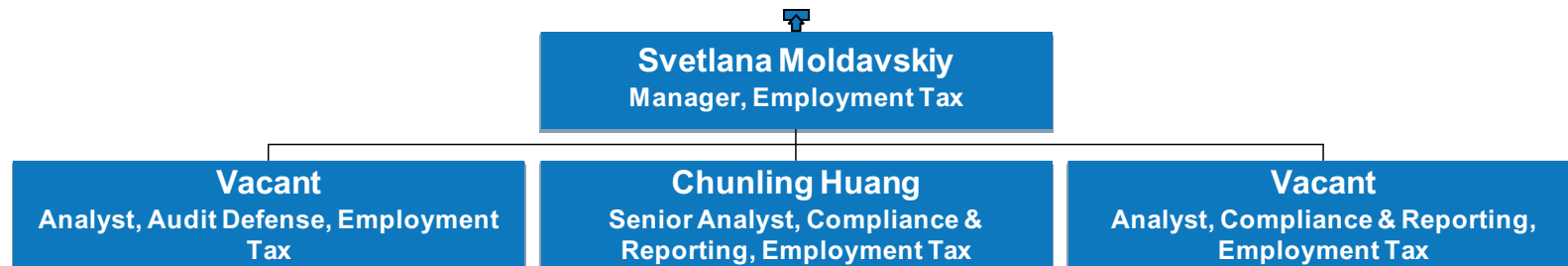
# US Finance



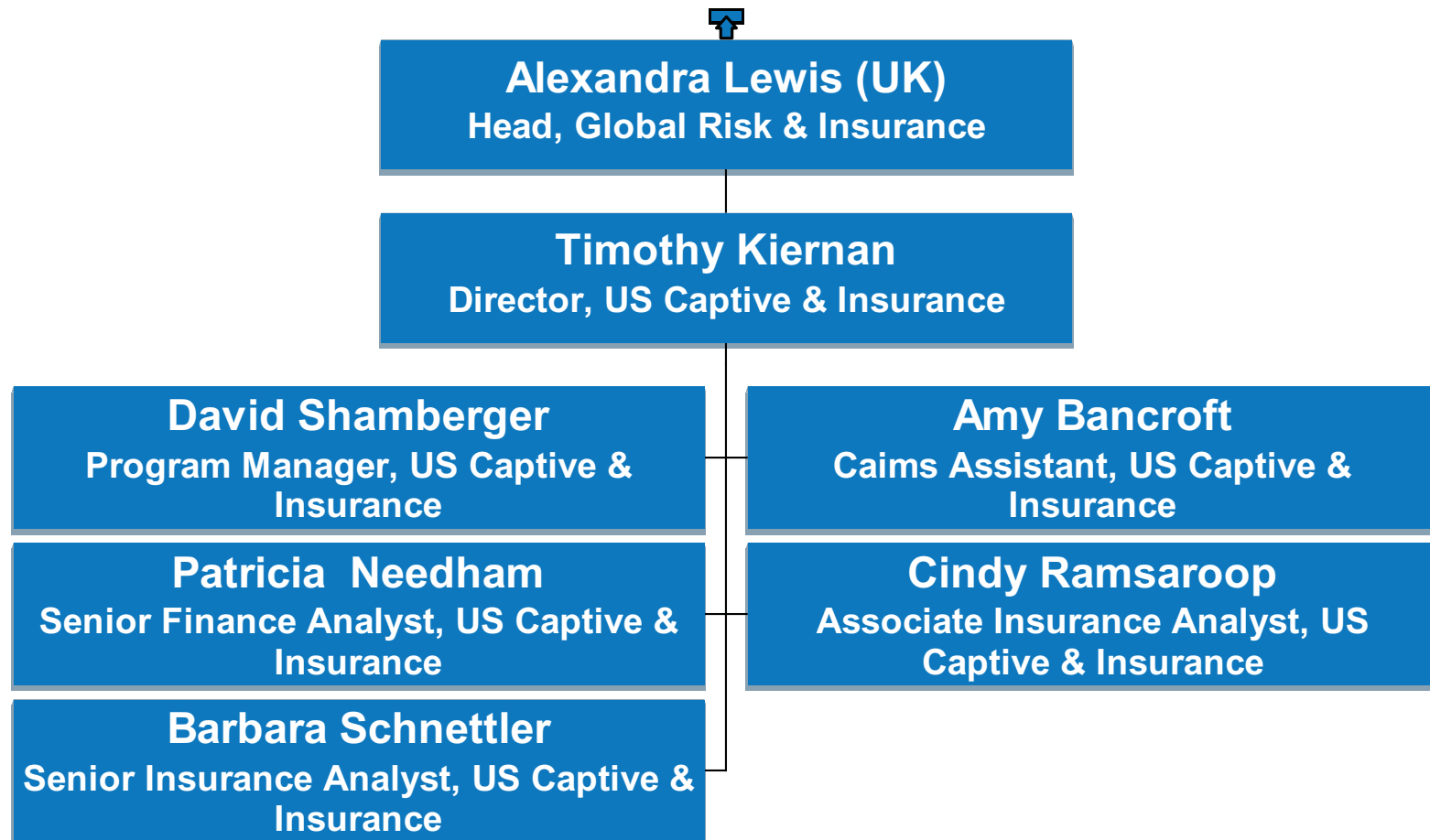
# US Finance



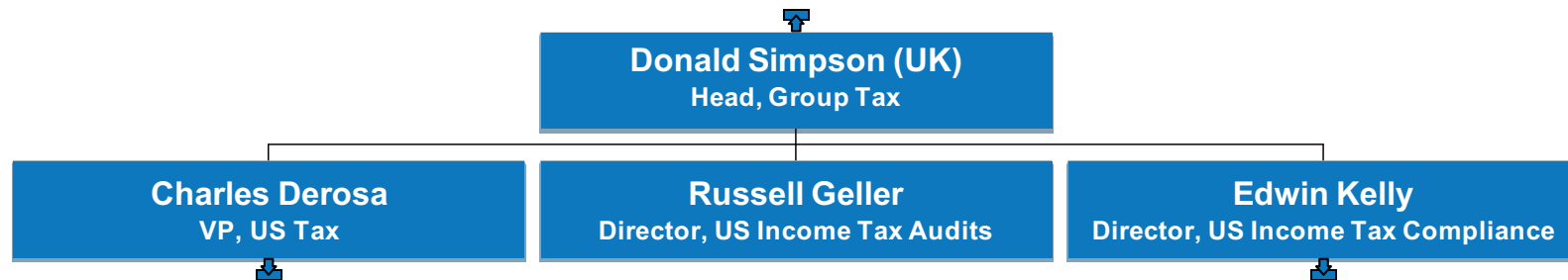
# US Finance



# US Finance

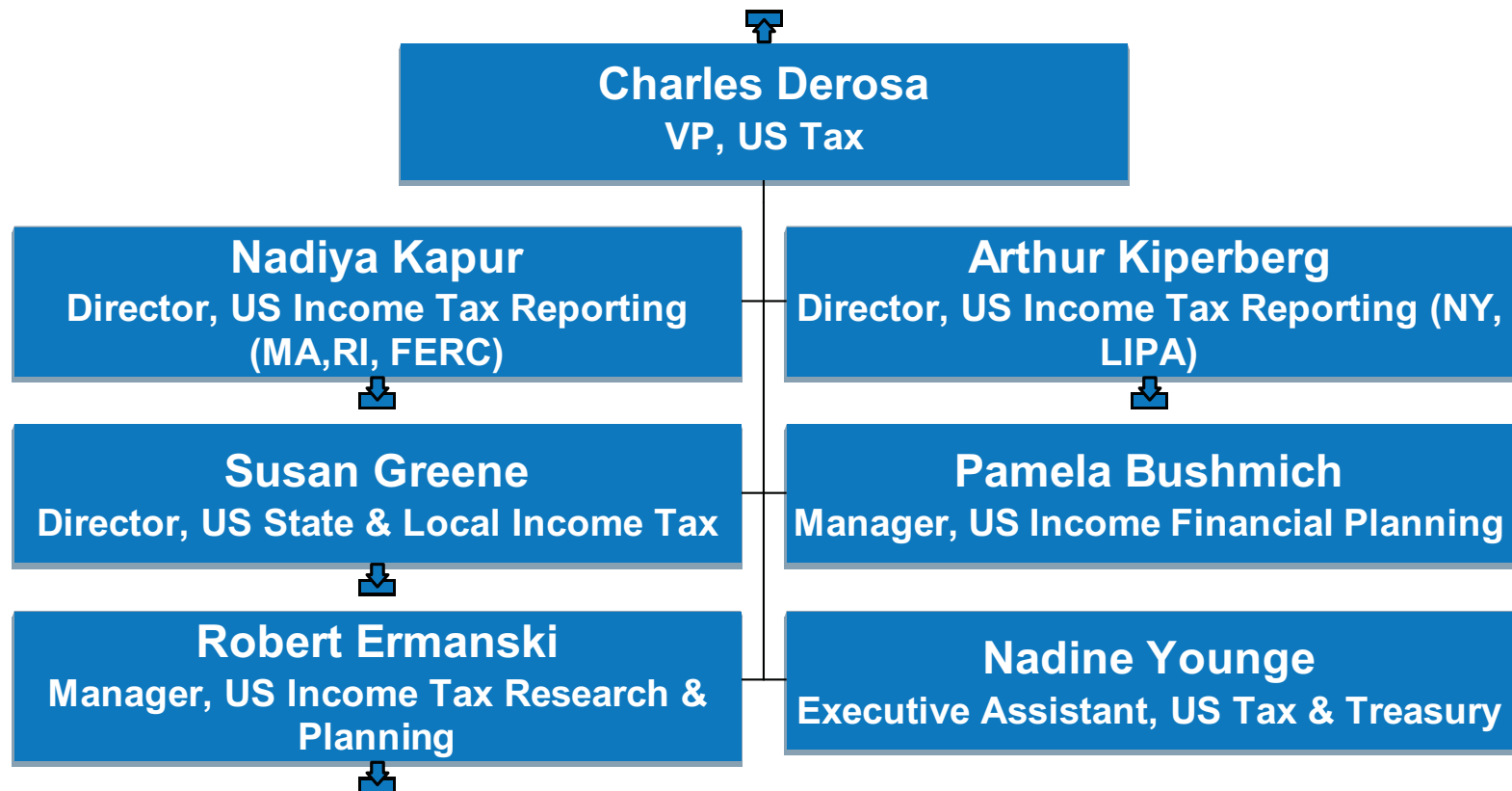


# US Finance

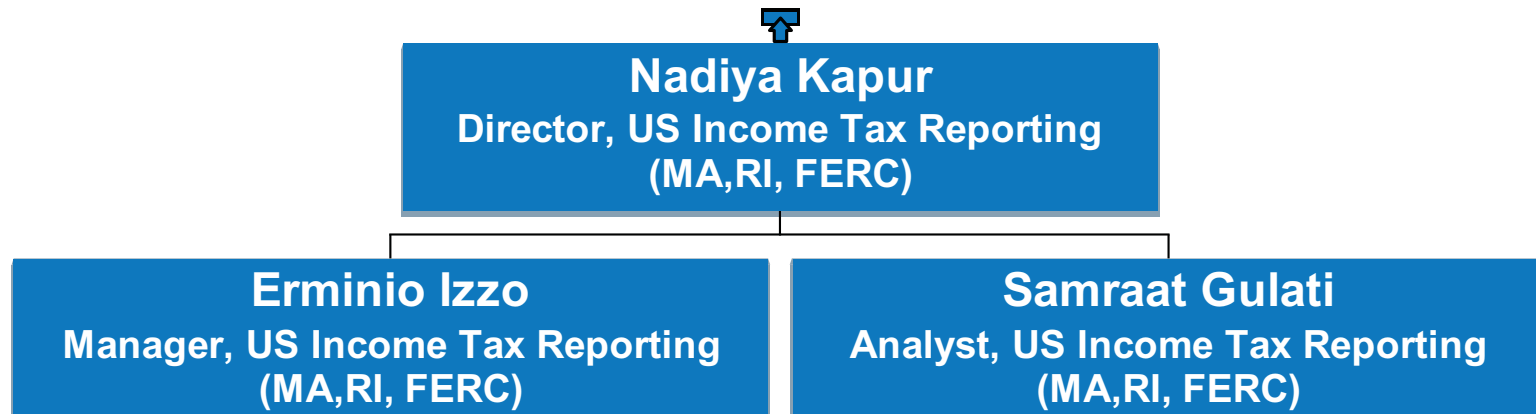




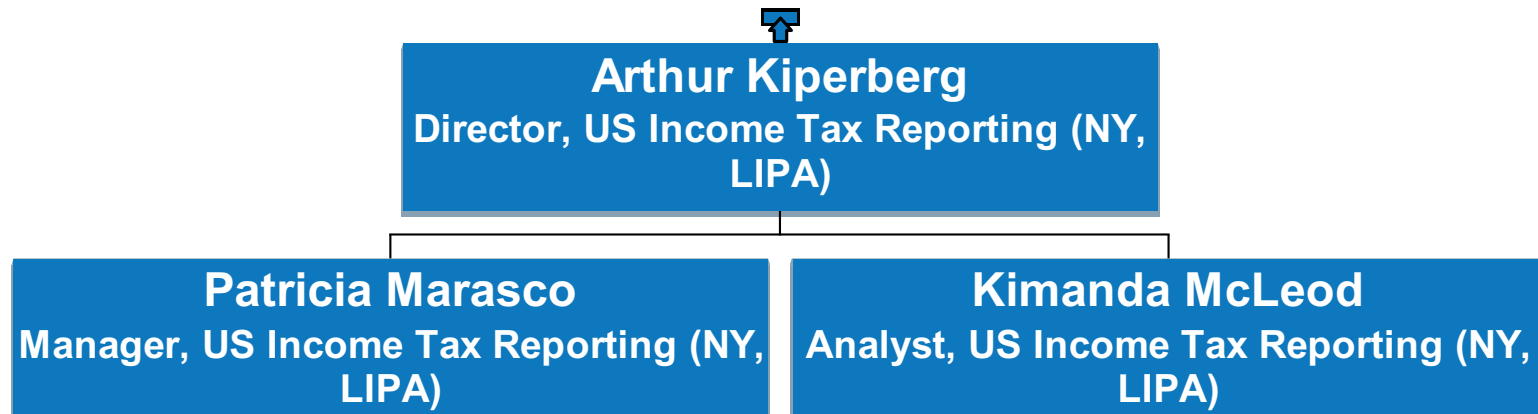
# US Finance



# US Finance



# US Finance



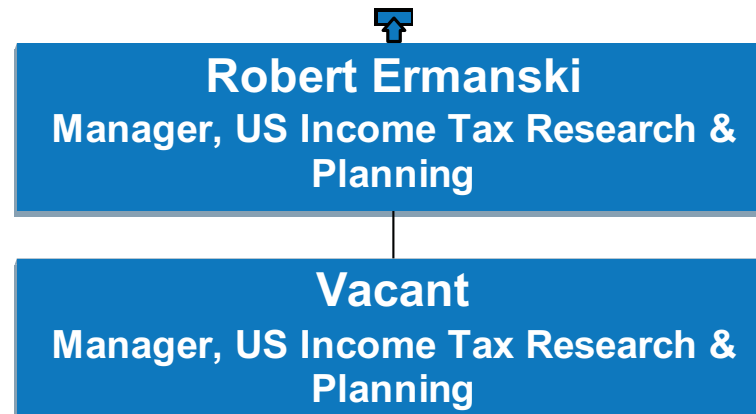
# US Finance



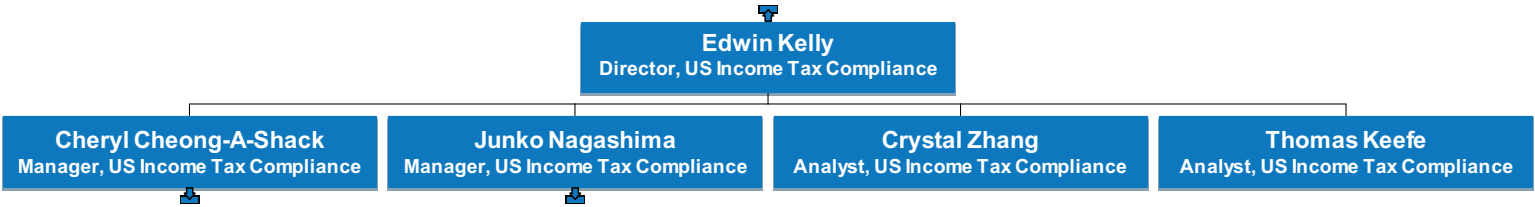
**Susan Greene**  
Director, US State & Local Income Tax

**Michele Adelman**  
Manager, US State & Local Income Tax

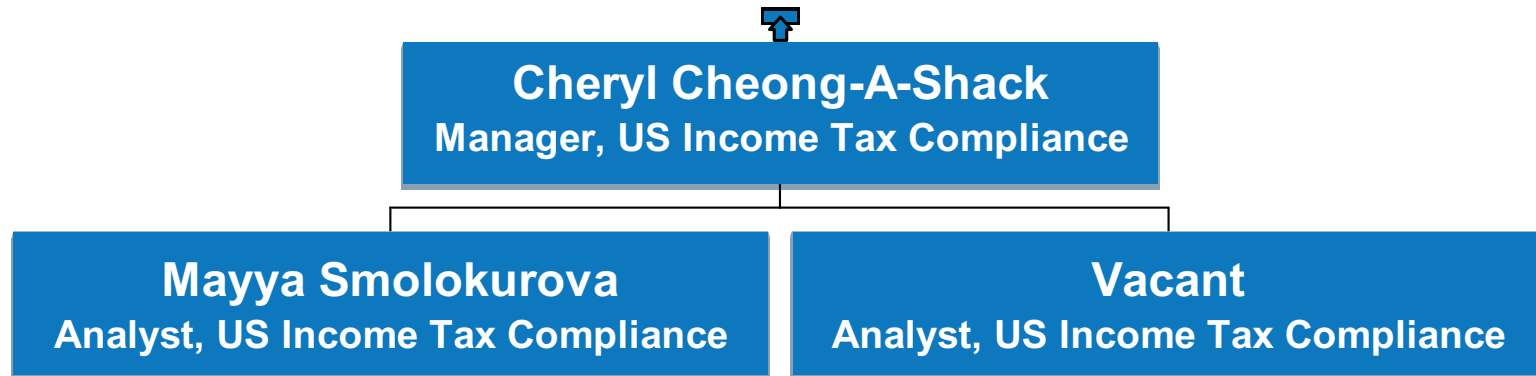
# US Finance



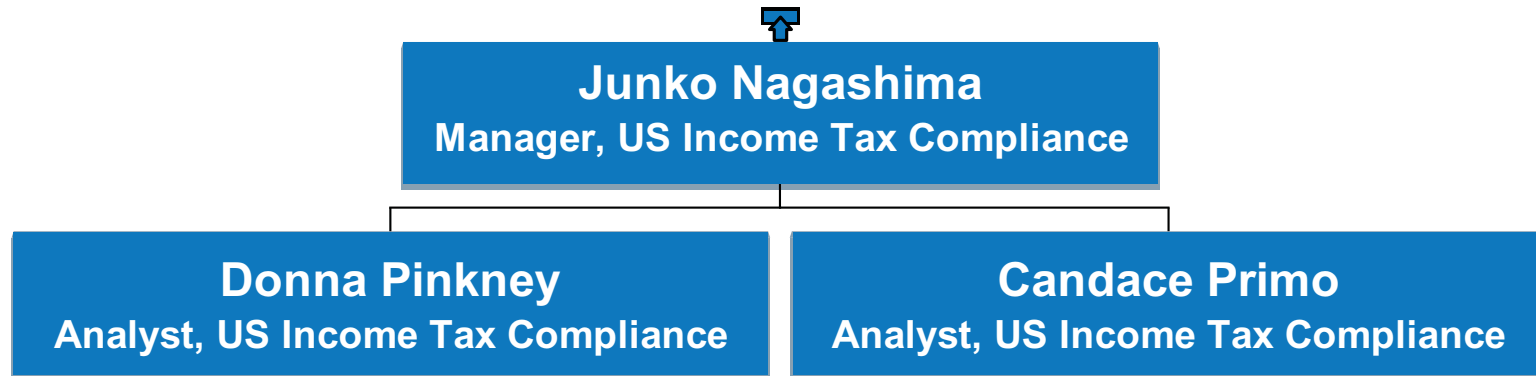
# US Finance



# US Finance



# US Finance





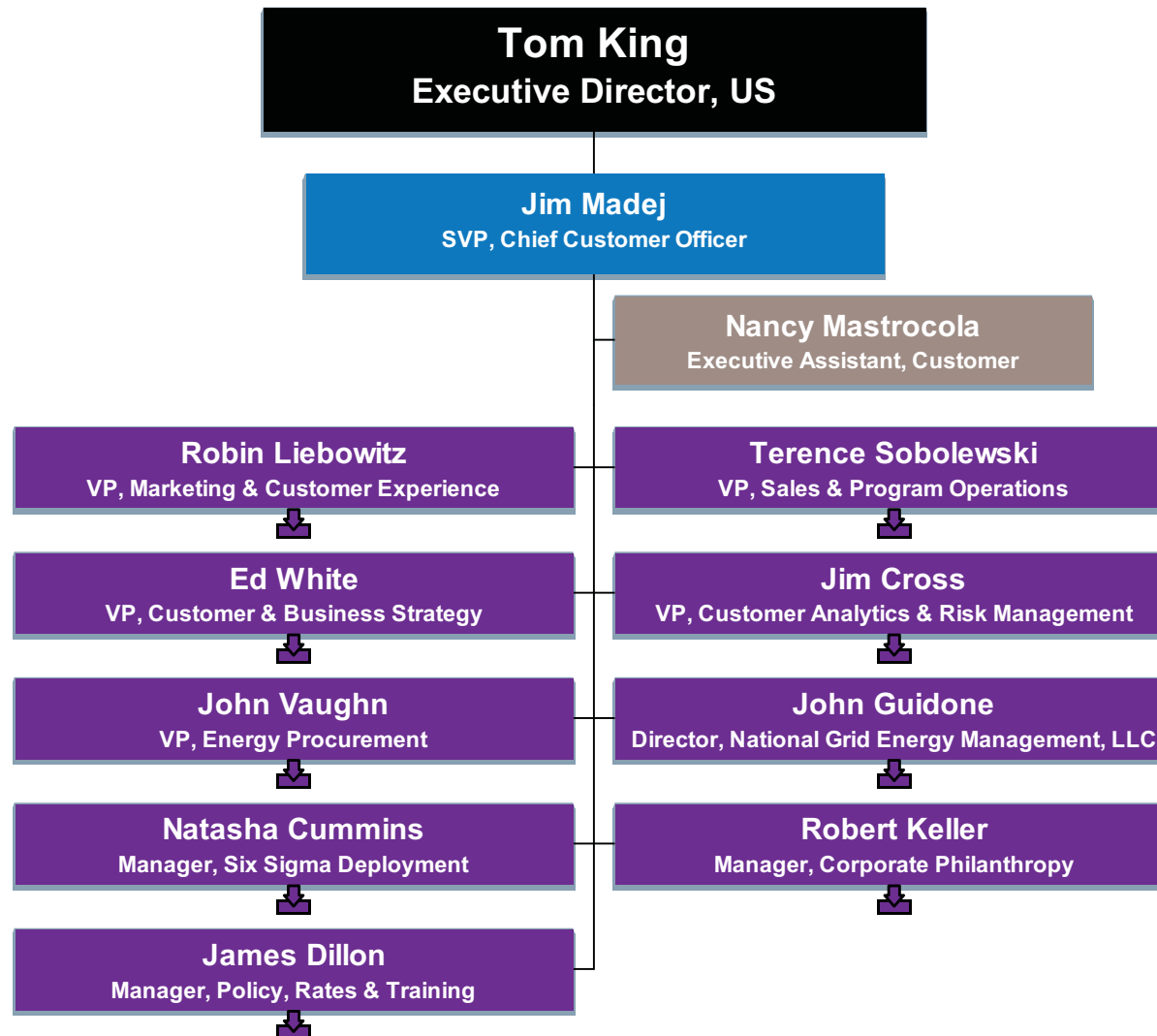
# US Finance



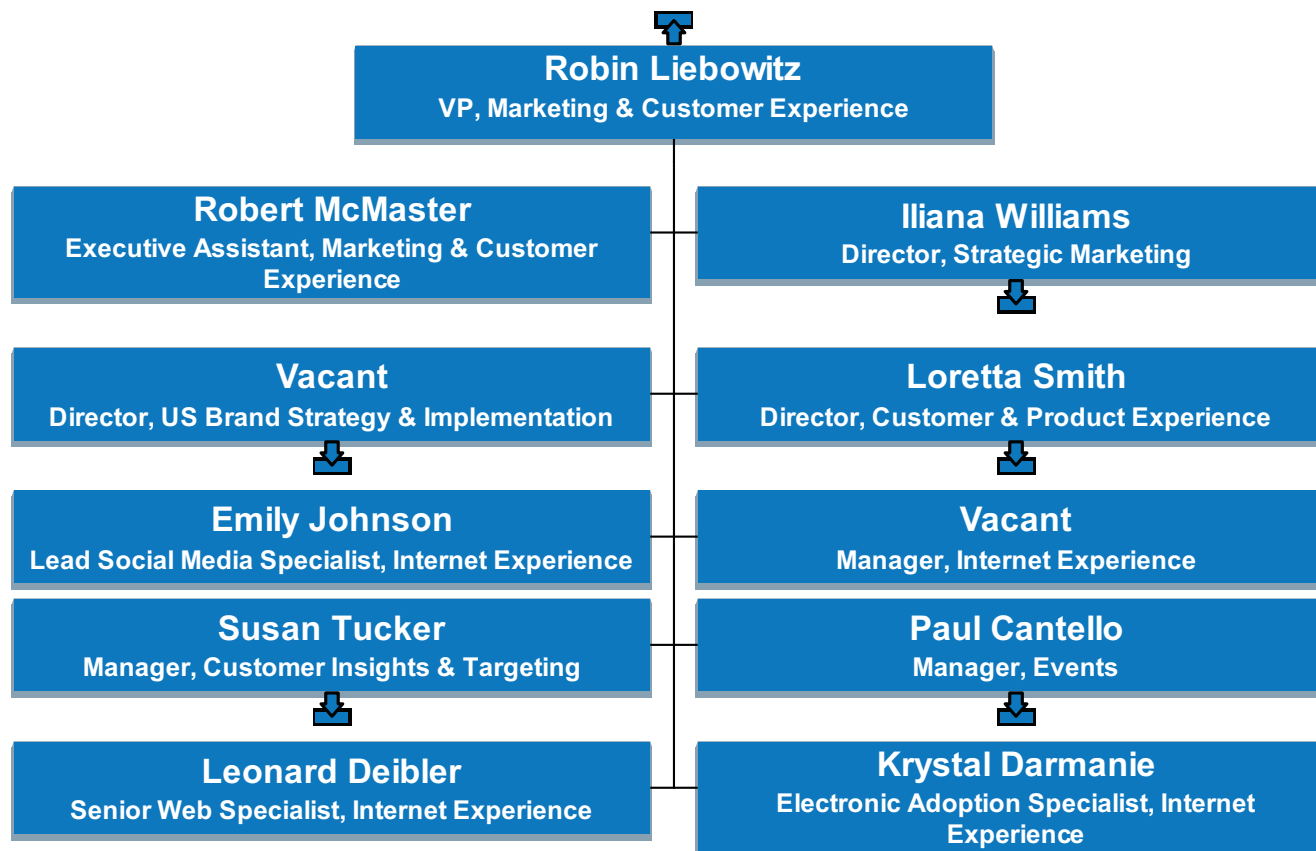
**John Dawson (UK)**  
Head, Global Investor Relations

**George Laskaris**  
Director, US Investor Relations

# US Customer



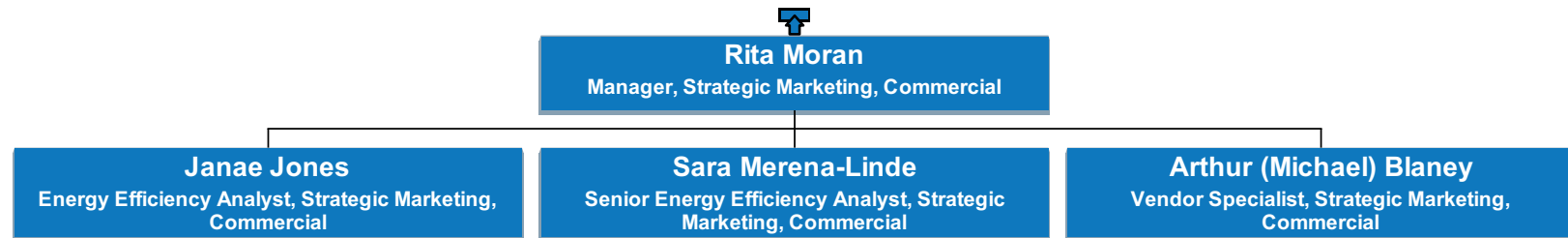
# US Customer



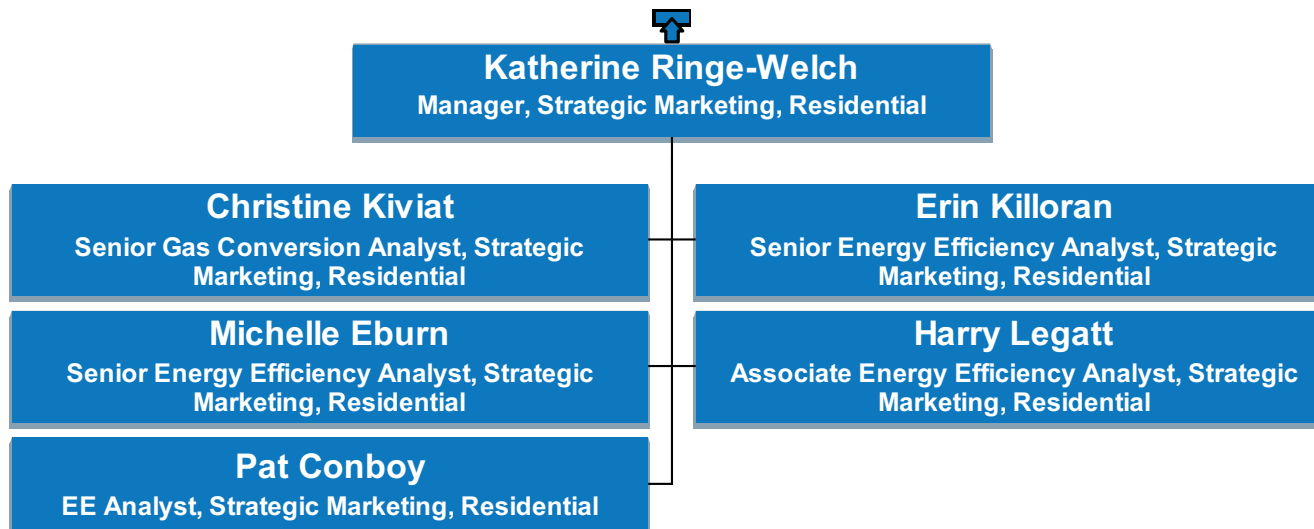
# US Customer



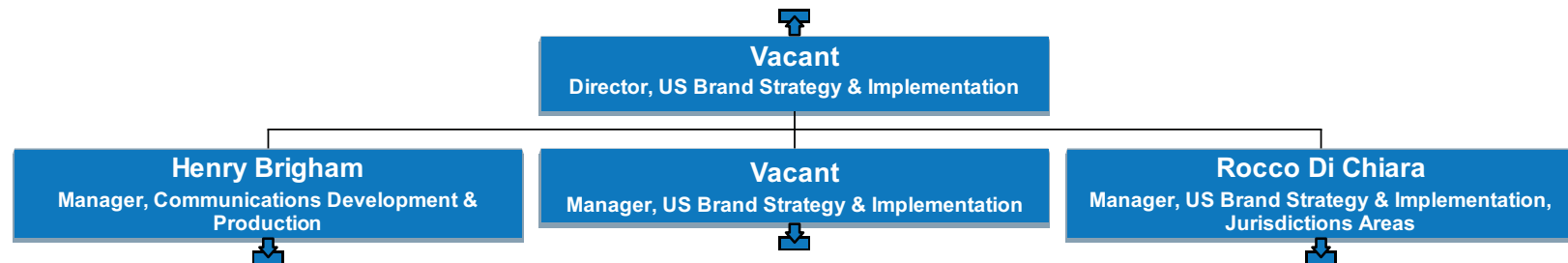
# US Customer



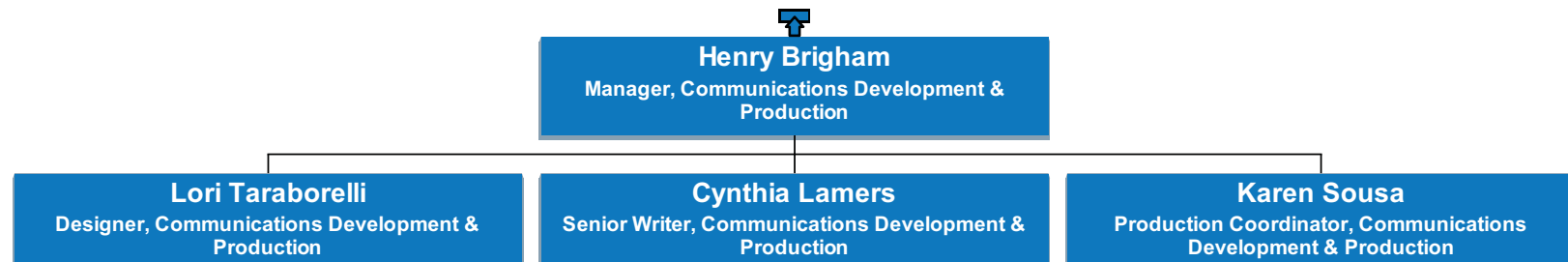
# US Customer



# US Customer

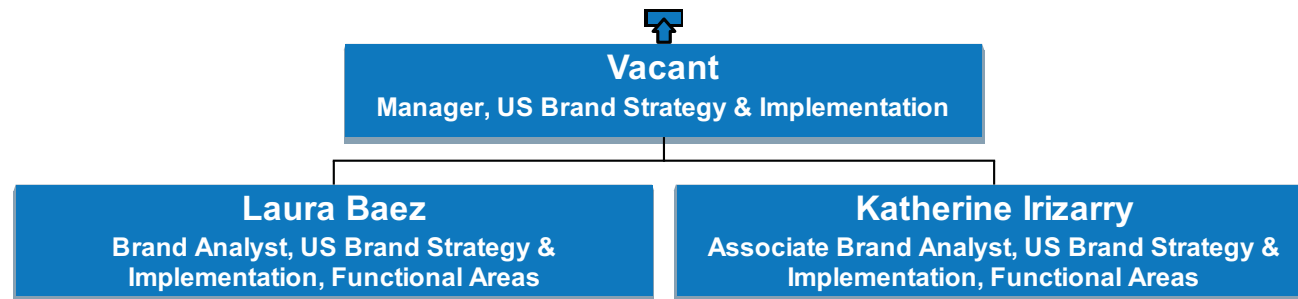


# US Customer

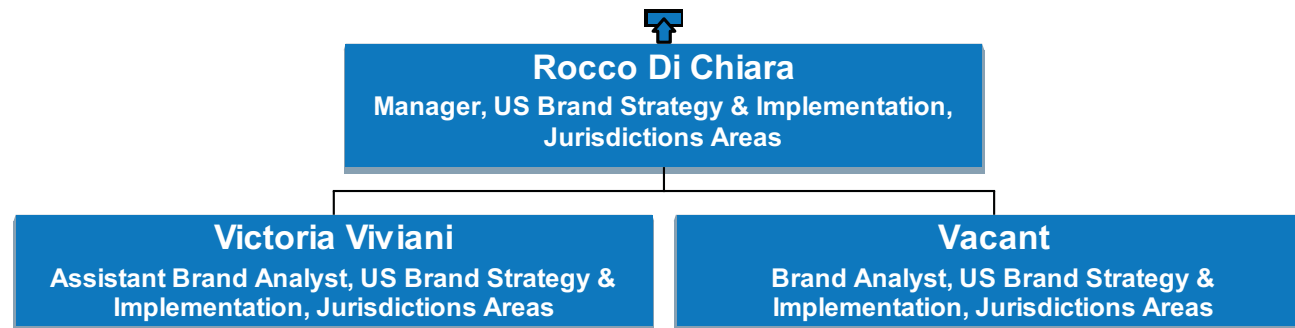




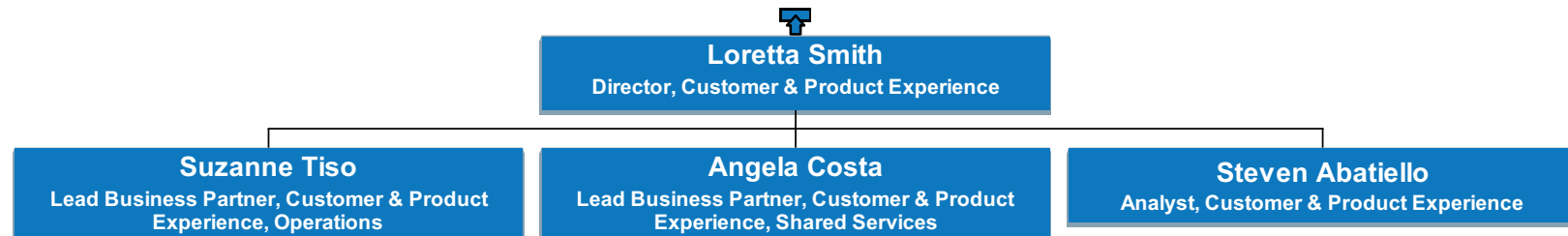
# US Customer



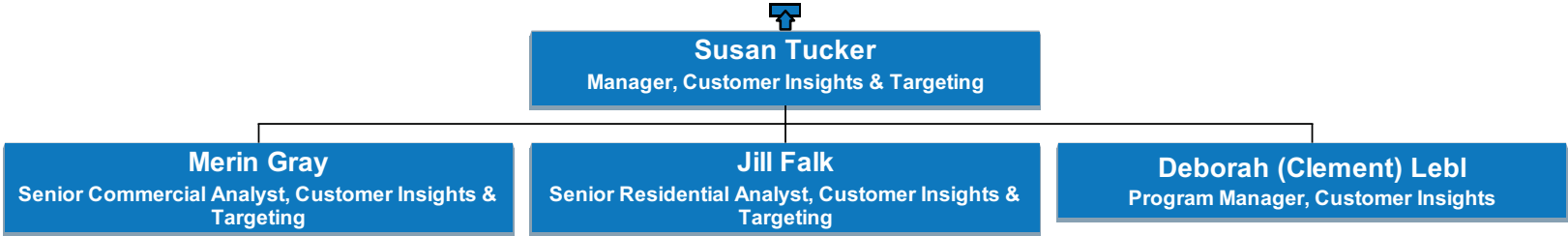
# US Customer



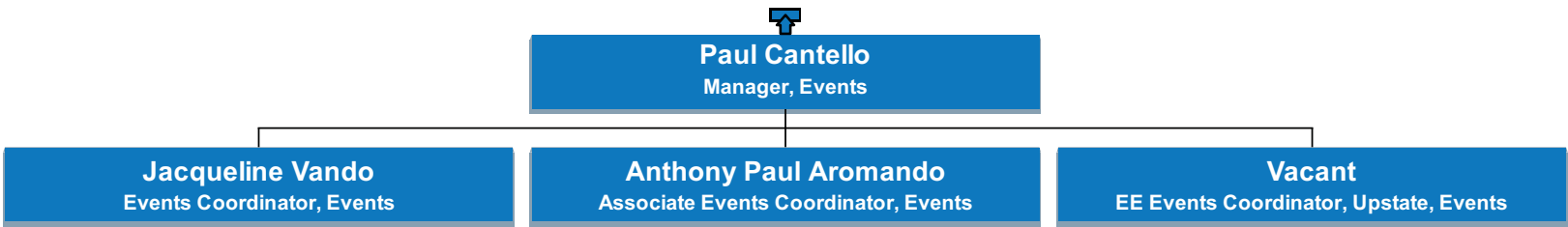
# US Customer



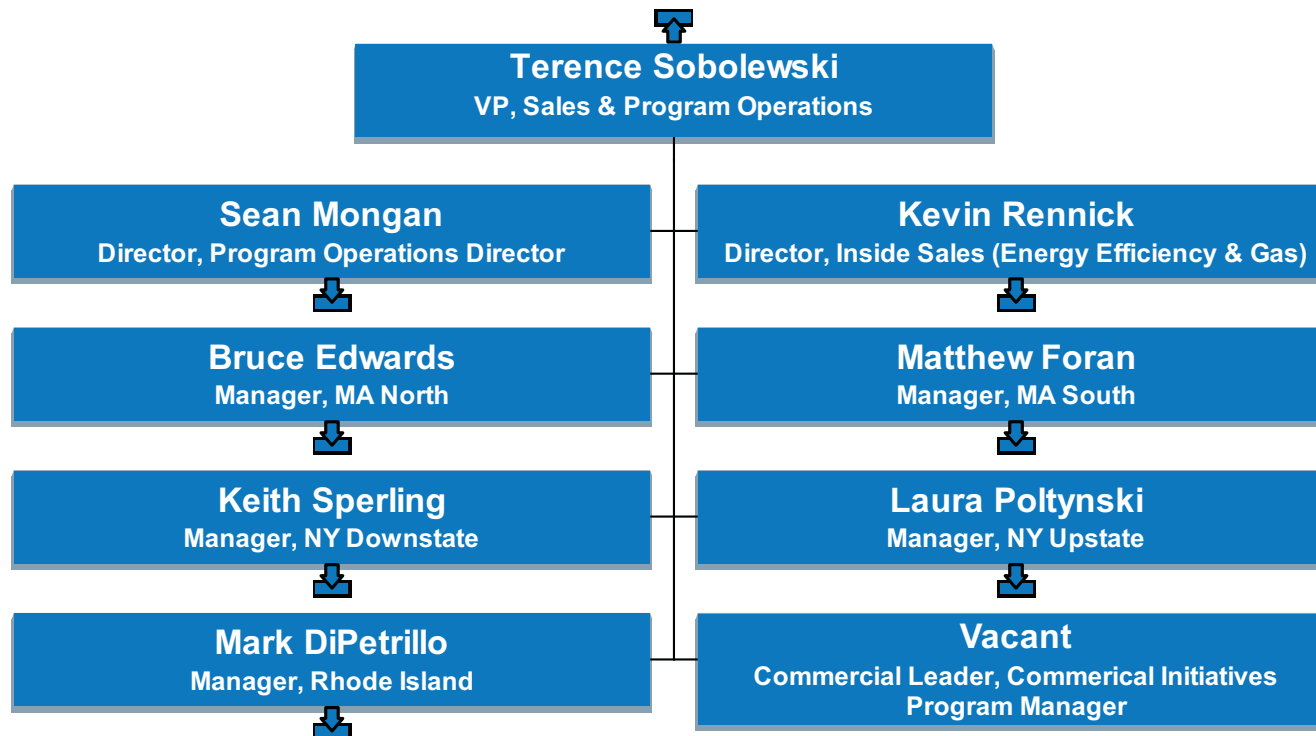
# US Customer



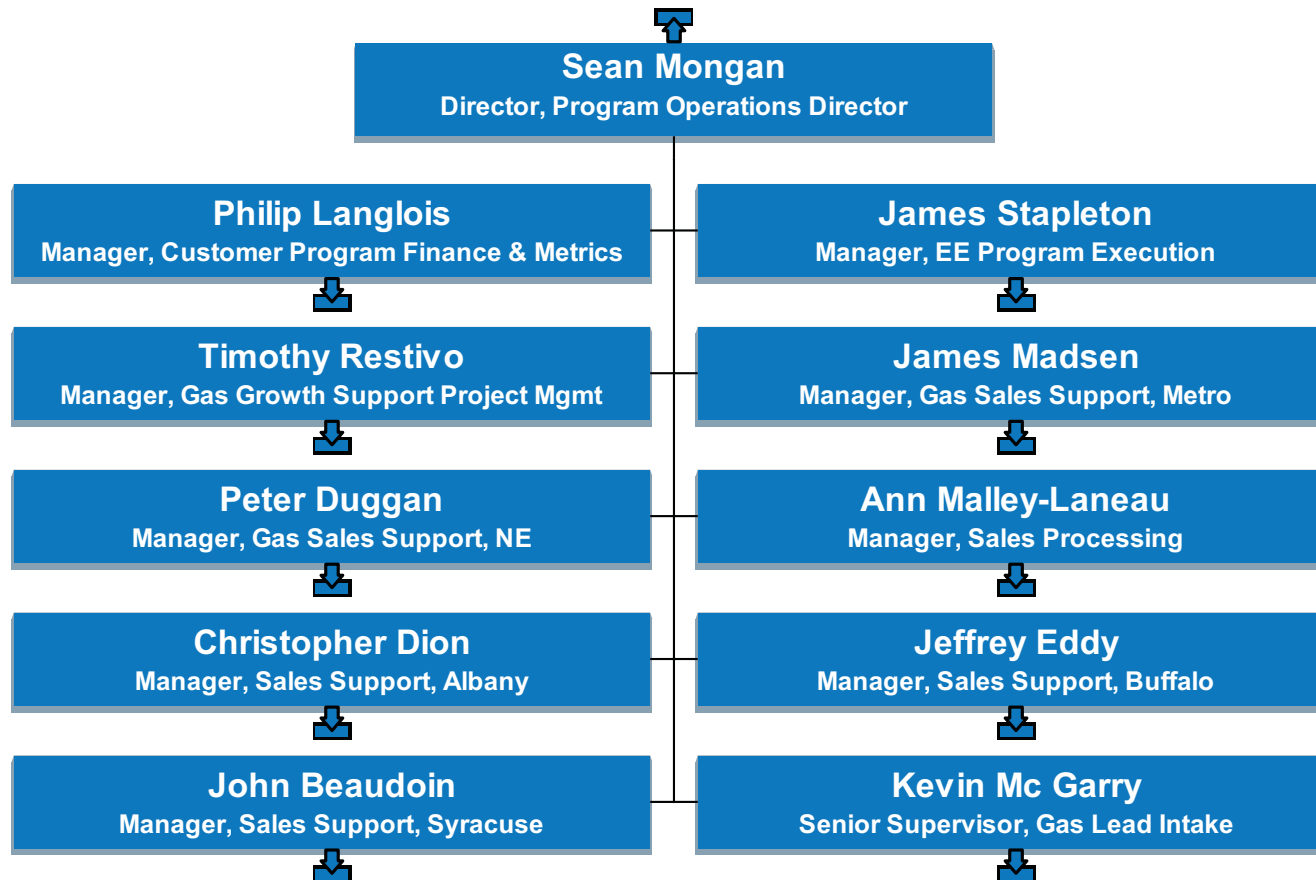
# US Customer



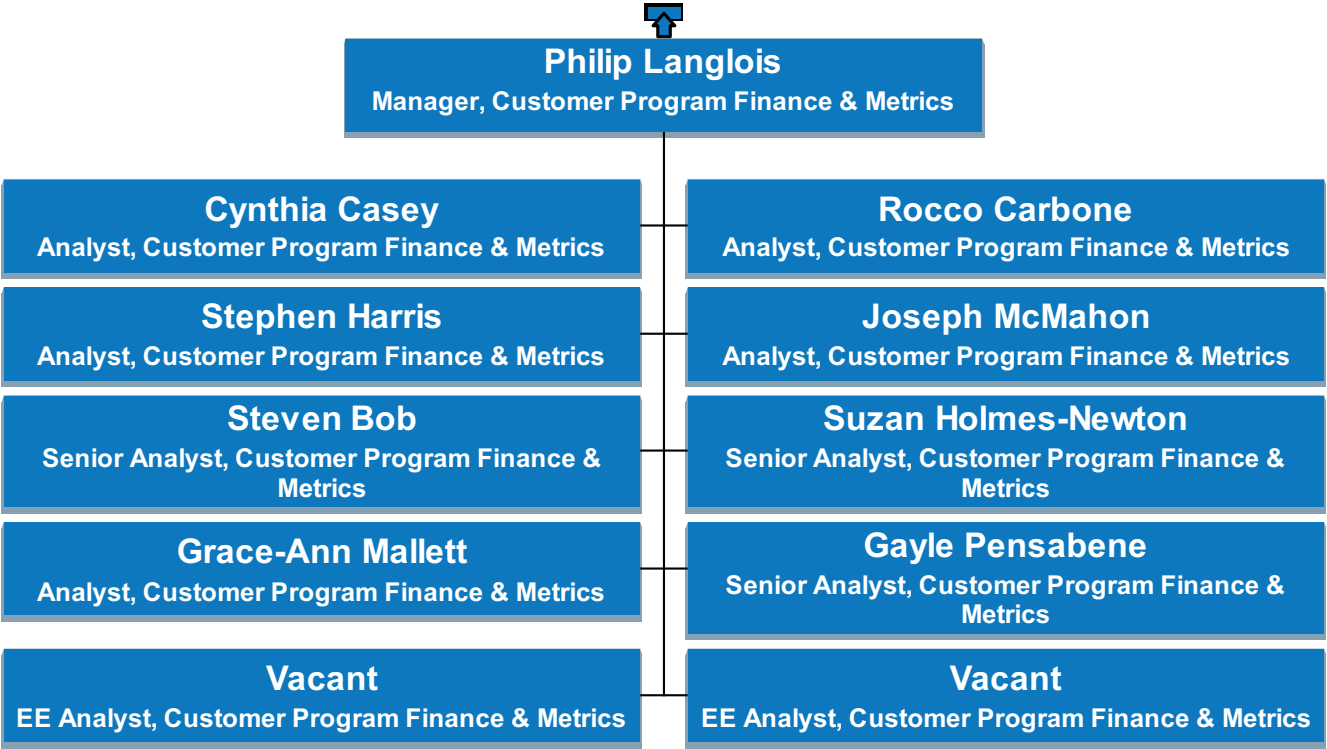
# US Customer



# US Customer



# US Customer

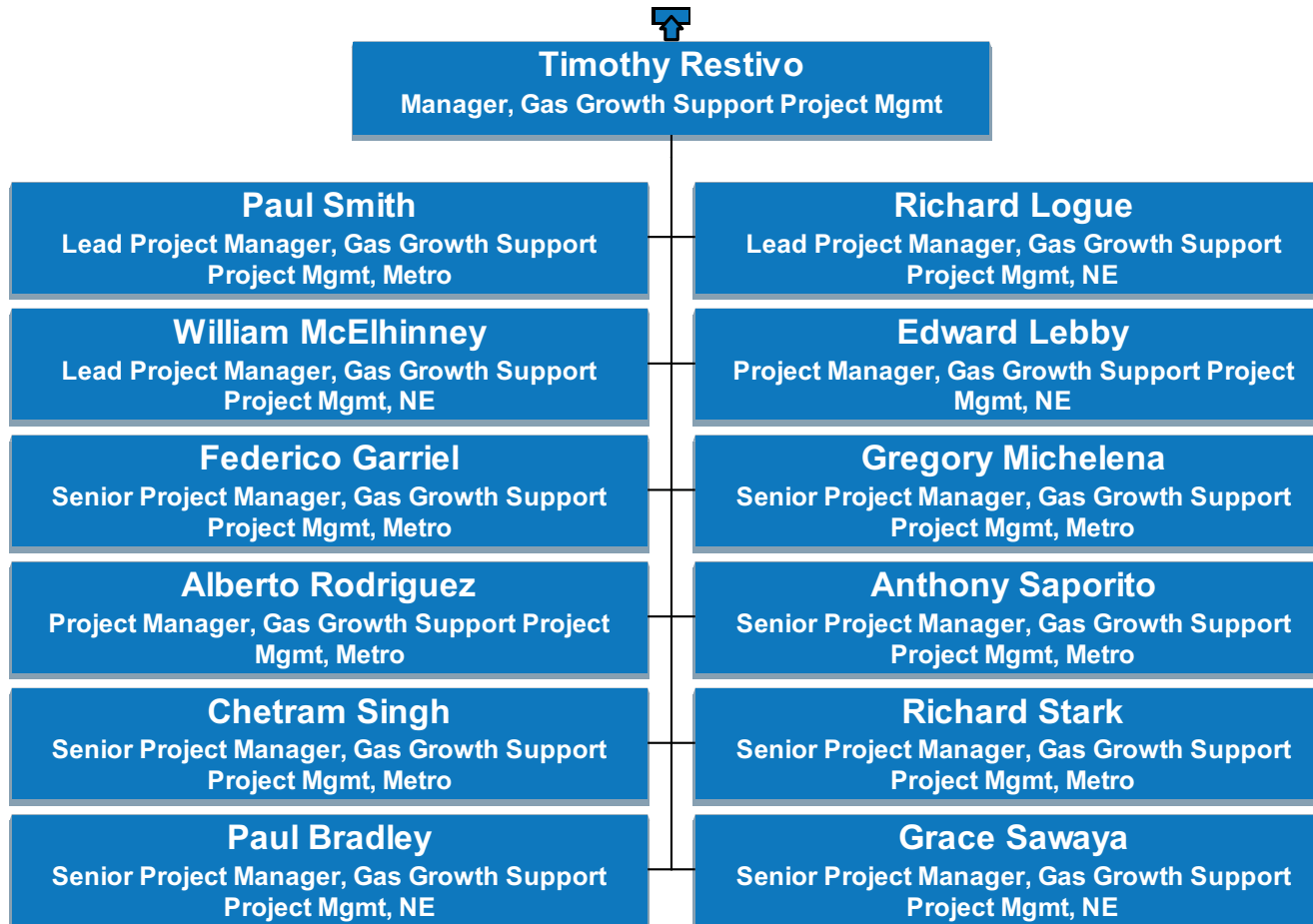




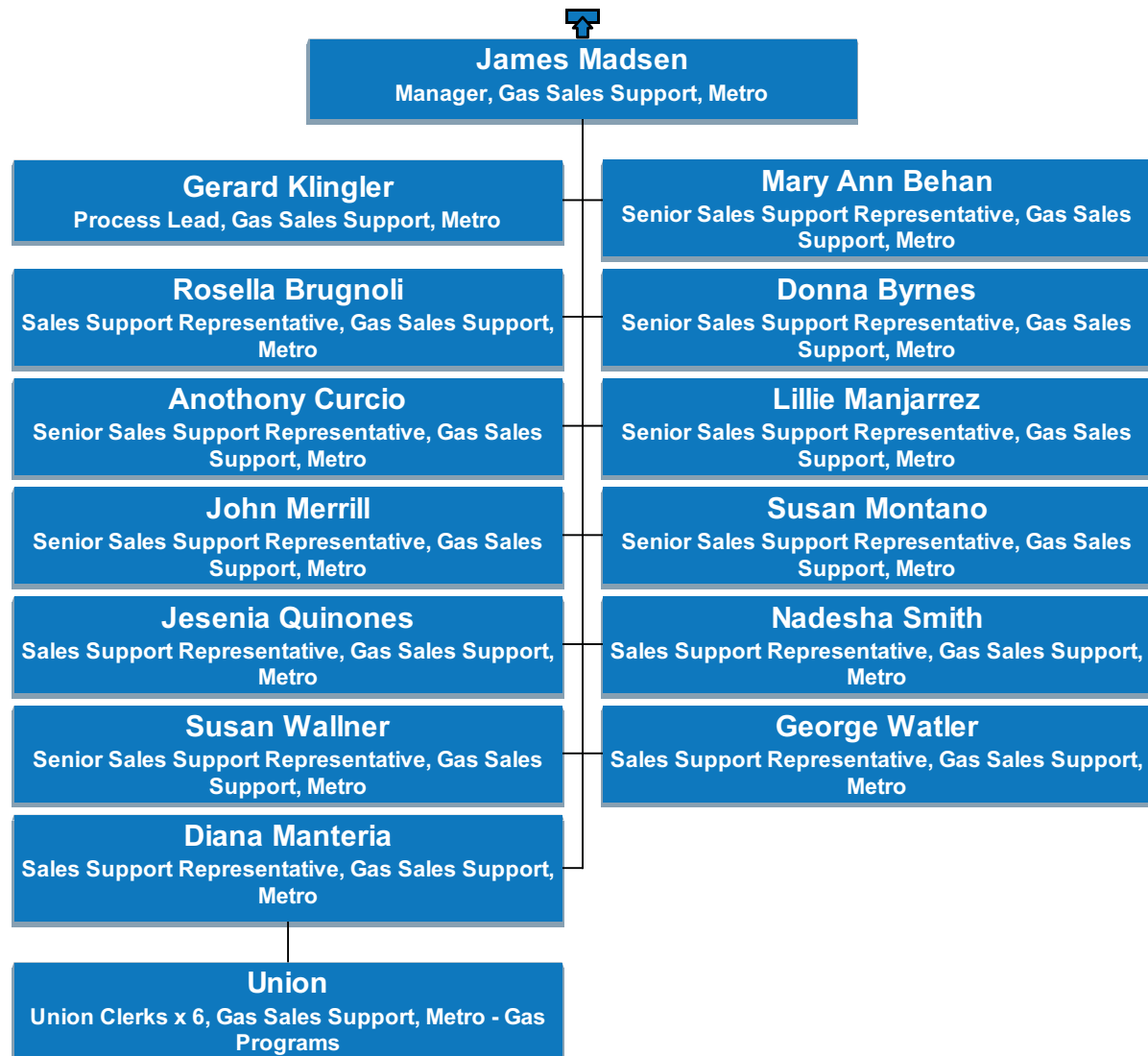
# US Customer



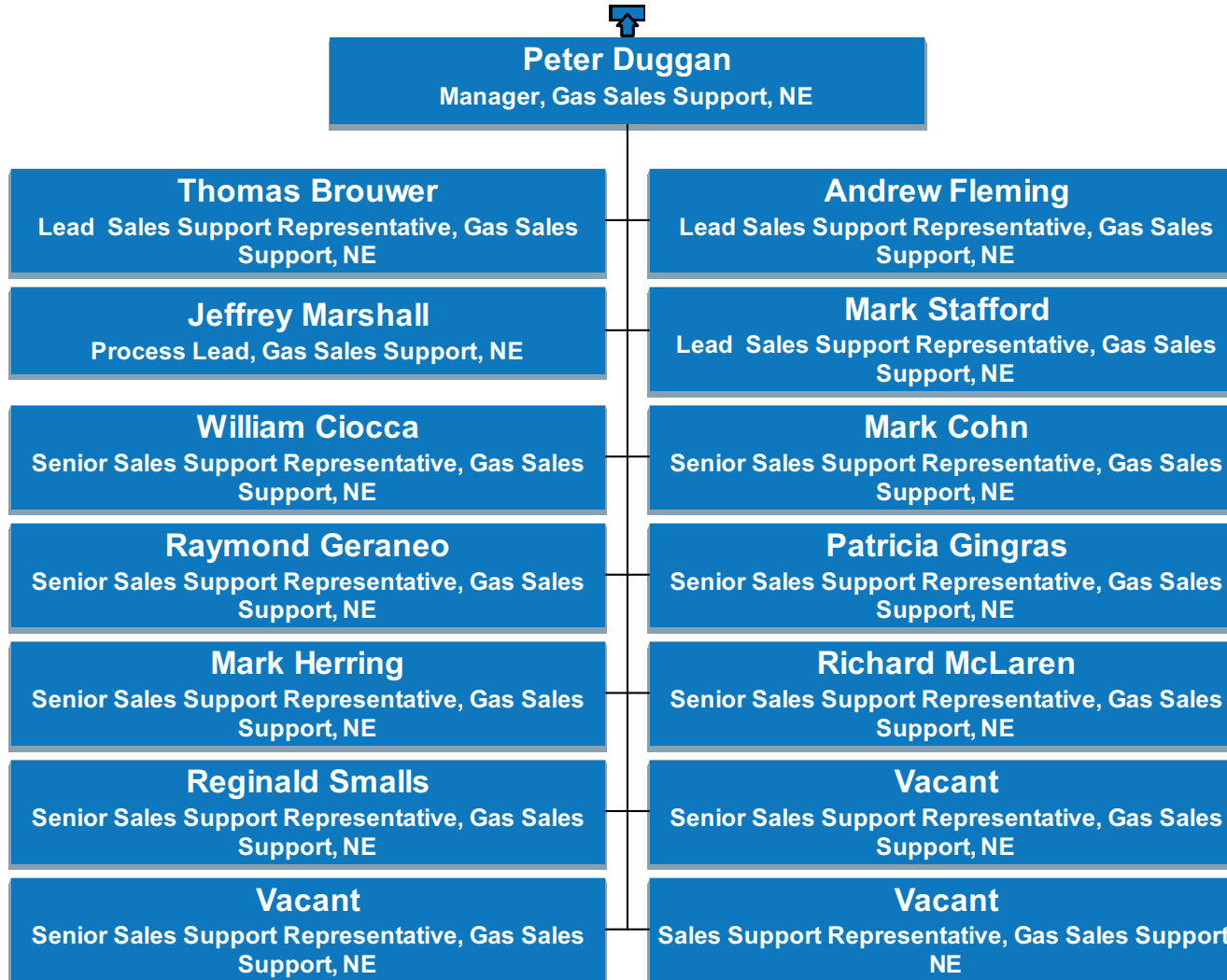
# US Customer



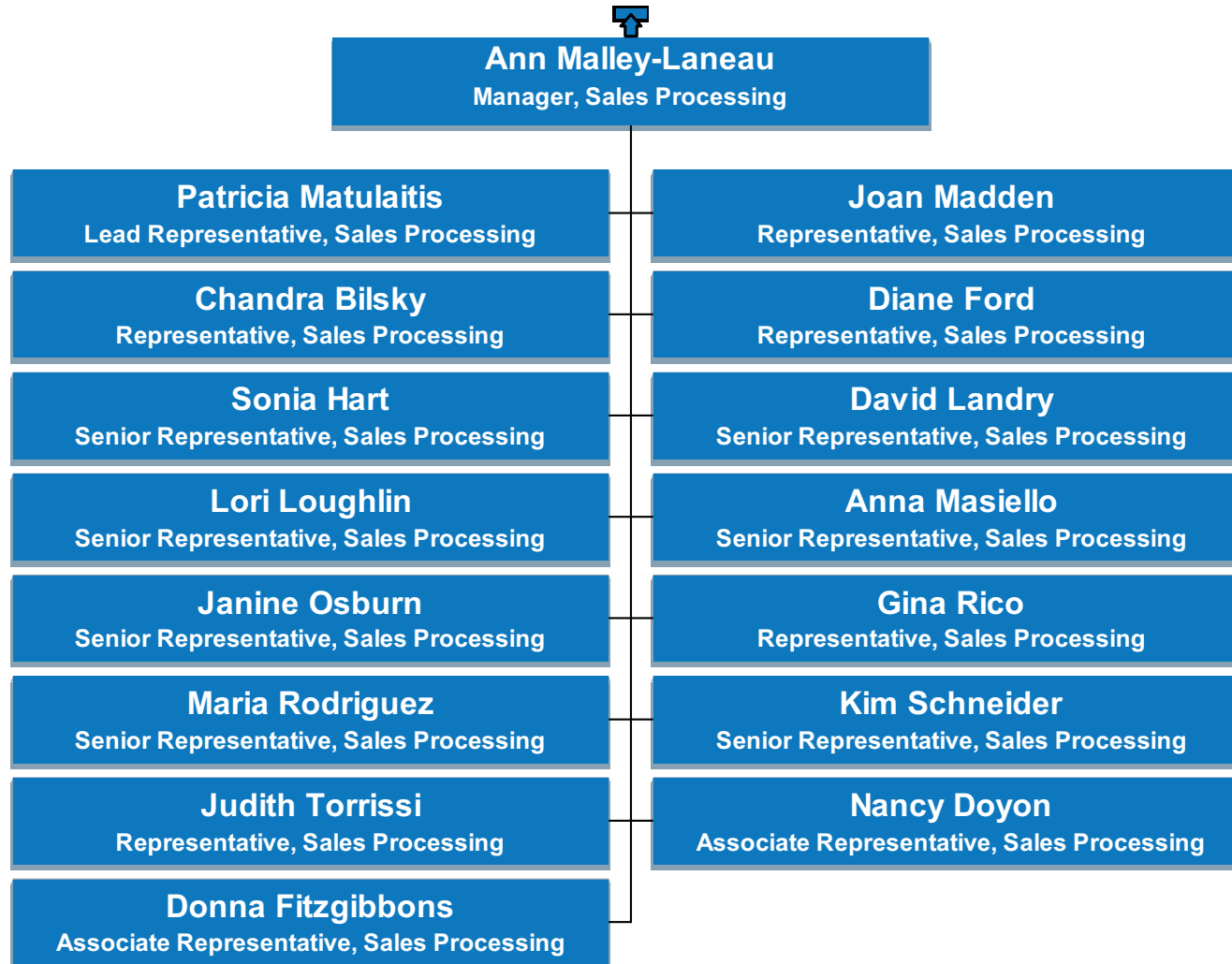
# US Customer



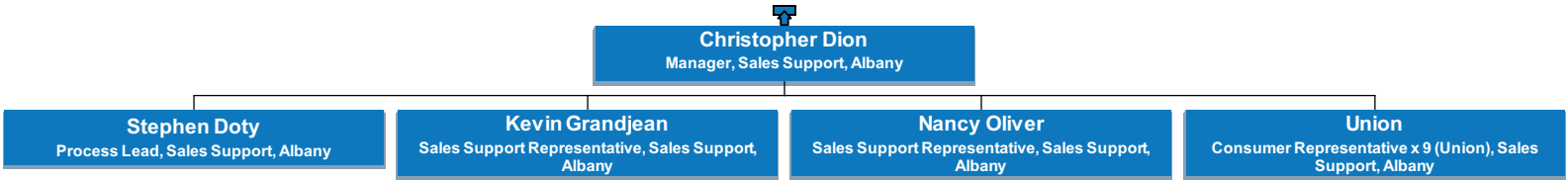
# US Customer



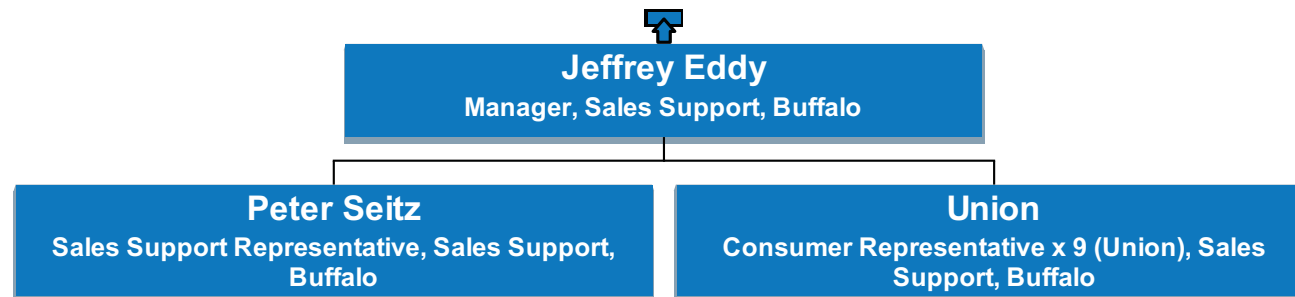
# US Customer



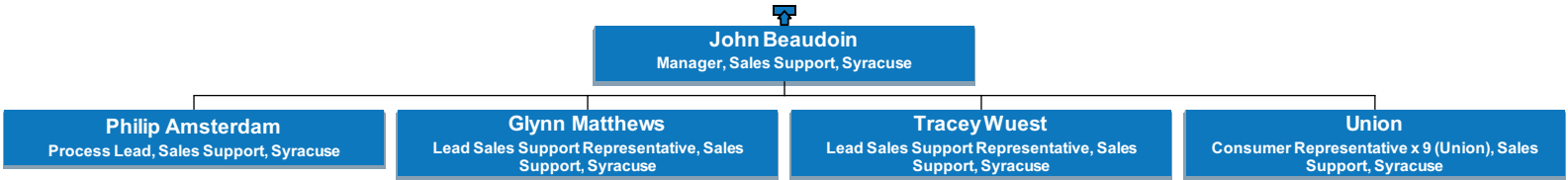
# US Customer



# US Customer

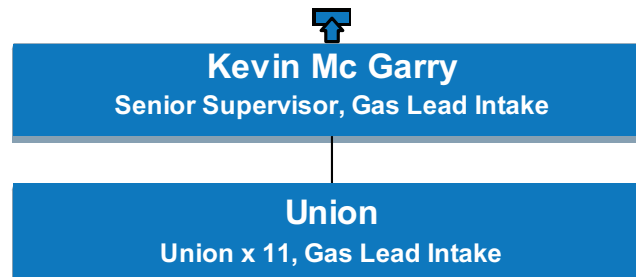


# US Customer

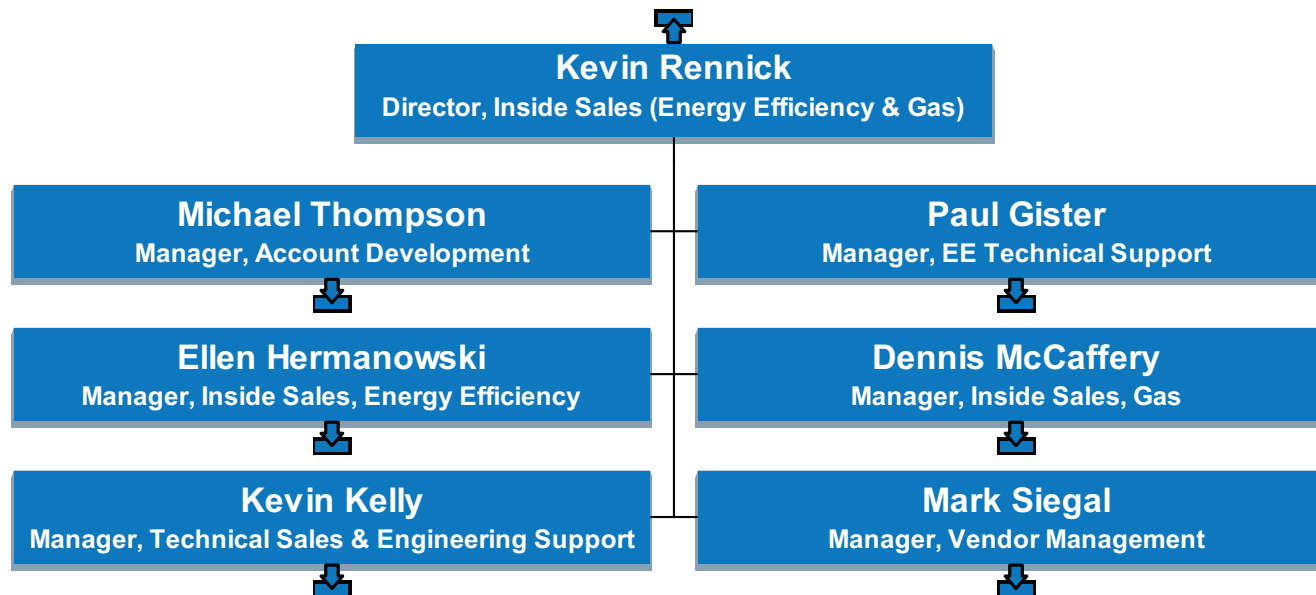




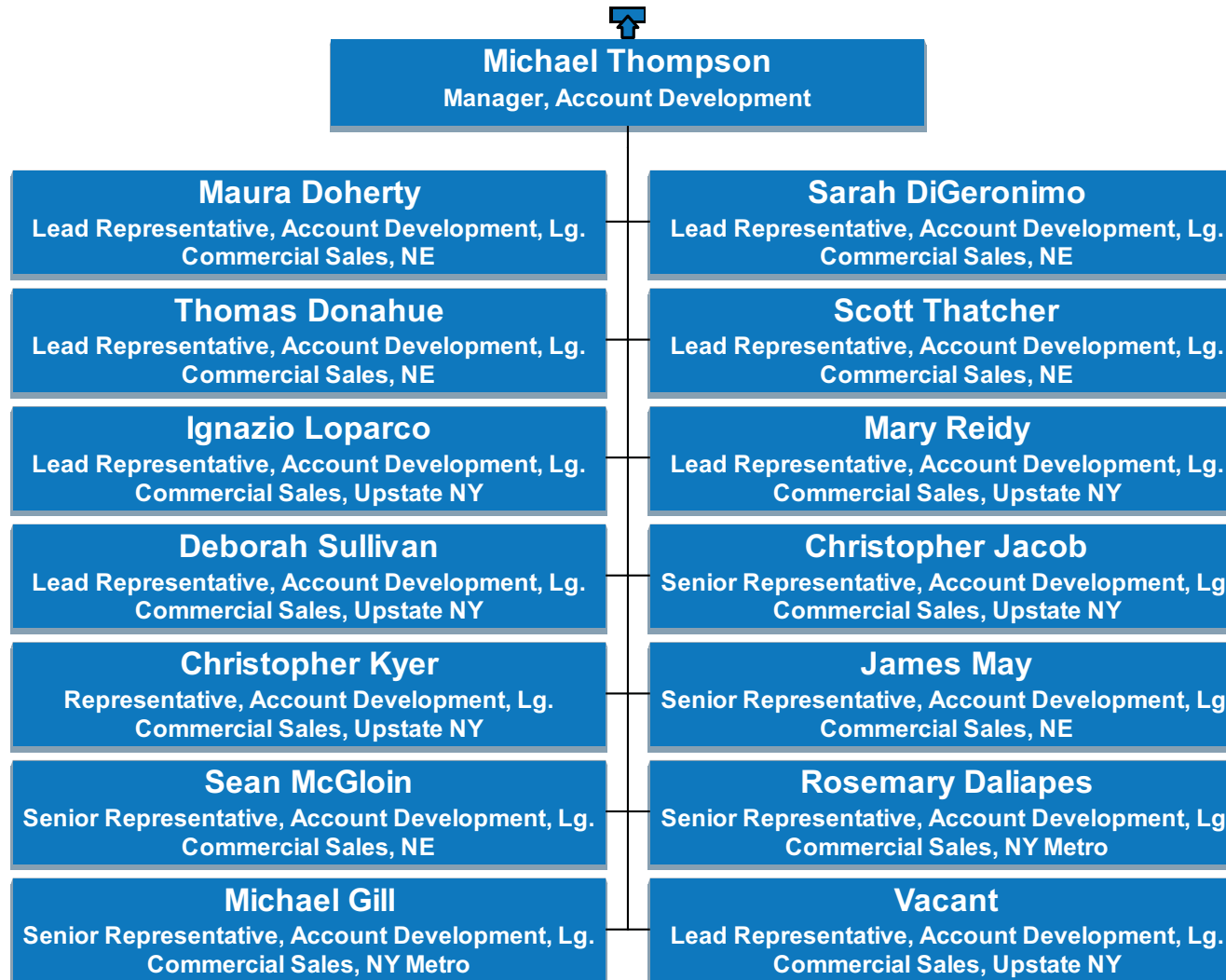
# US Customer



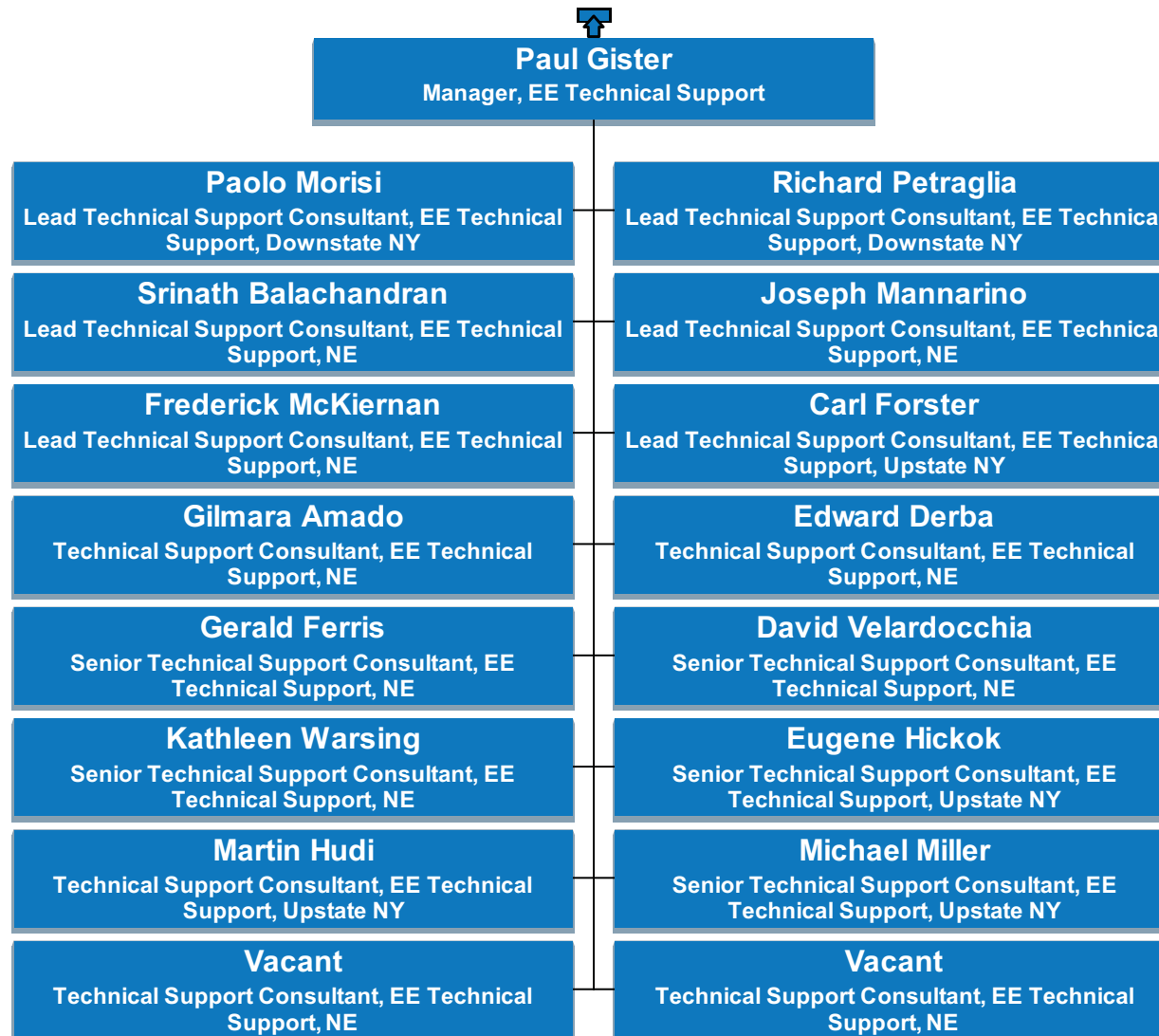
# US Customer



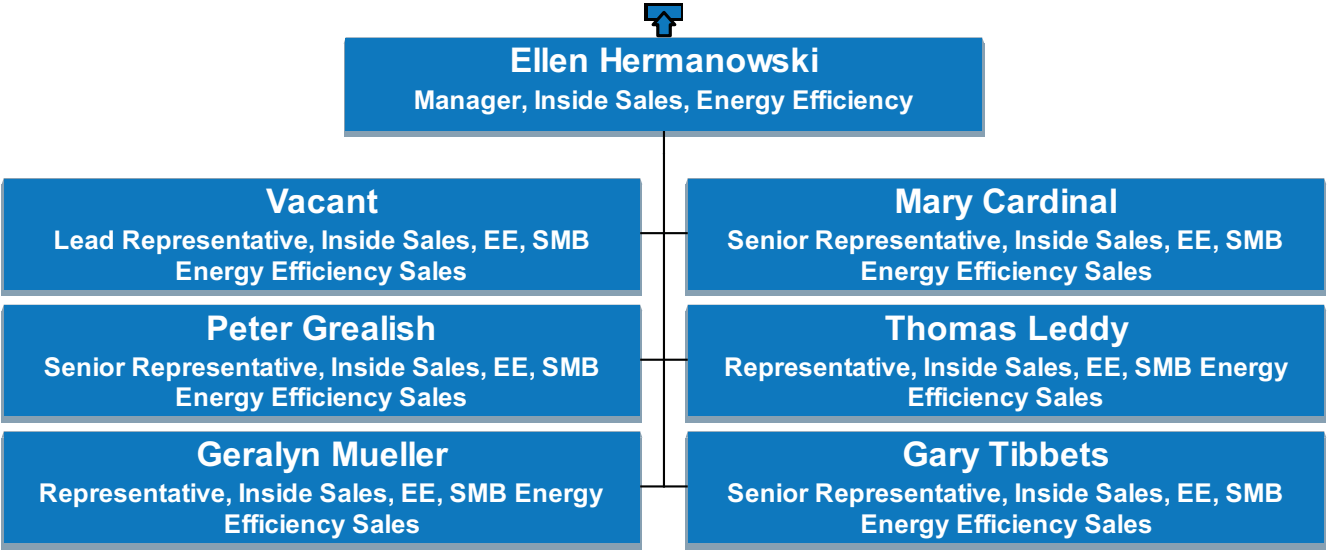
# US Customer



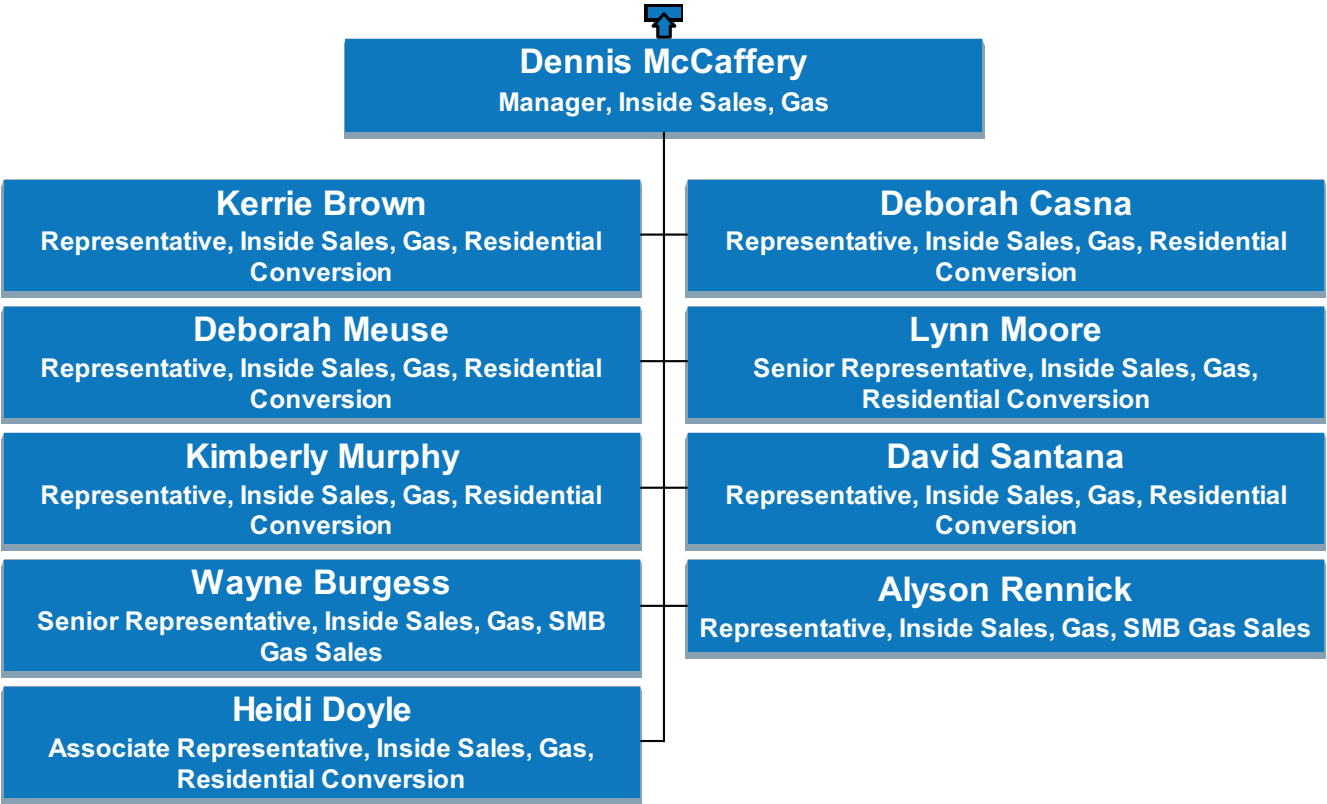
# US Customer



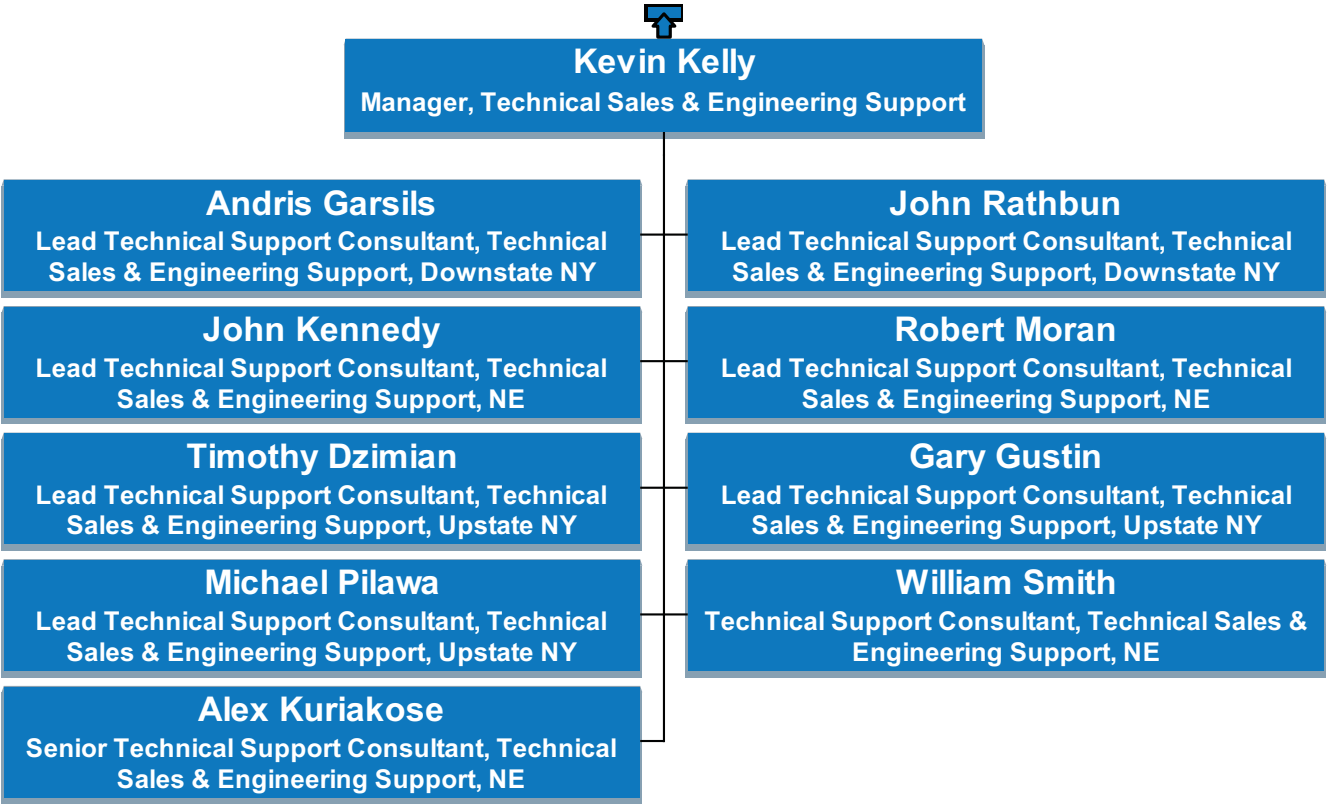
# US Customer



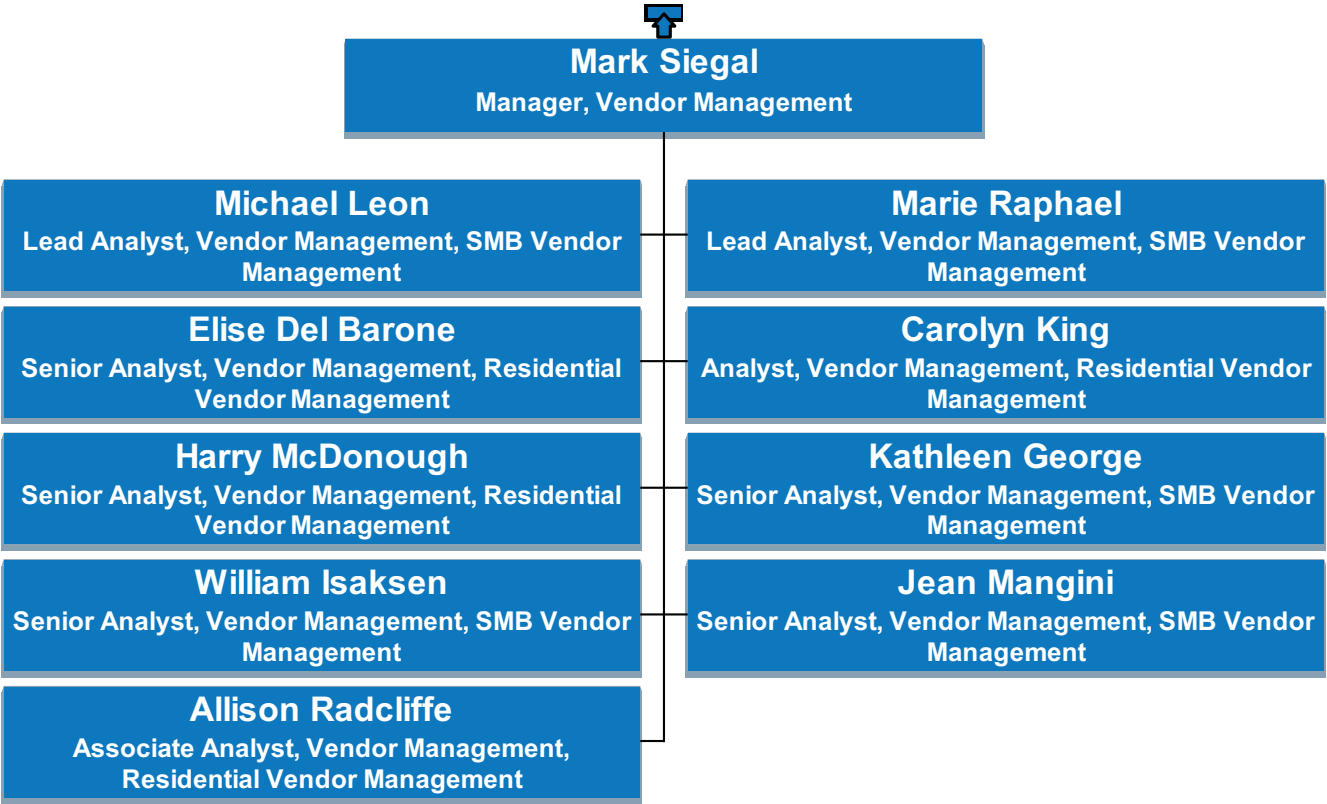
# US Customer



# US Customer

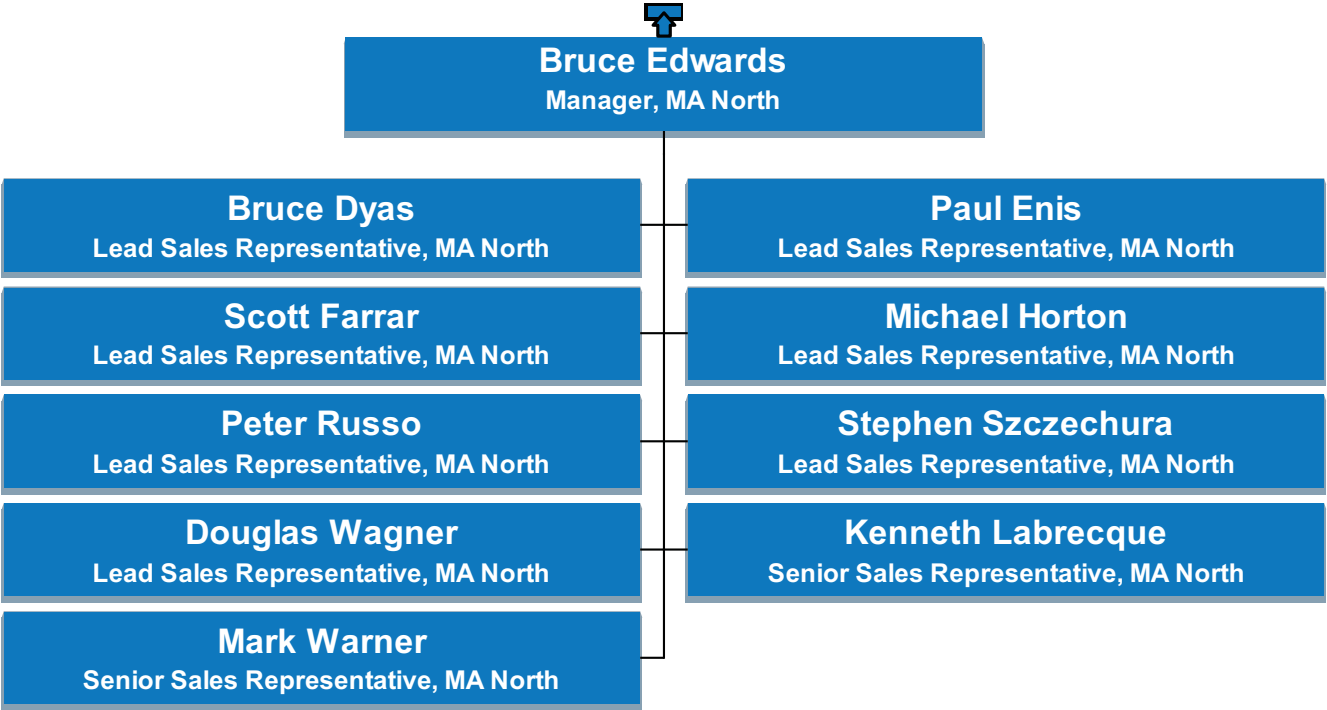


# US Customer

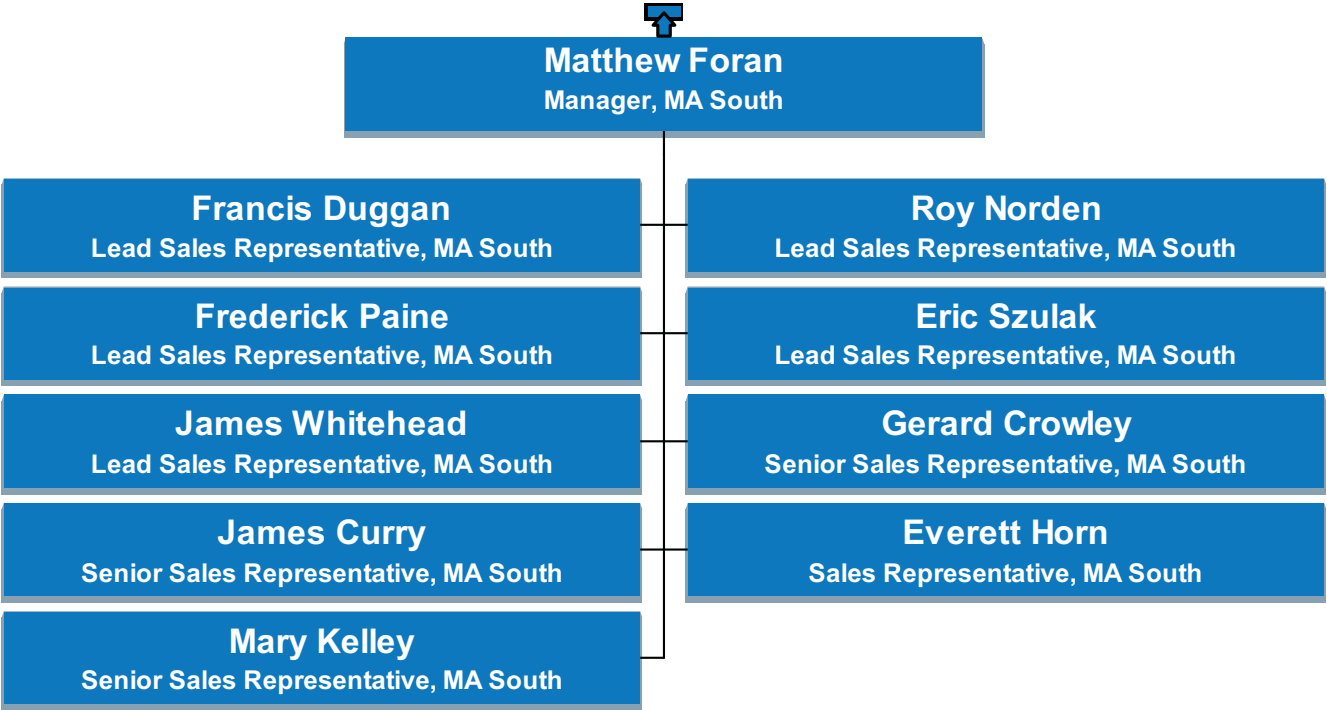




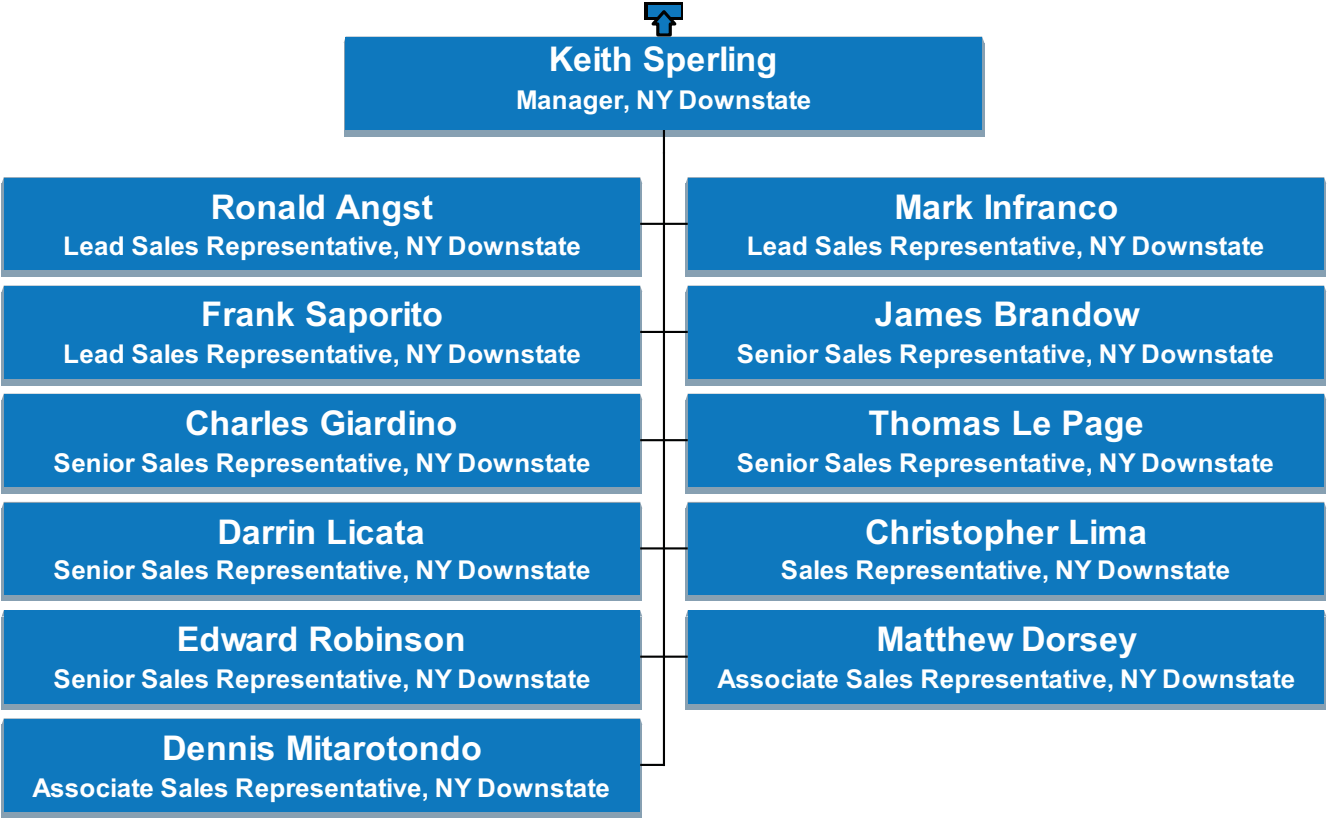
# US Customer

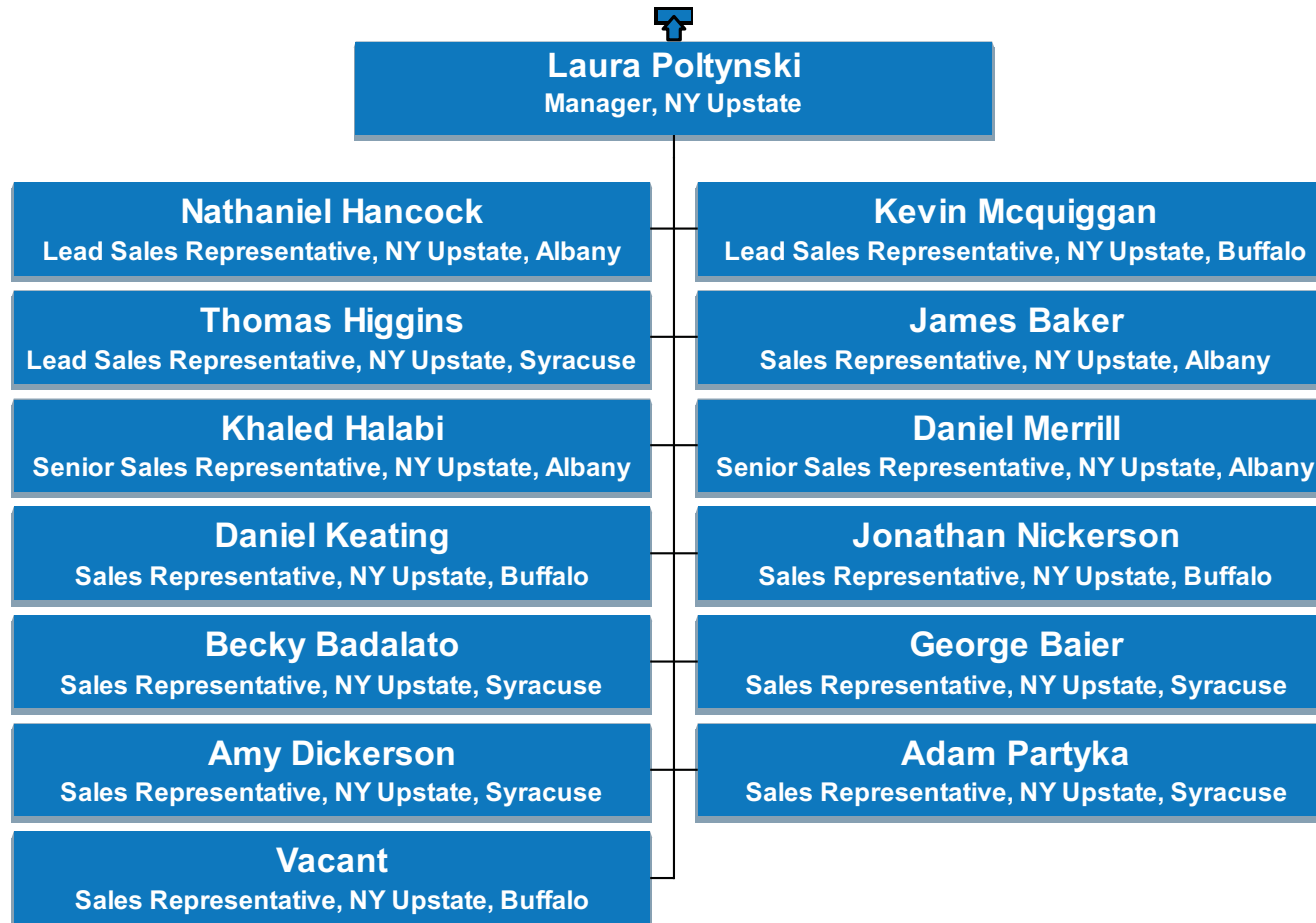


# US Customer

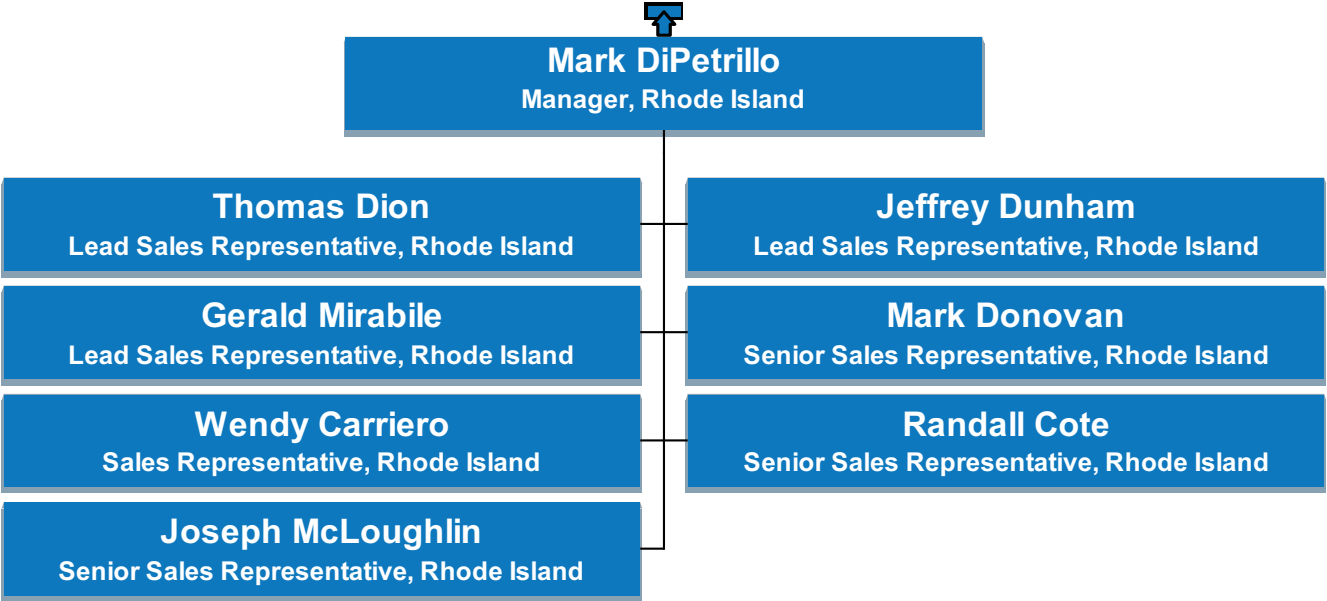


# US Customer

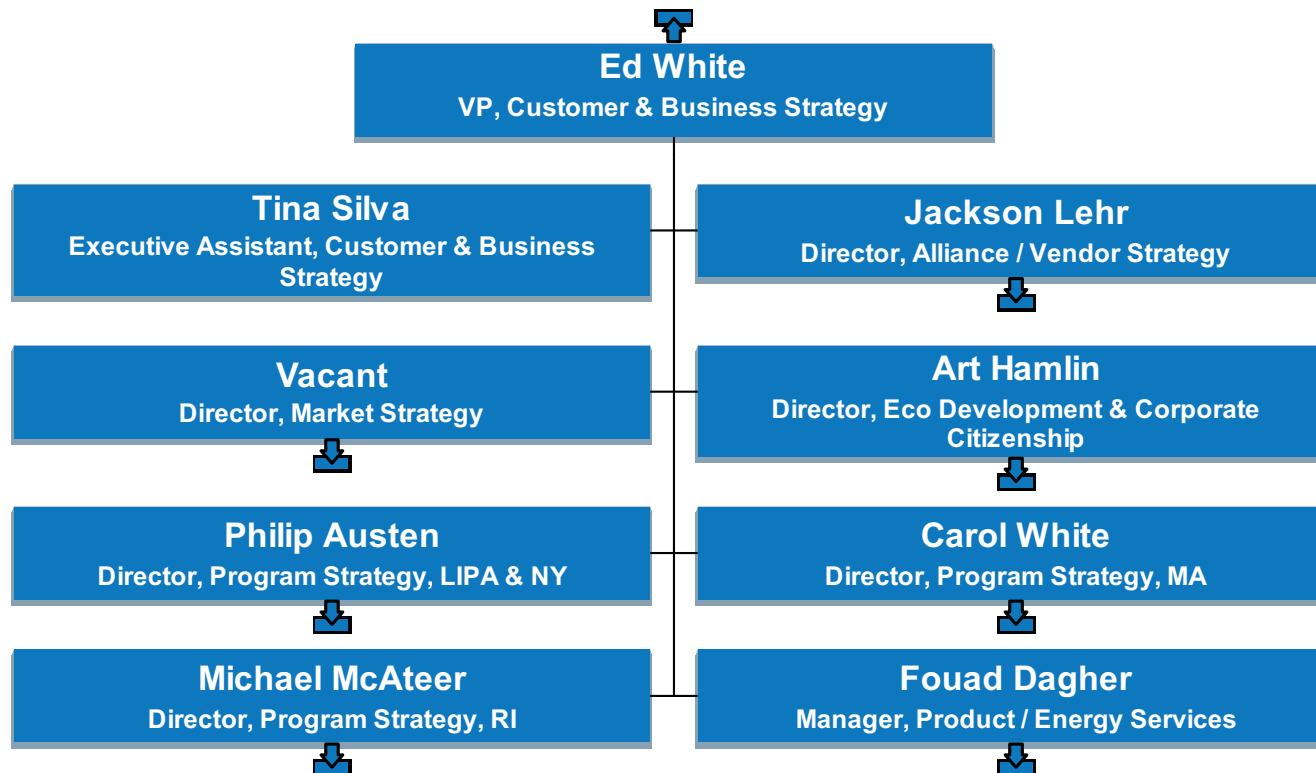




# US Customer



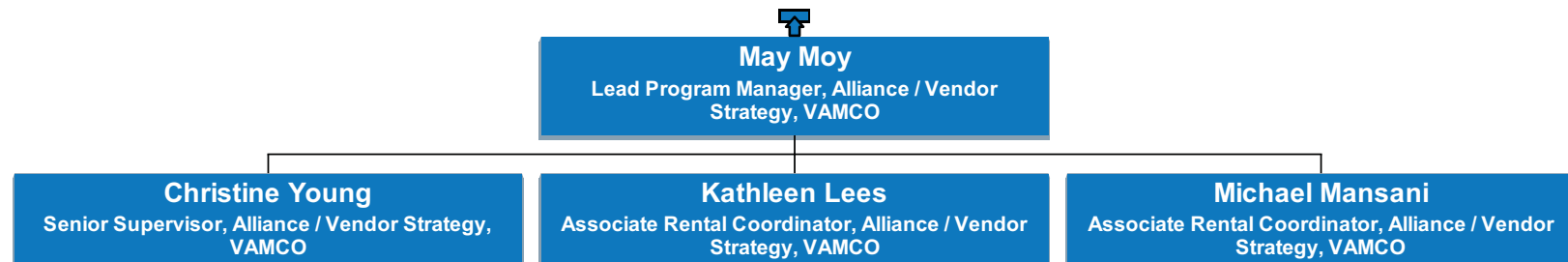
# US Customer



# US Customer

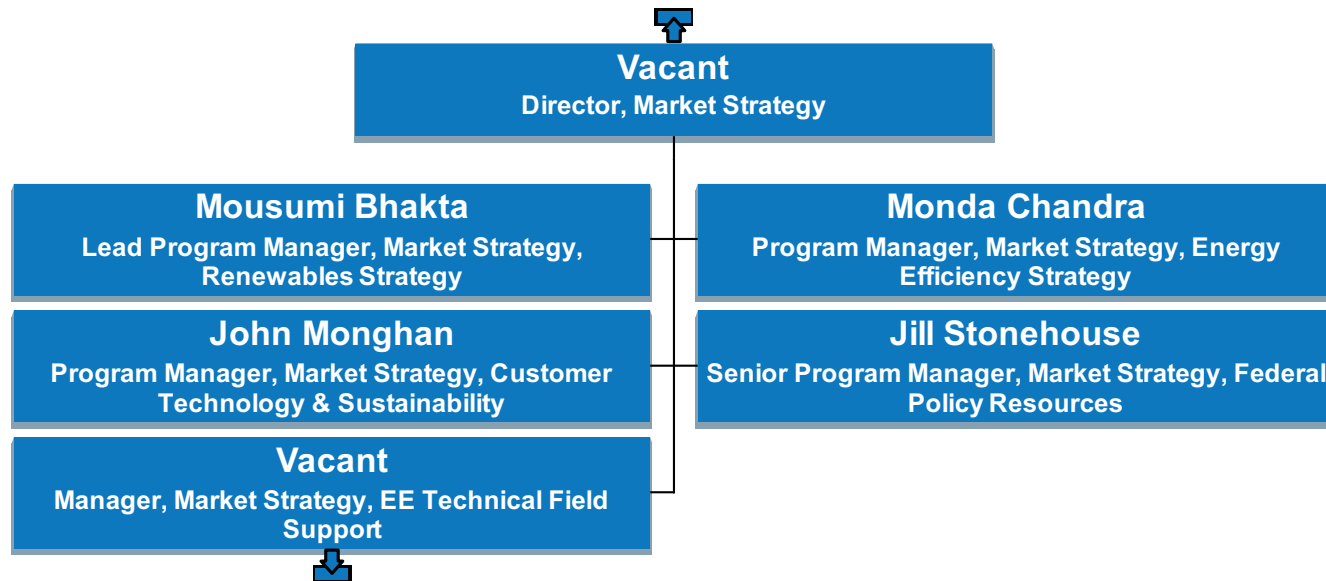


# US Customer

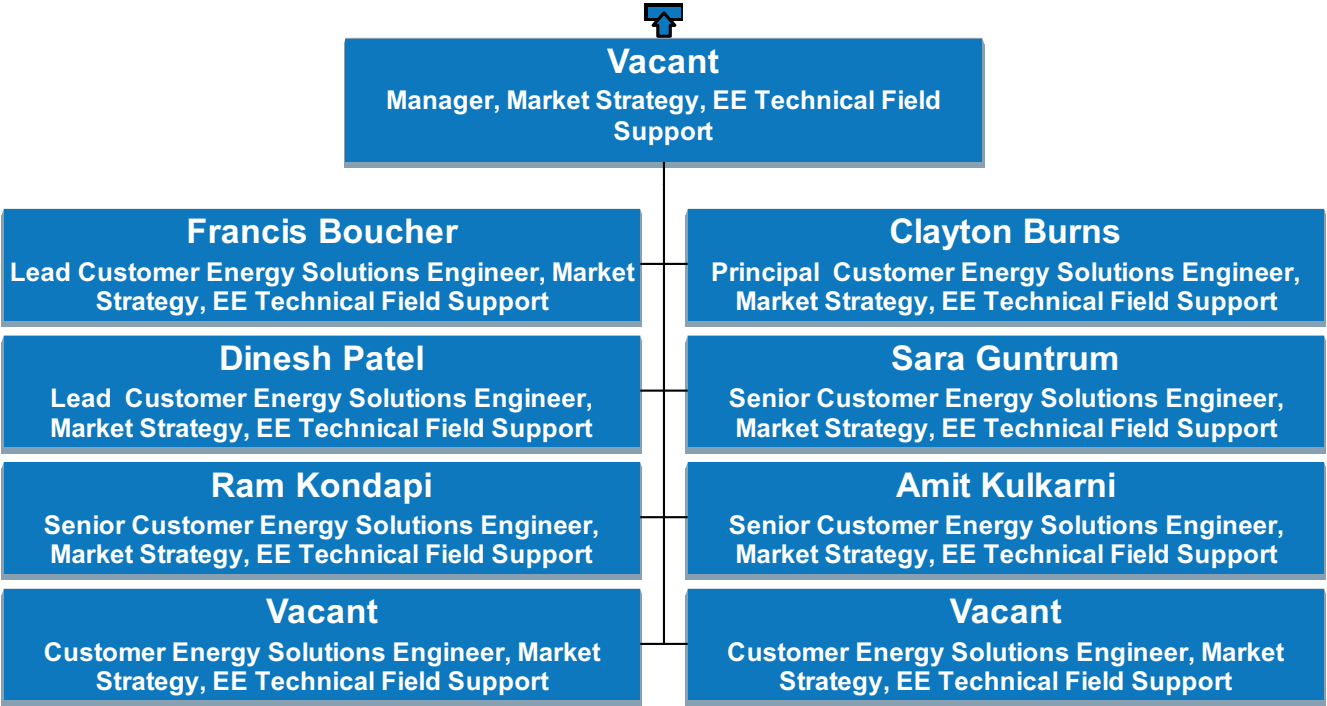




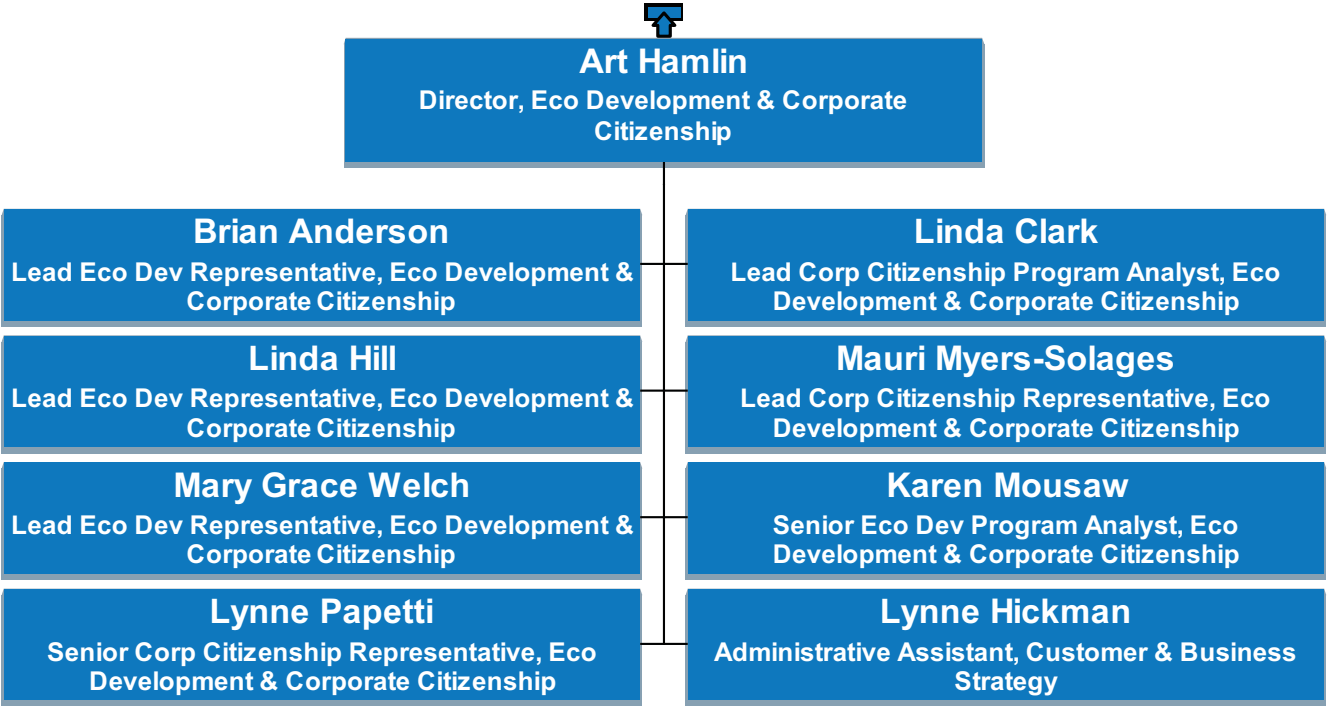
# US Customer



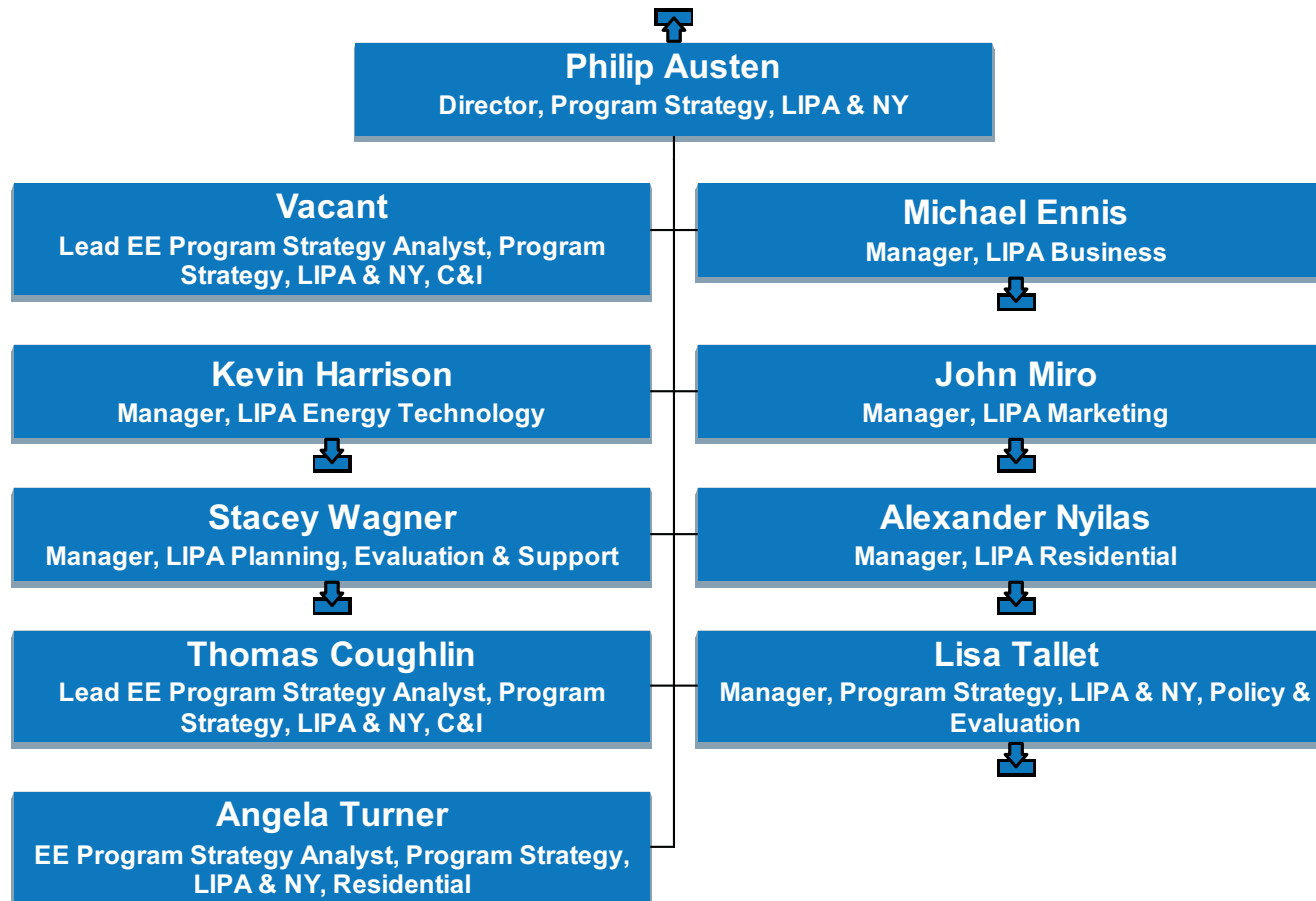
# US Customer



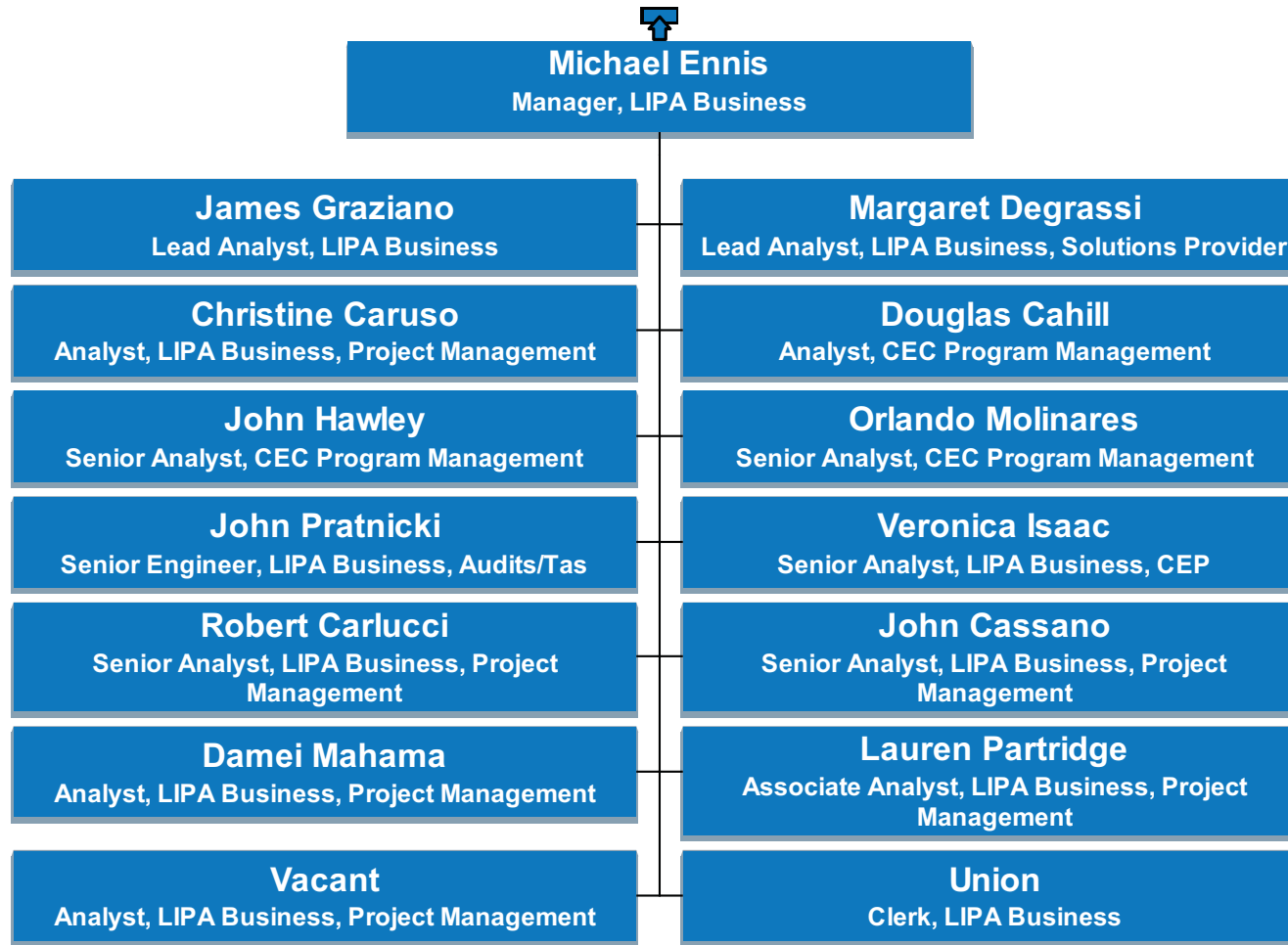
# US Customer



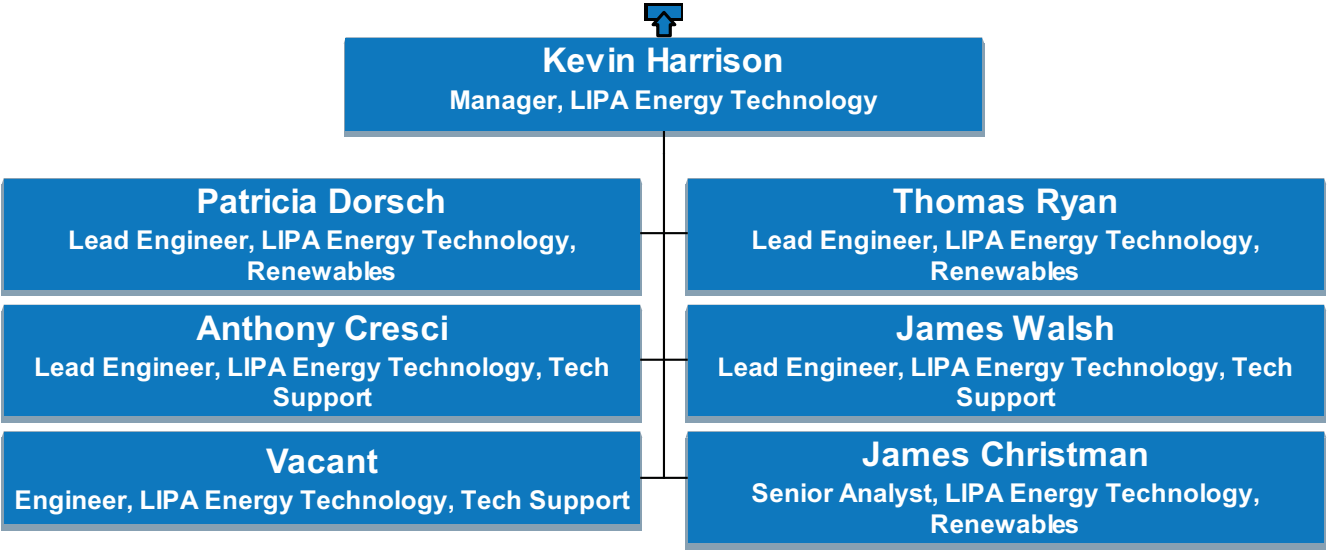
# US Customer



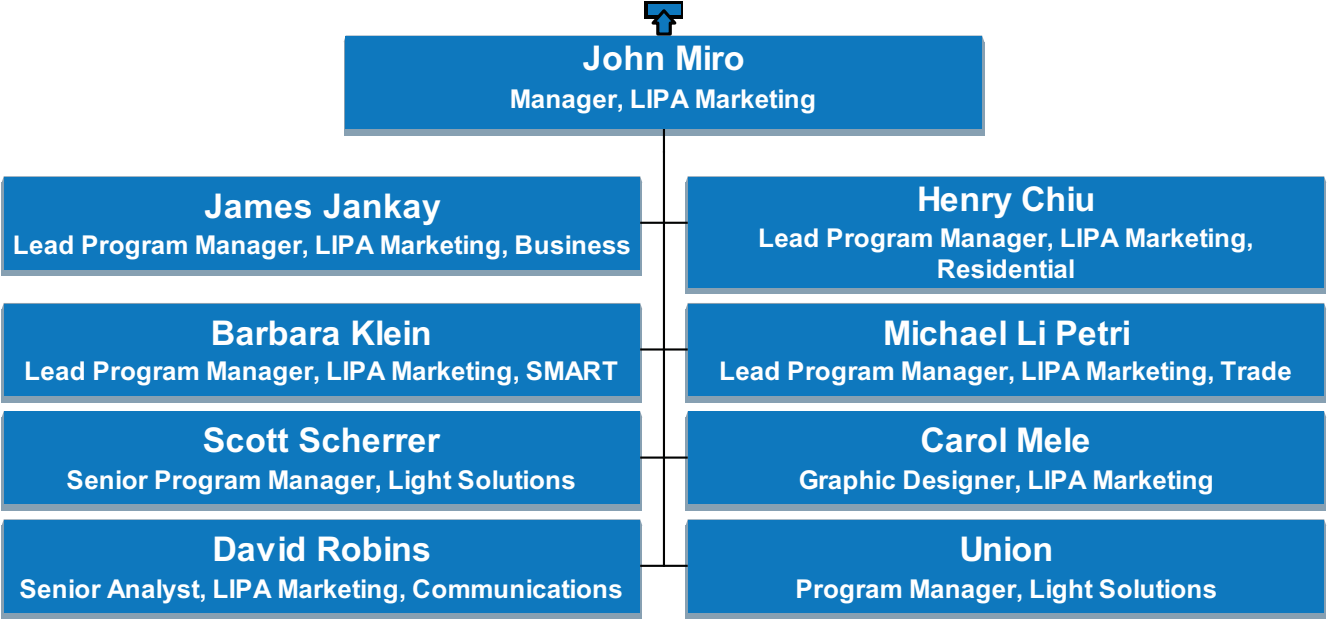
# US Customer



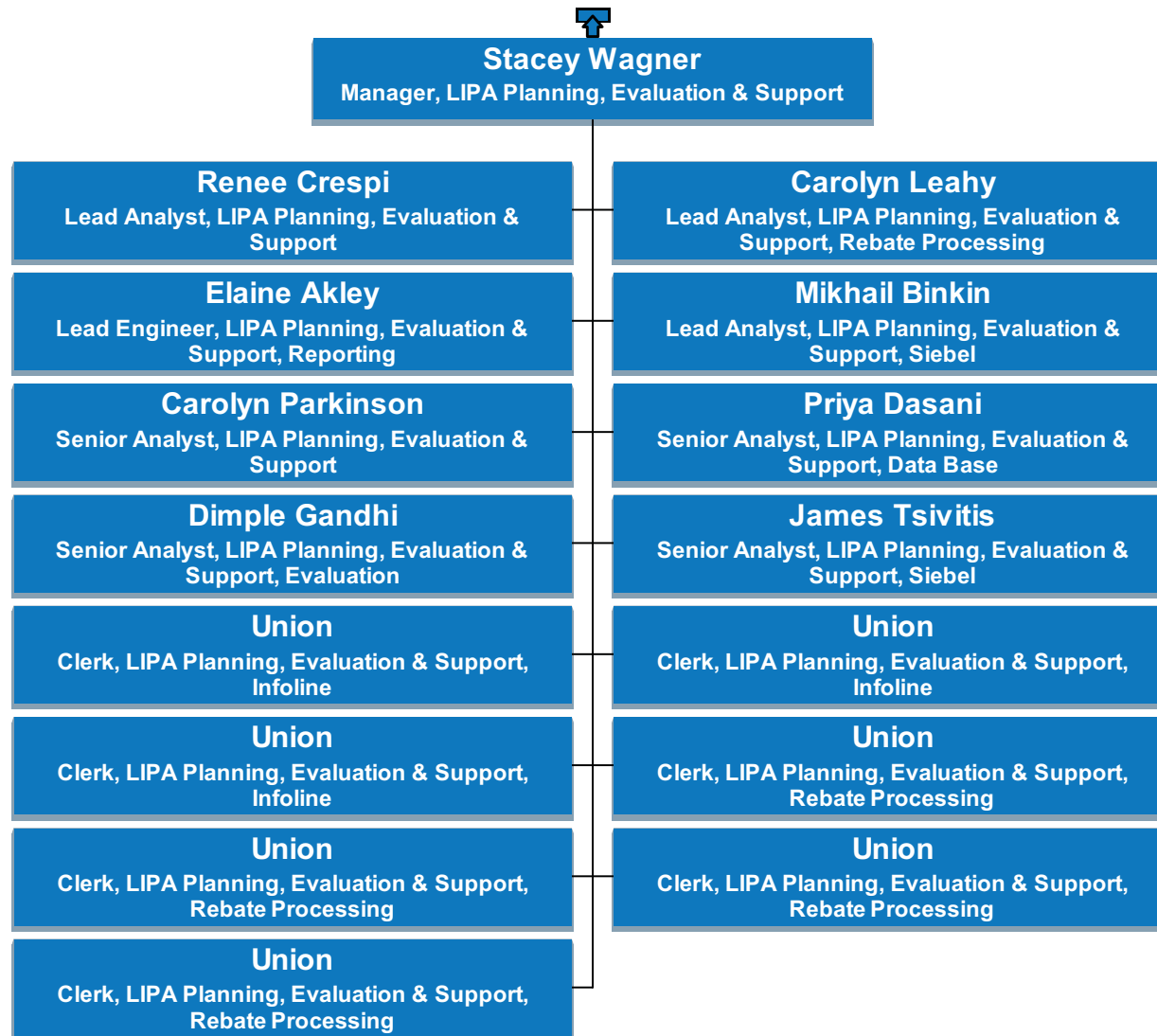
# US Customer



# US Customer

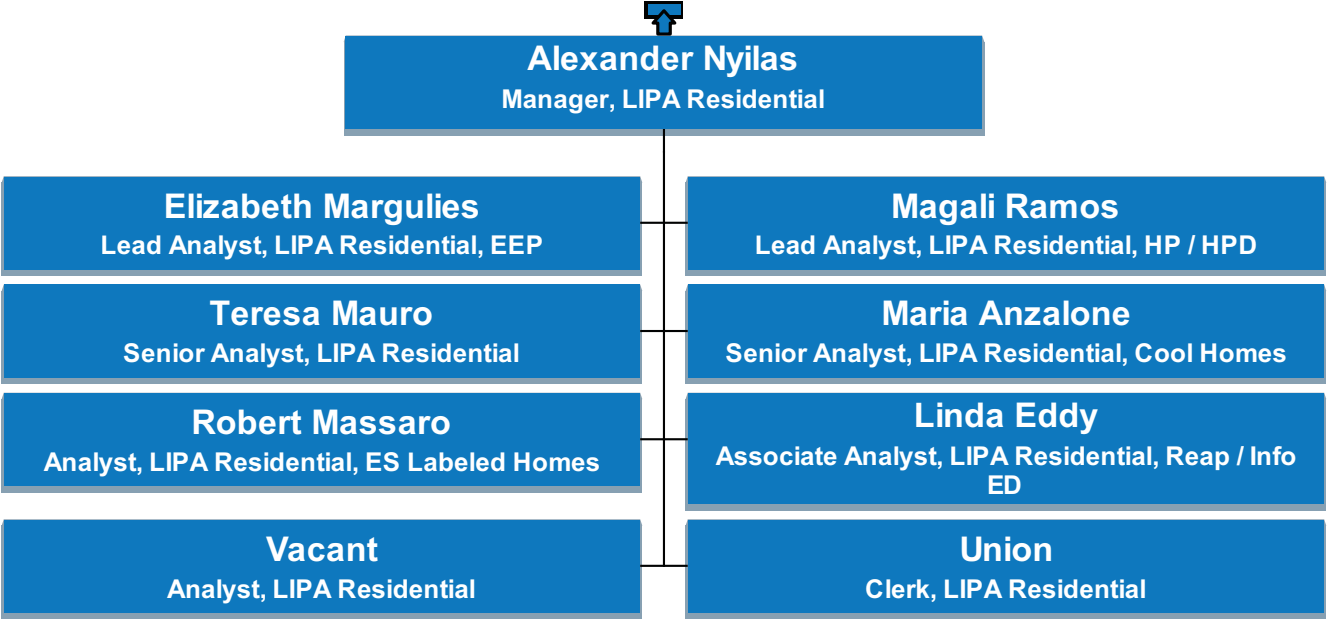


# US Customer

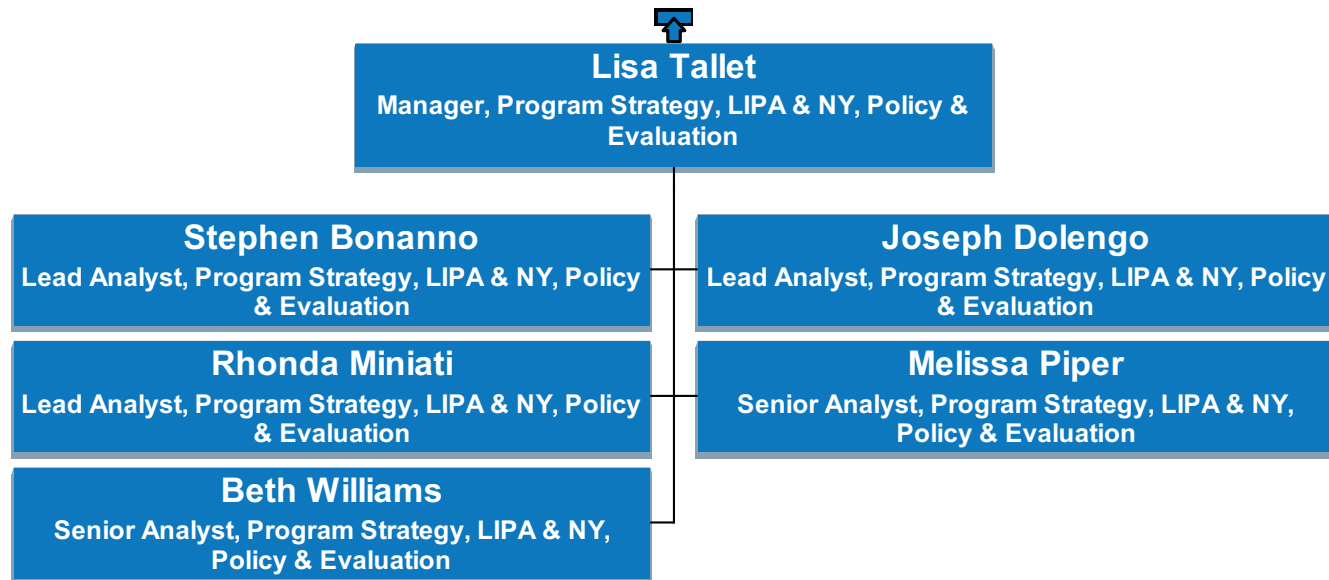




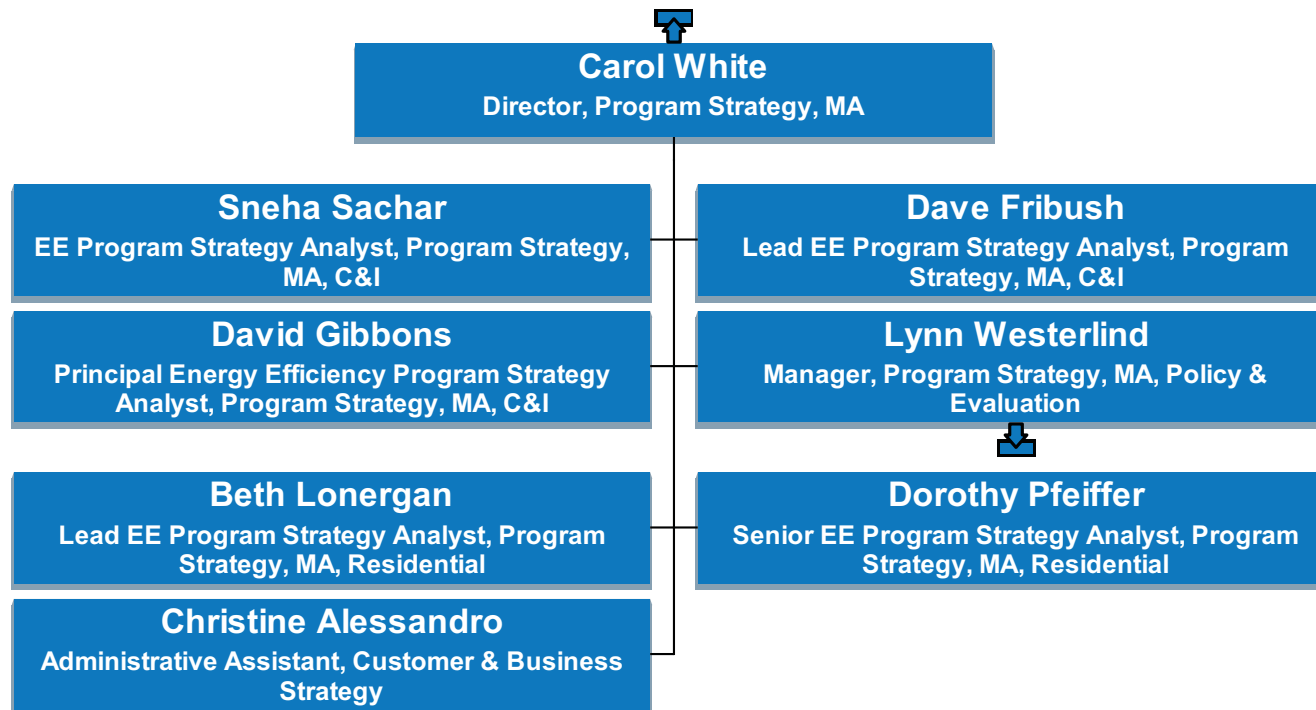
# US Customer



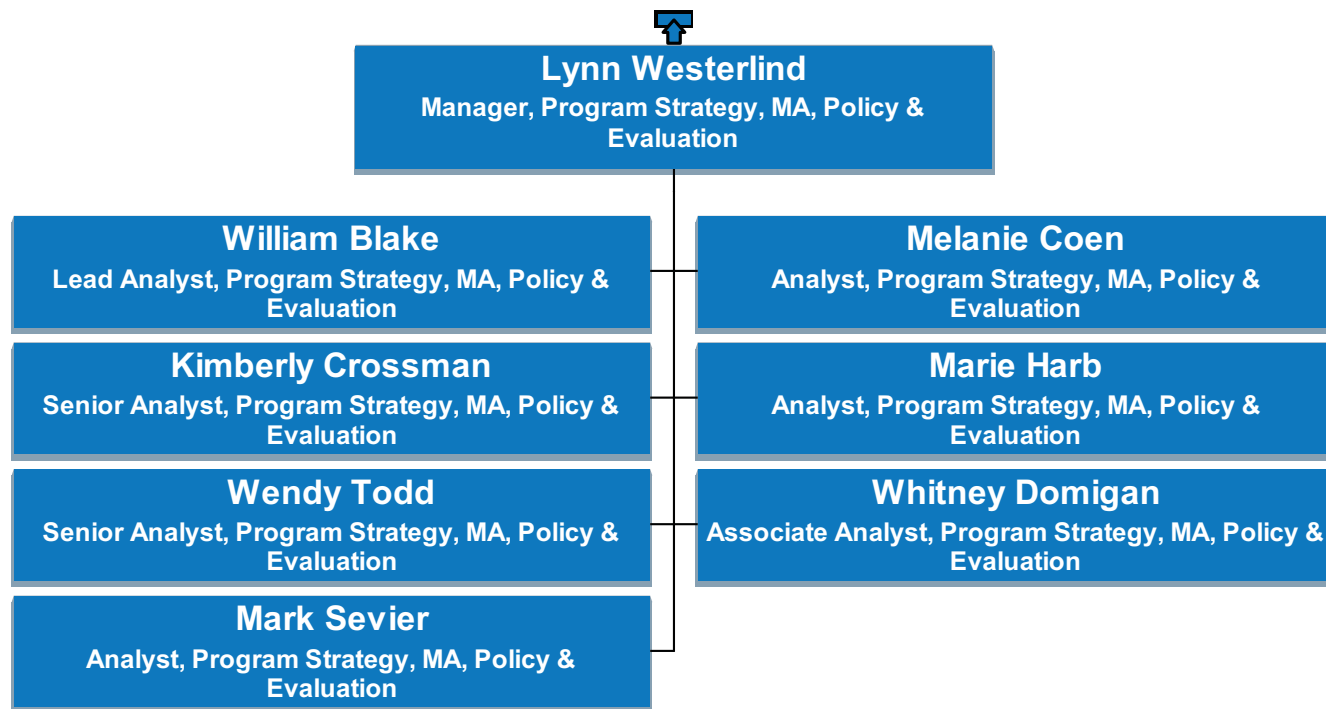
# US Customer



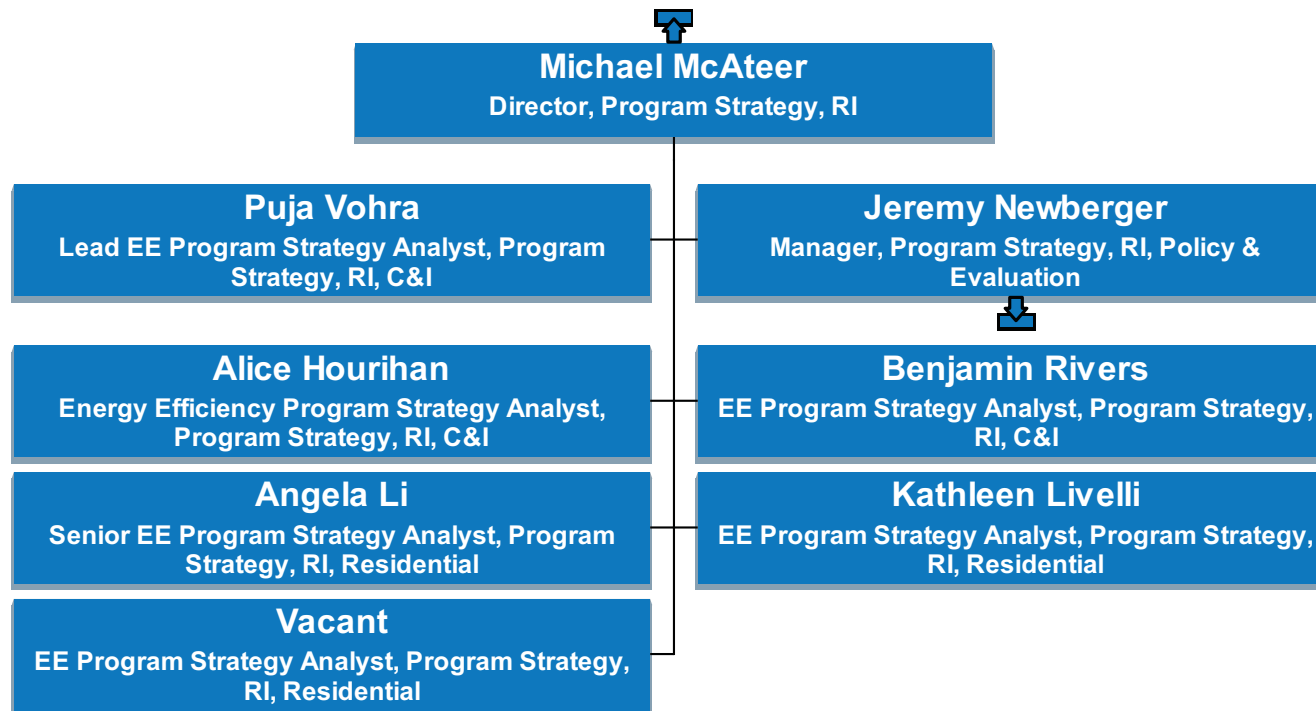
# US Customer



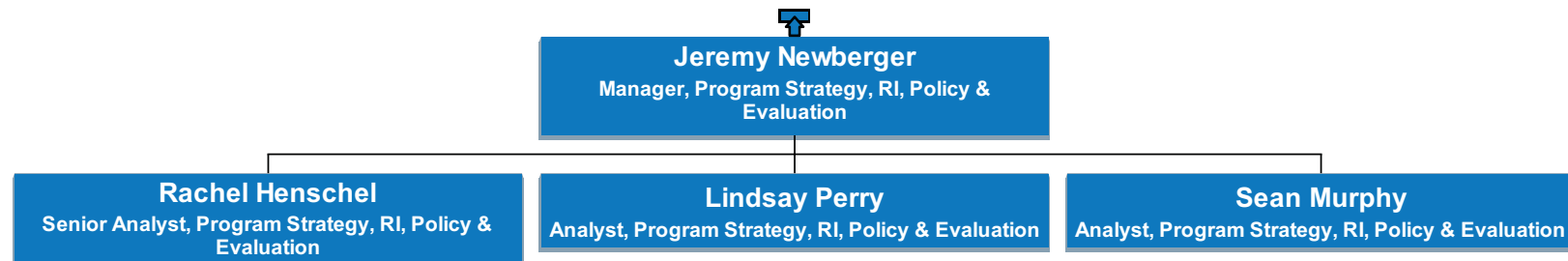
# US Customer



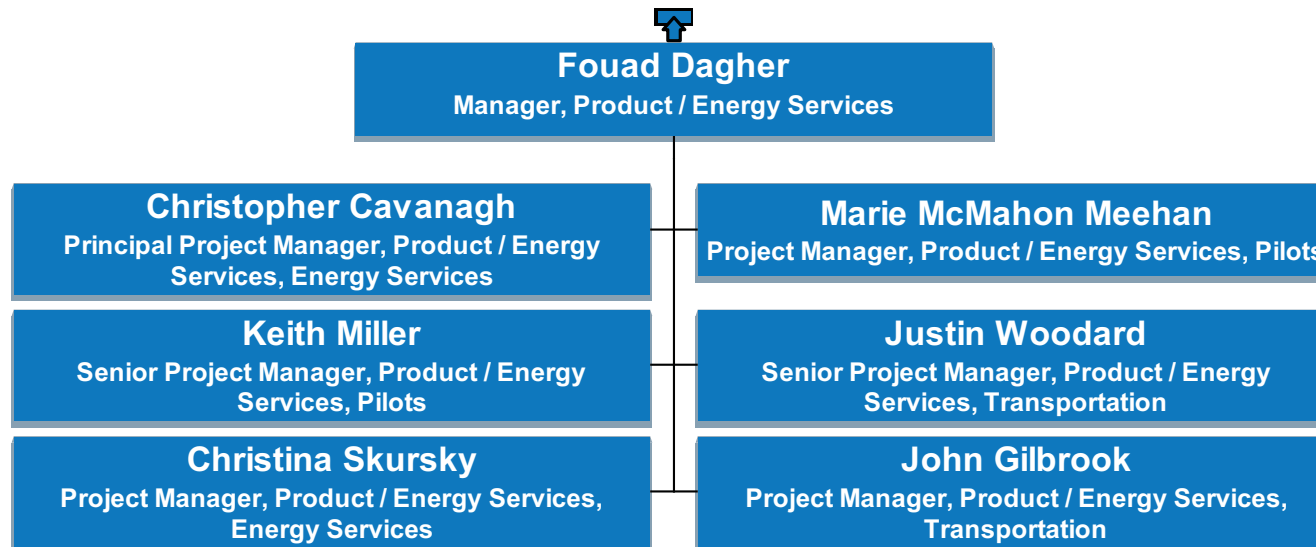
# US Customer



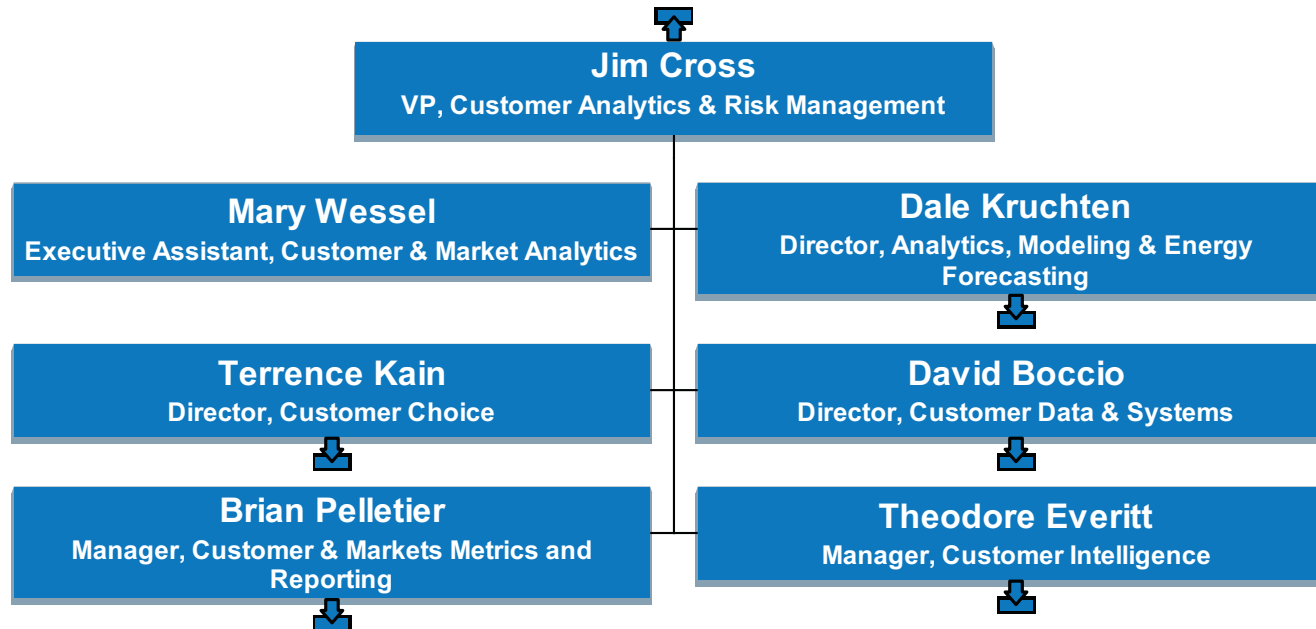
# US Customer



# US Customer

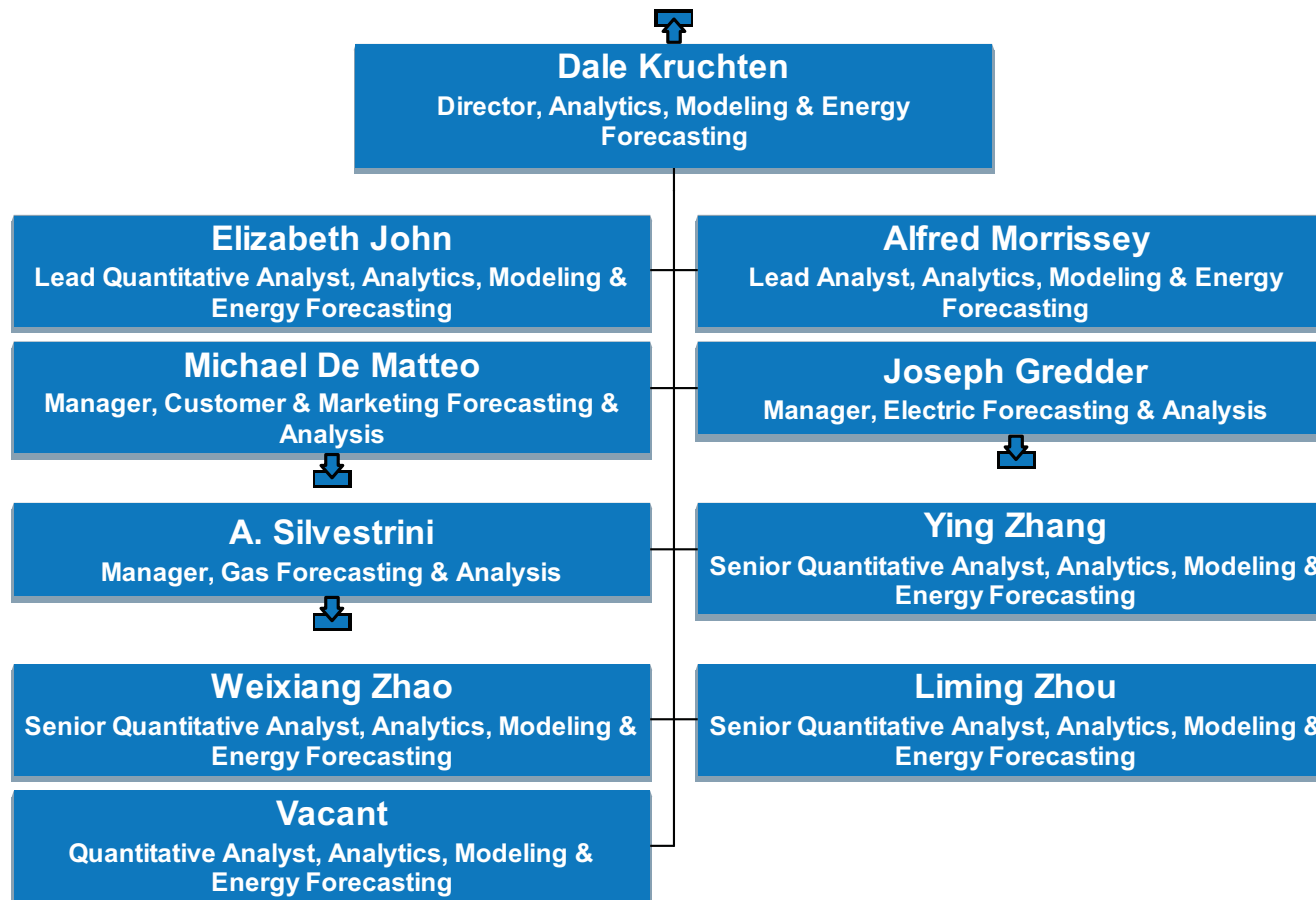


# US Customer





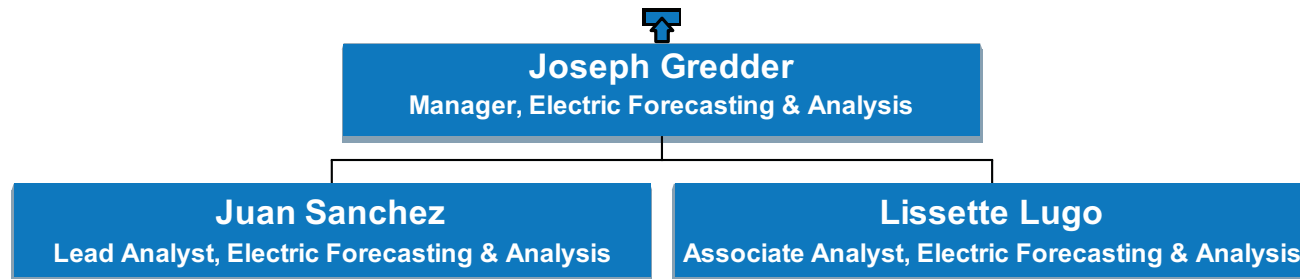
# US Customer



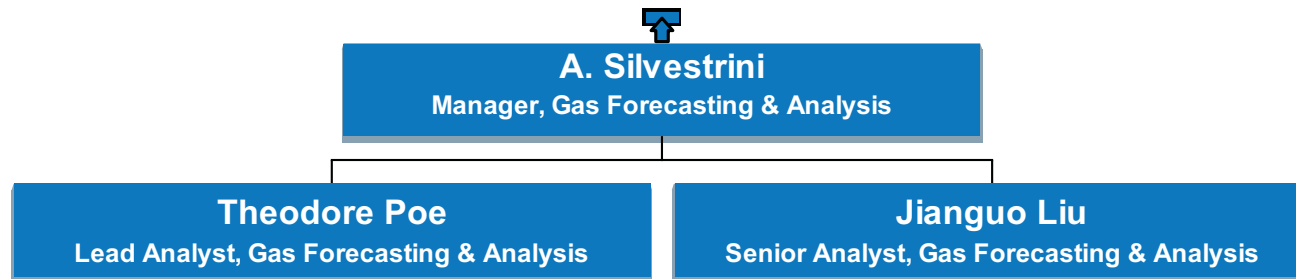
# US Customer



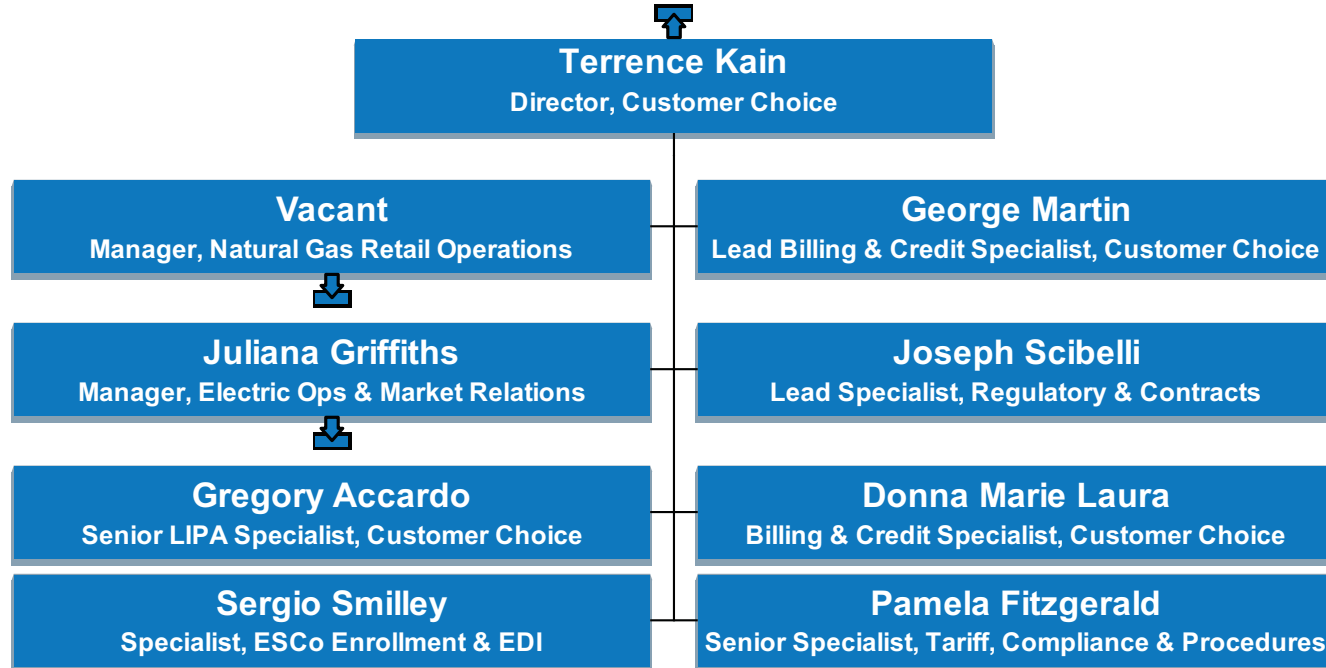
# US Customer



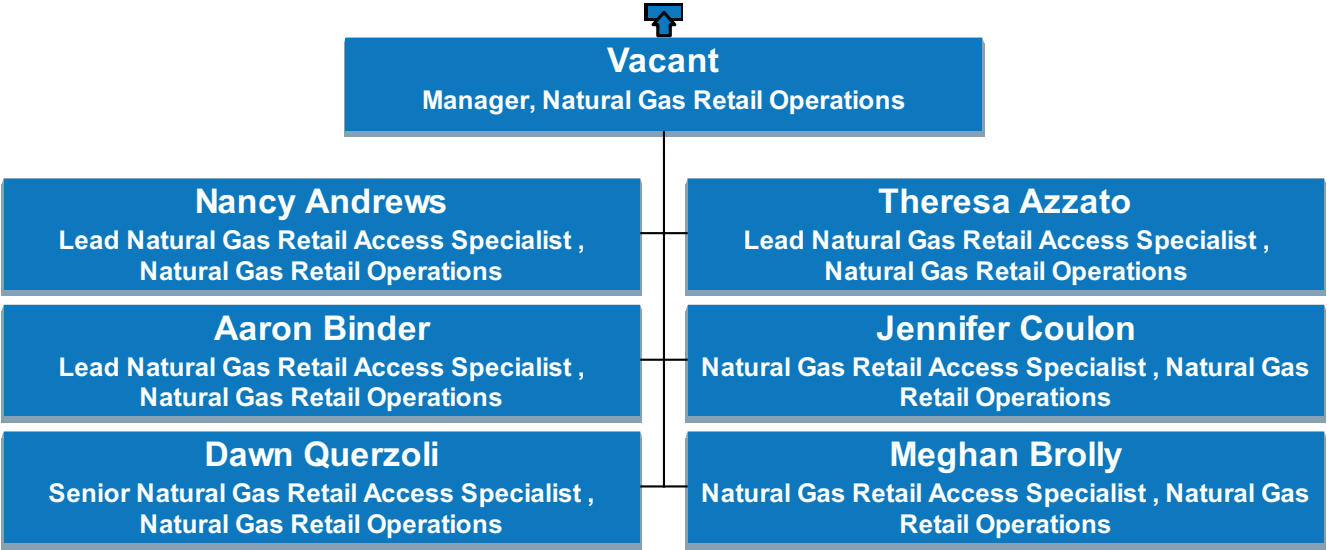
# US Customer



# US Customer



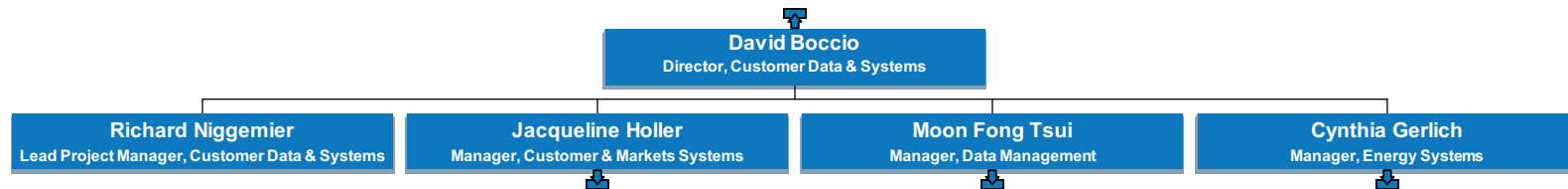
# US Customer



# US Customer

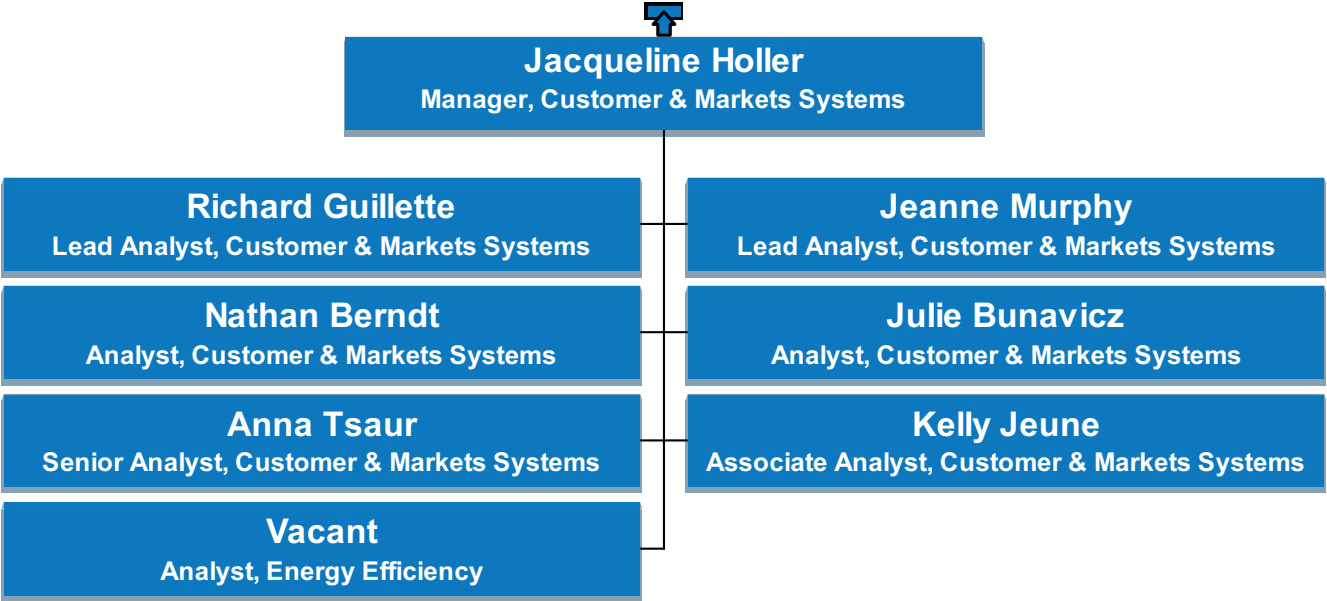


# US Customer

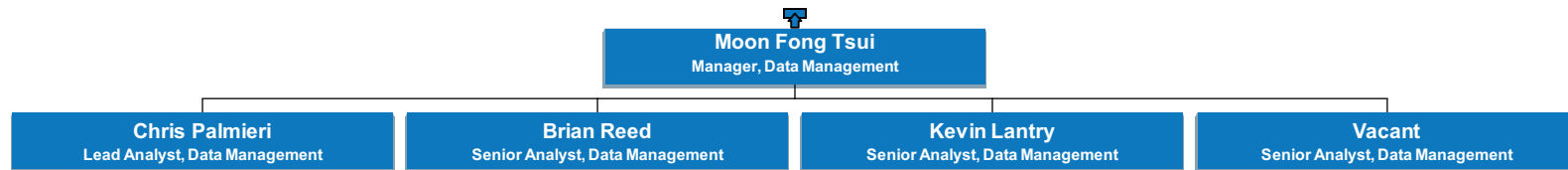




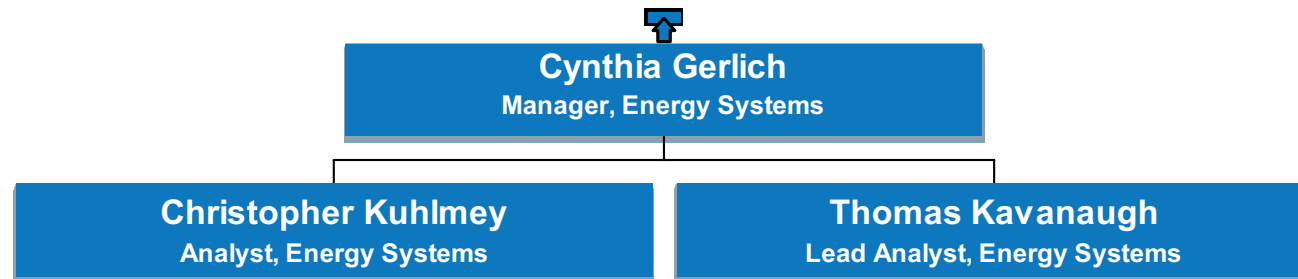
# US Customer



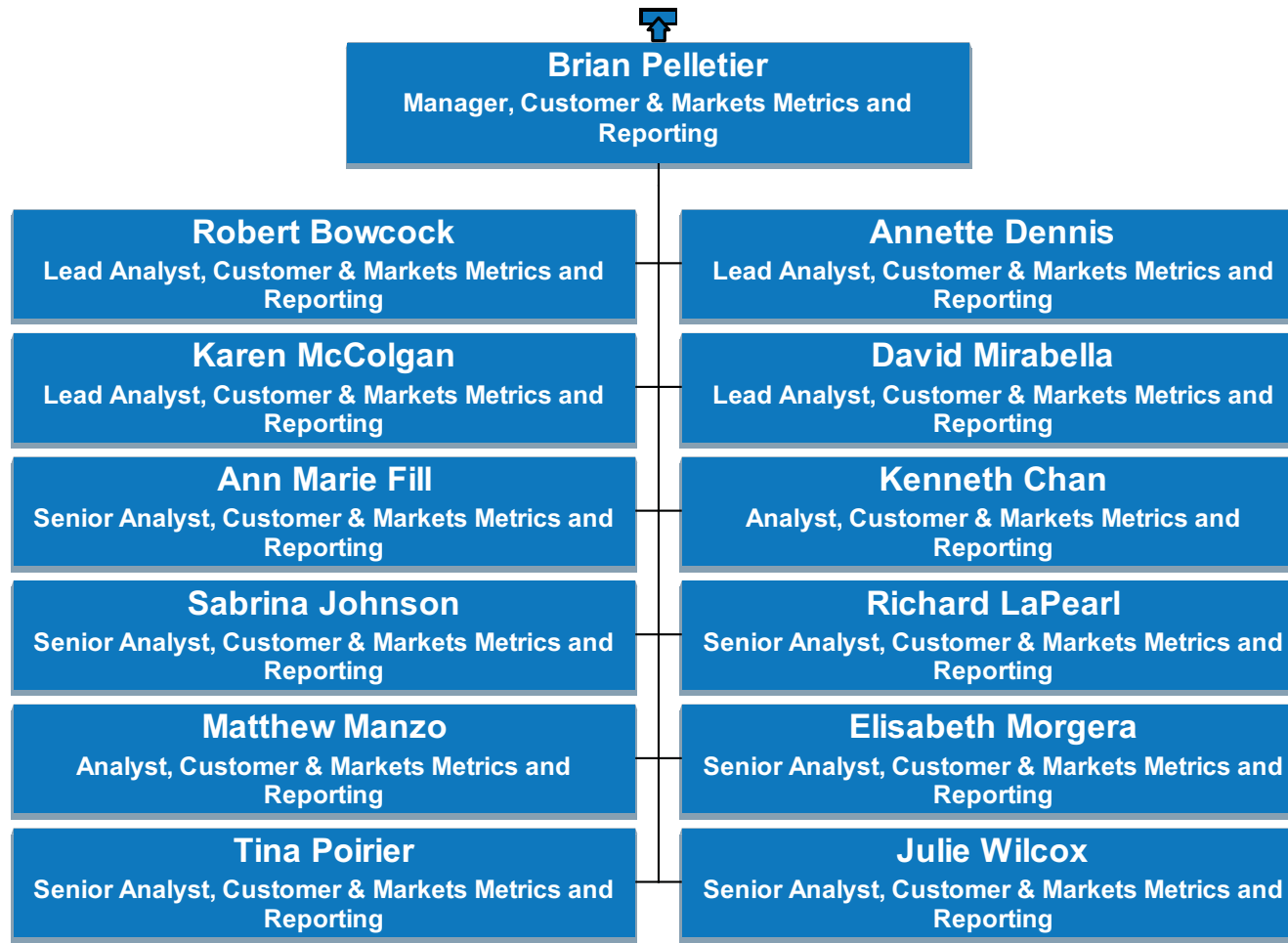
# US Customer



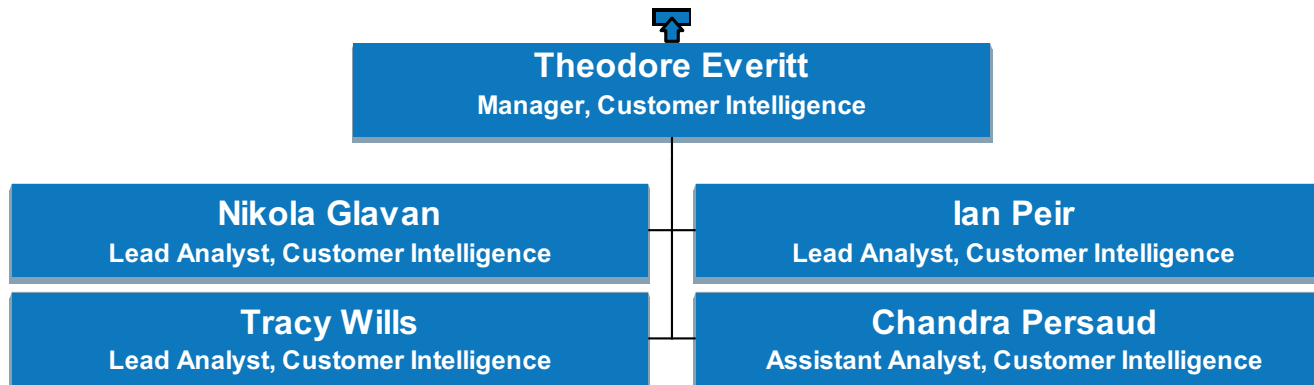
# US Customer



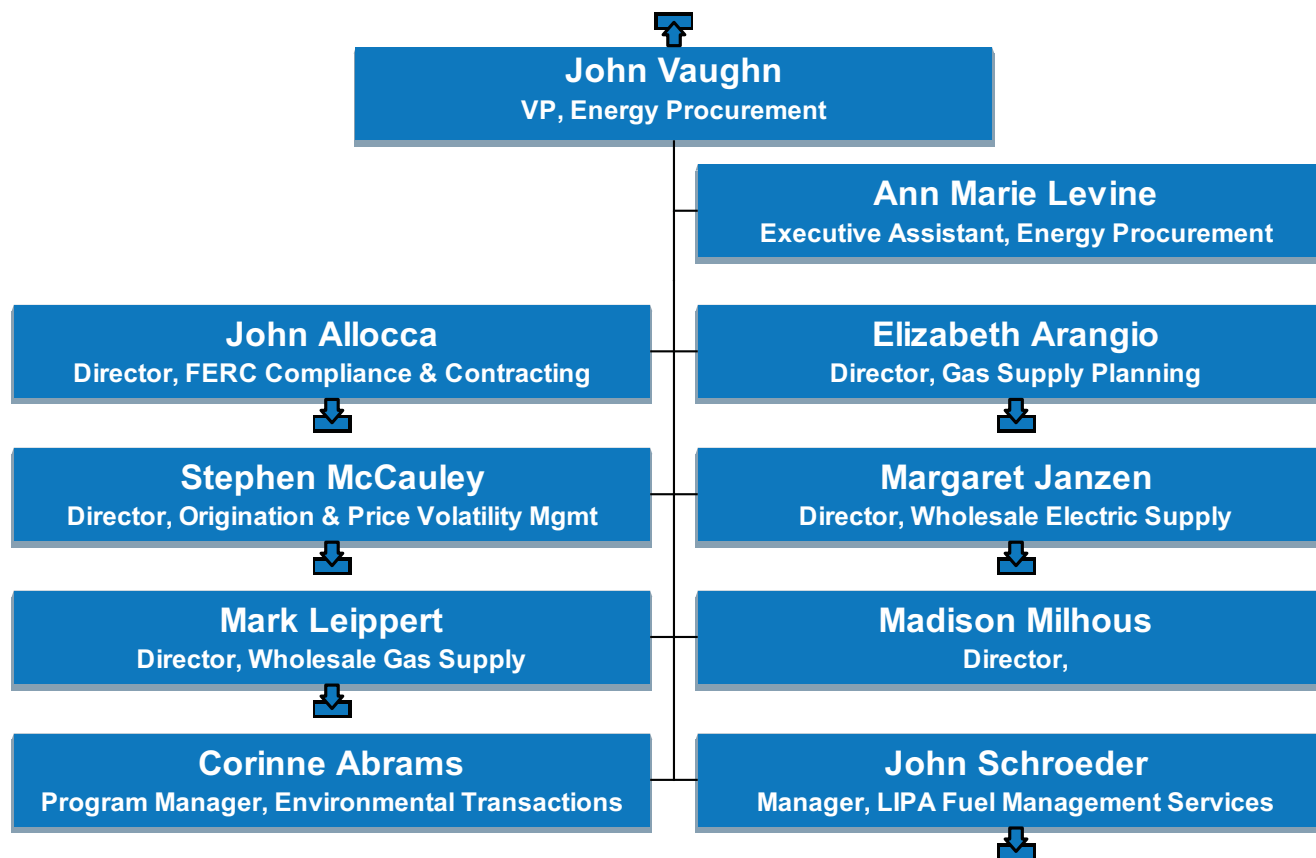
# US Customer



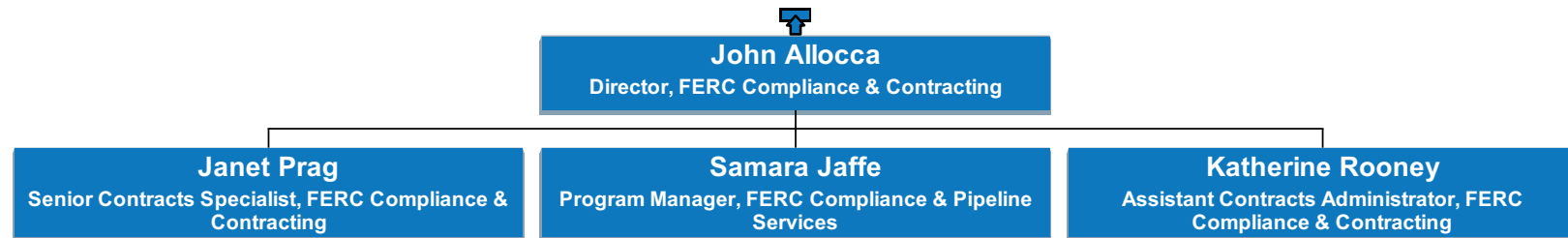
# US Customer



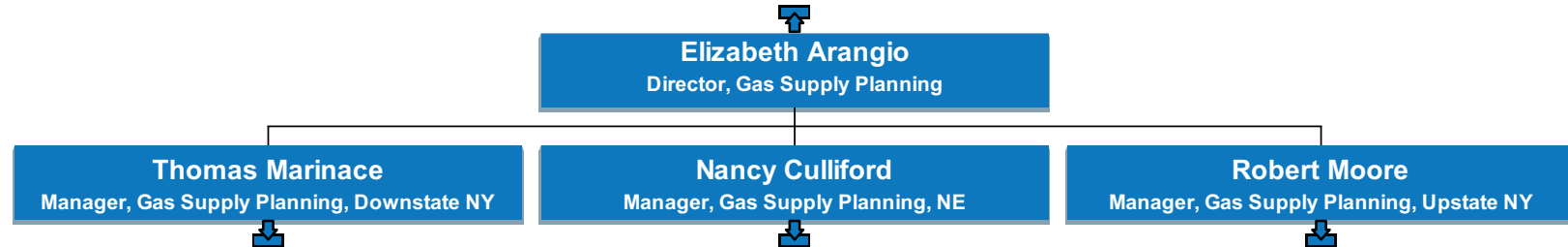
# US Customer



# US Customer

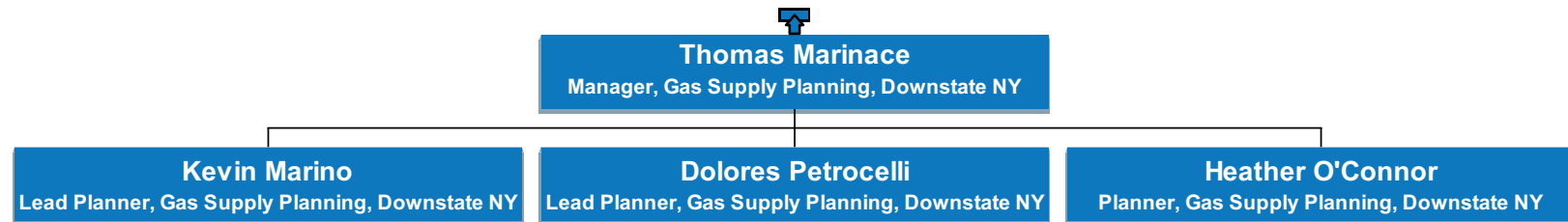


# US Customer

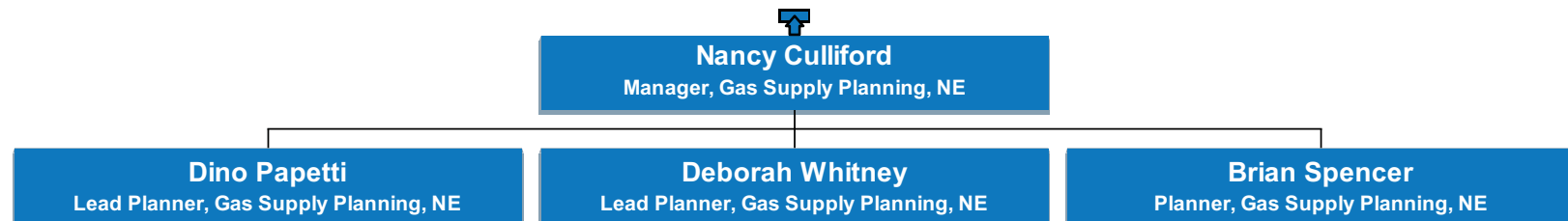




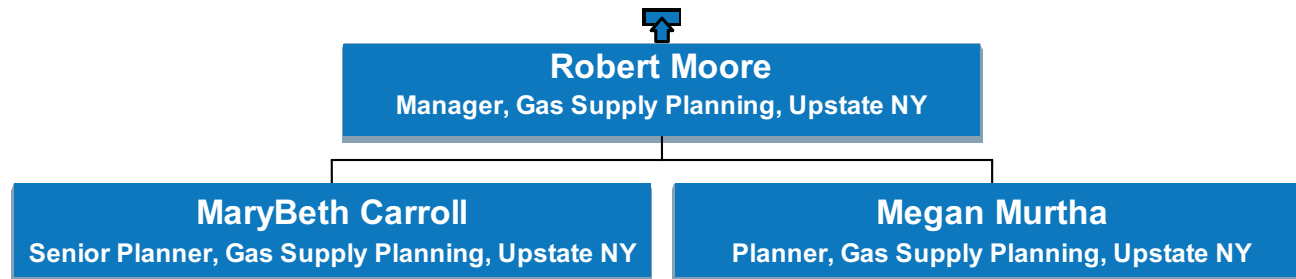
# US Customer



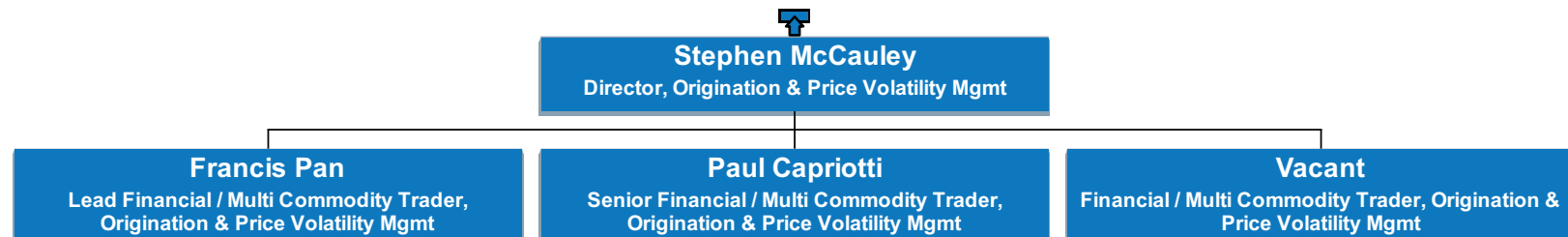
# US Customer



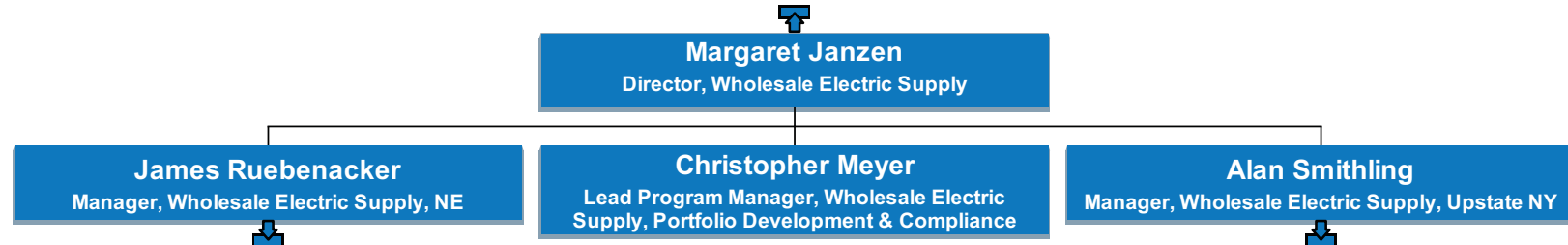
# US Customer



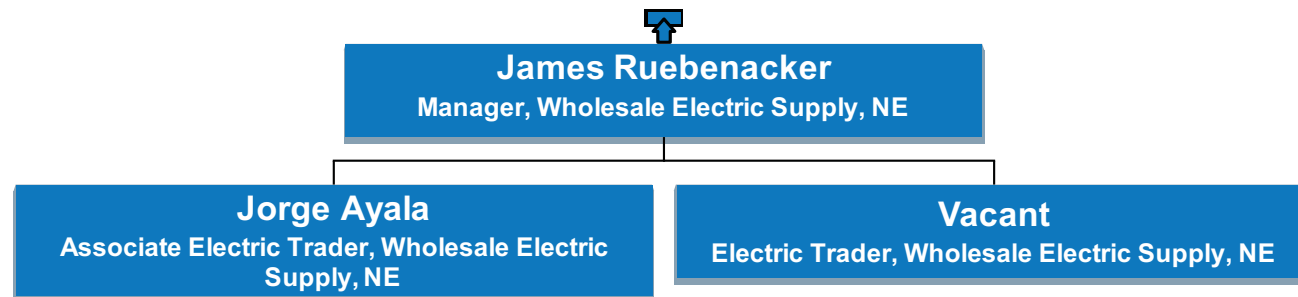
# US Customer



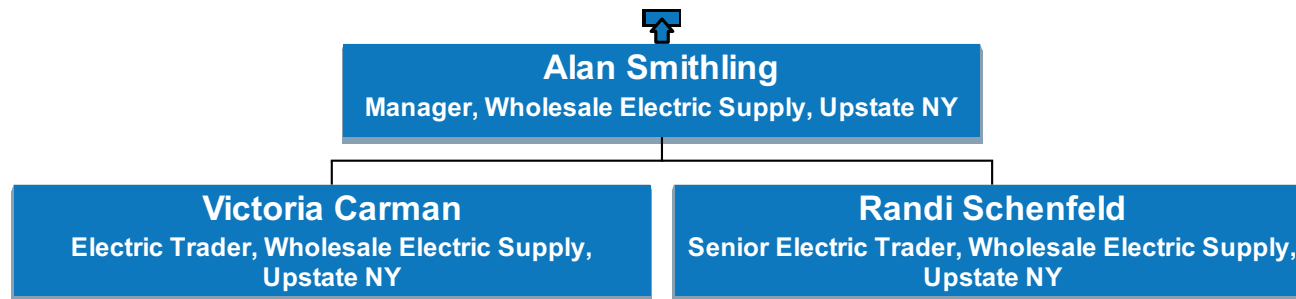
# US Customer



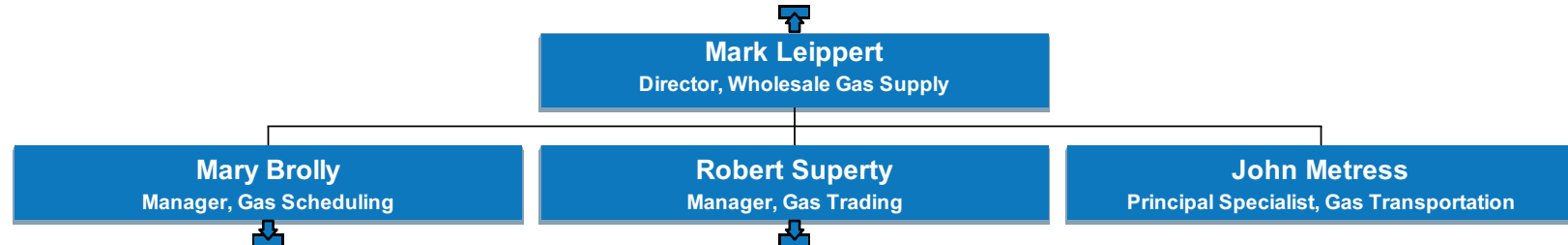
# US Customer



# US Customer

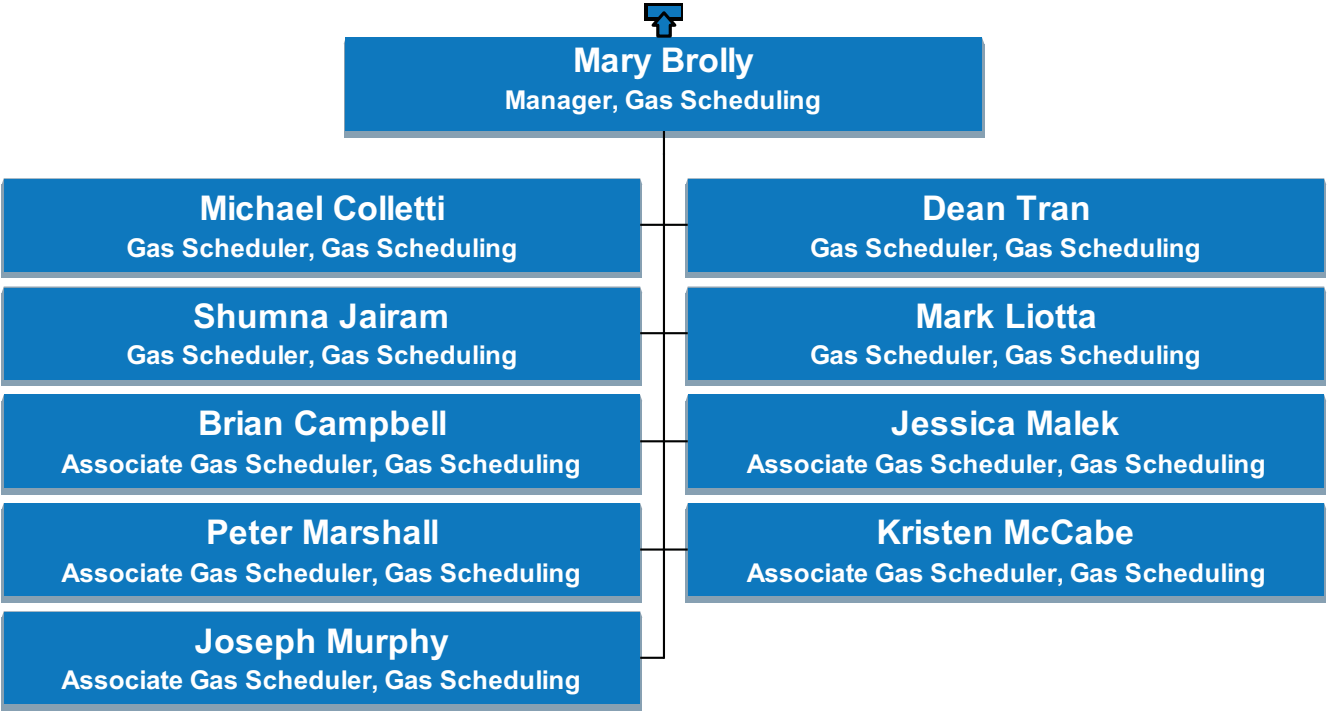


# US Customer

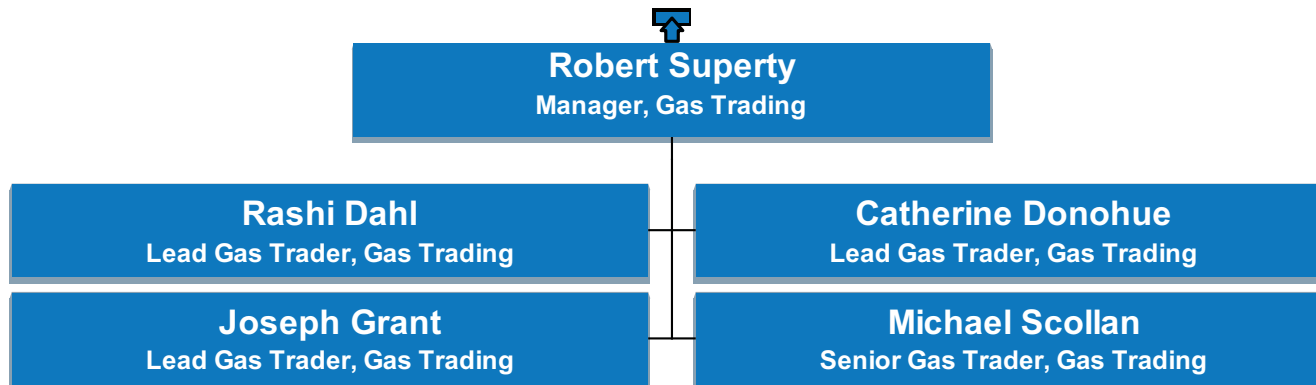




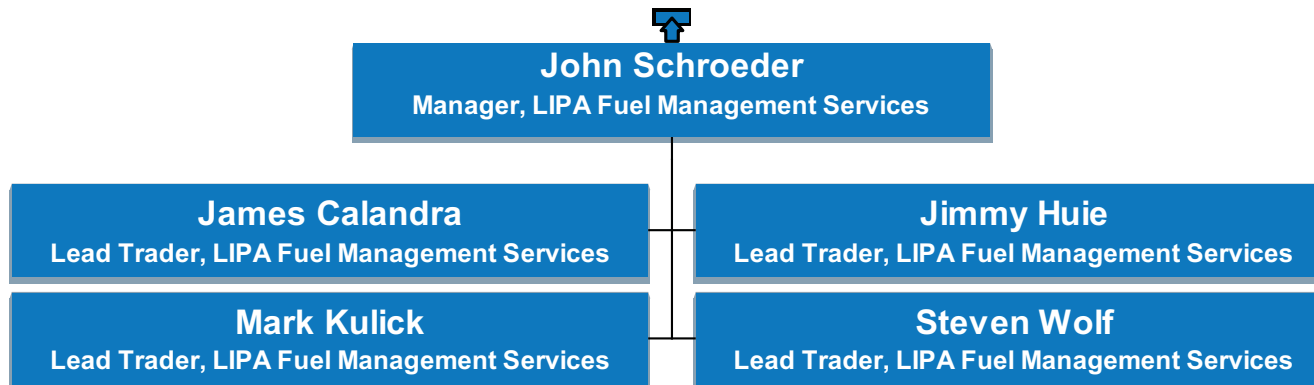
# US Customer



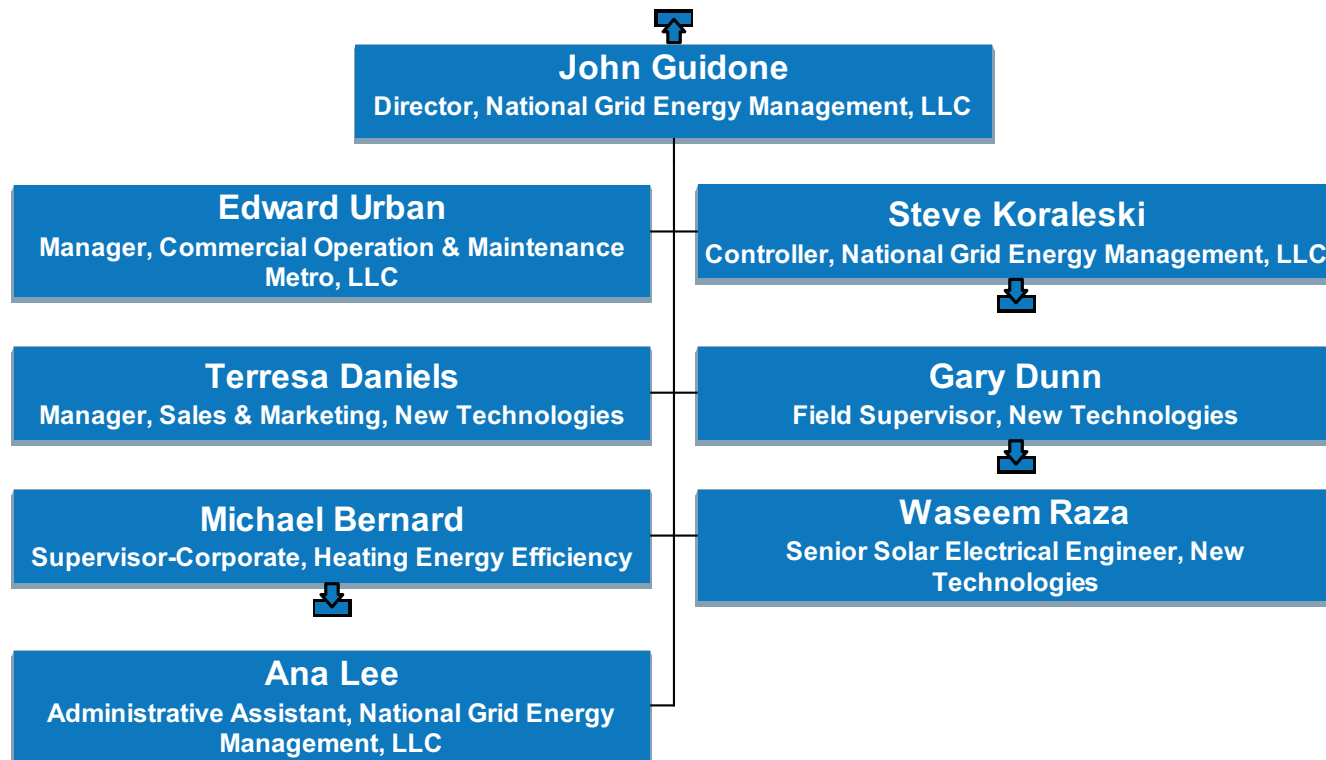
# US Customer



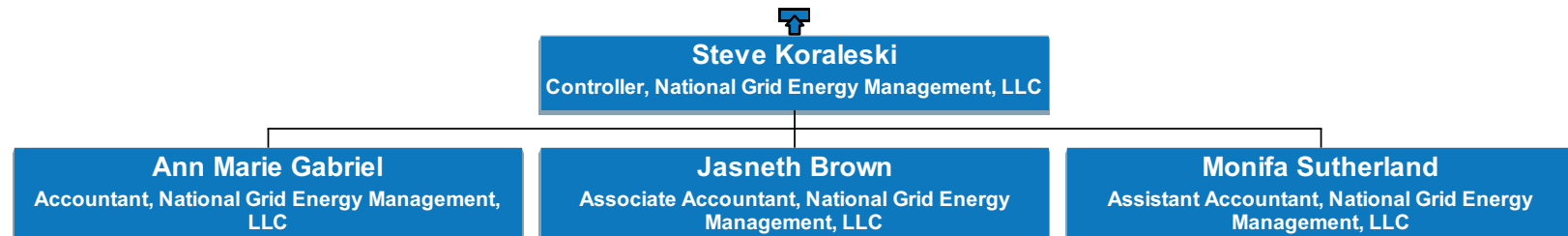
# US Customer



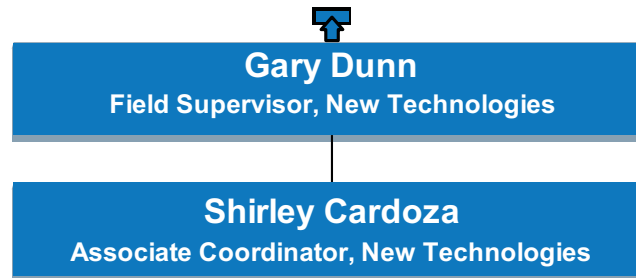
# US Customer



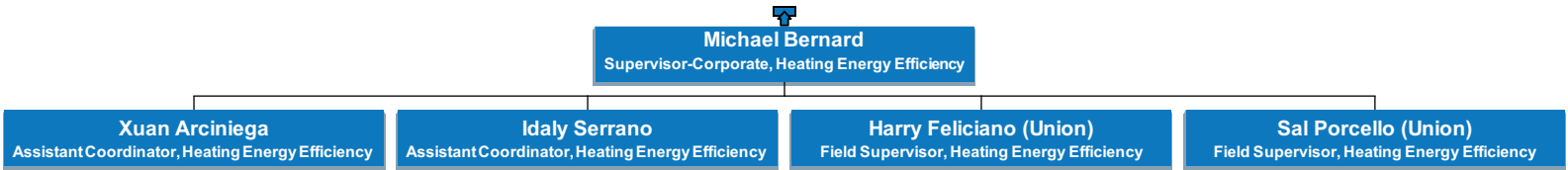
# US Customer



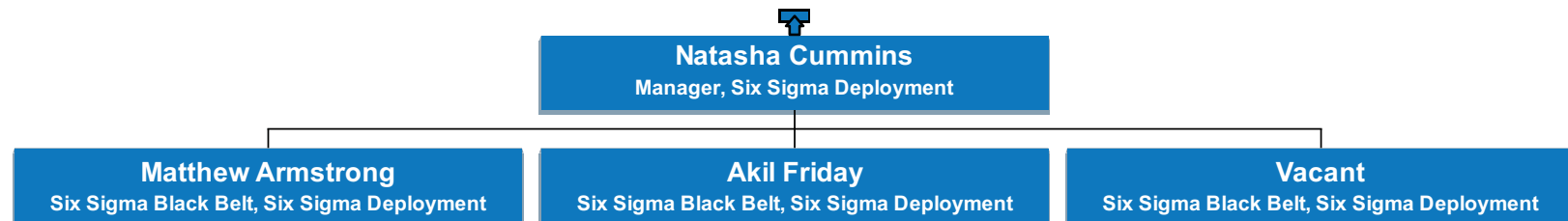
# US Customer



# US Customer

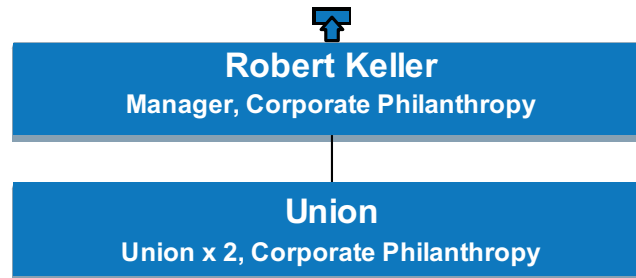


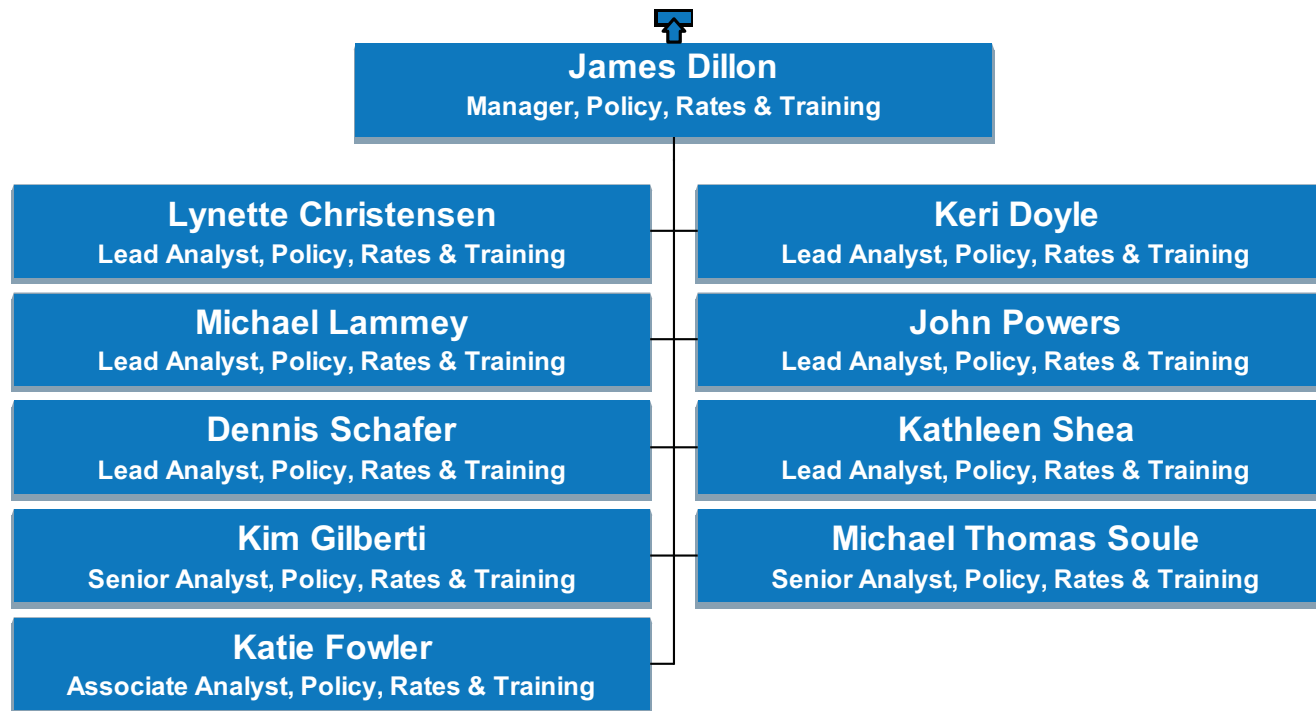
# US Customer



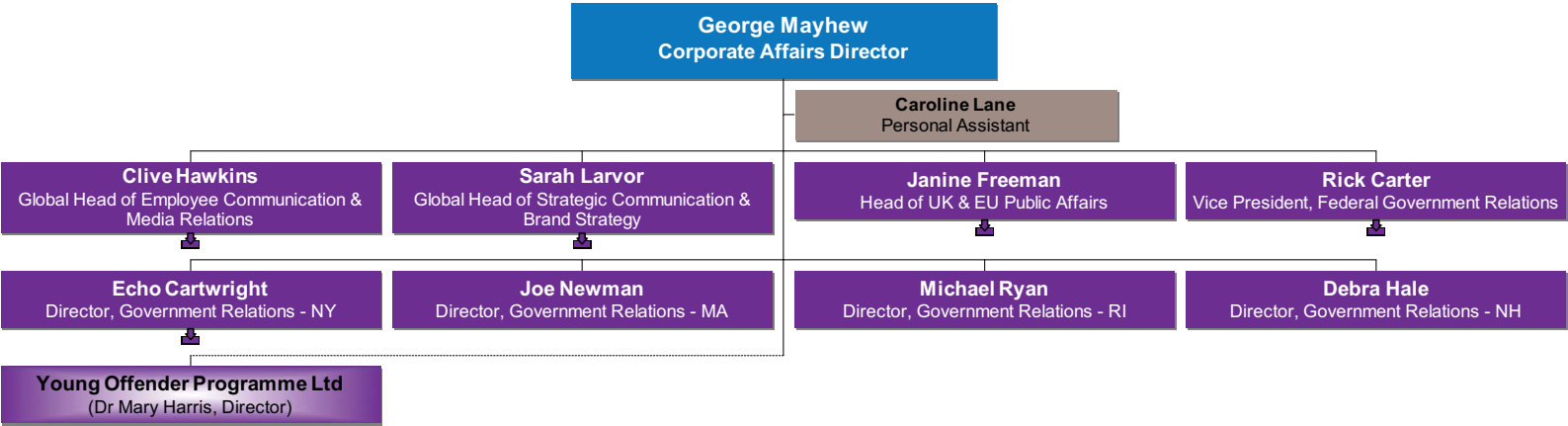
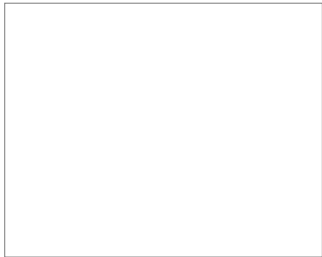


# US Customer

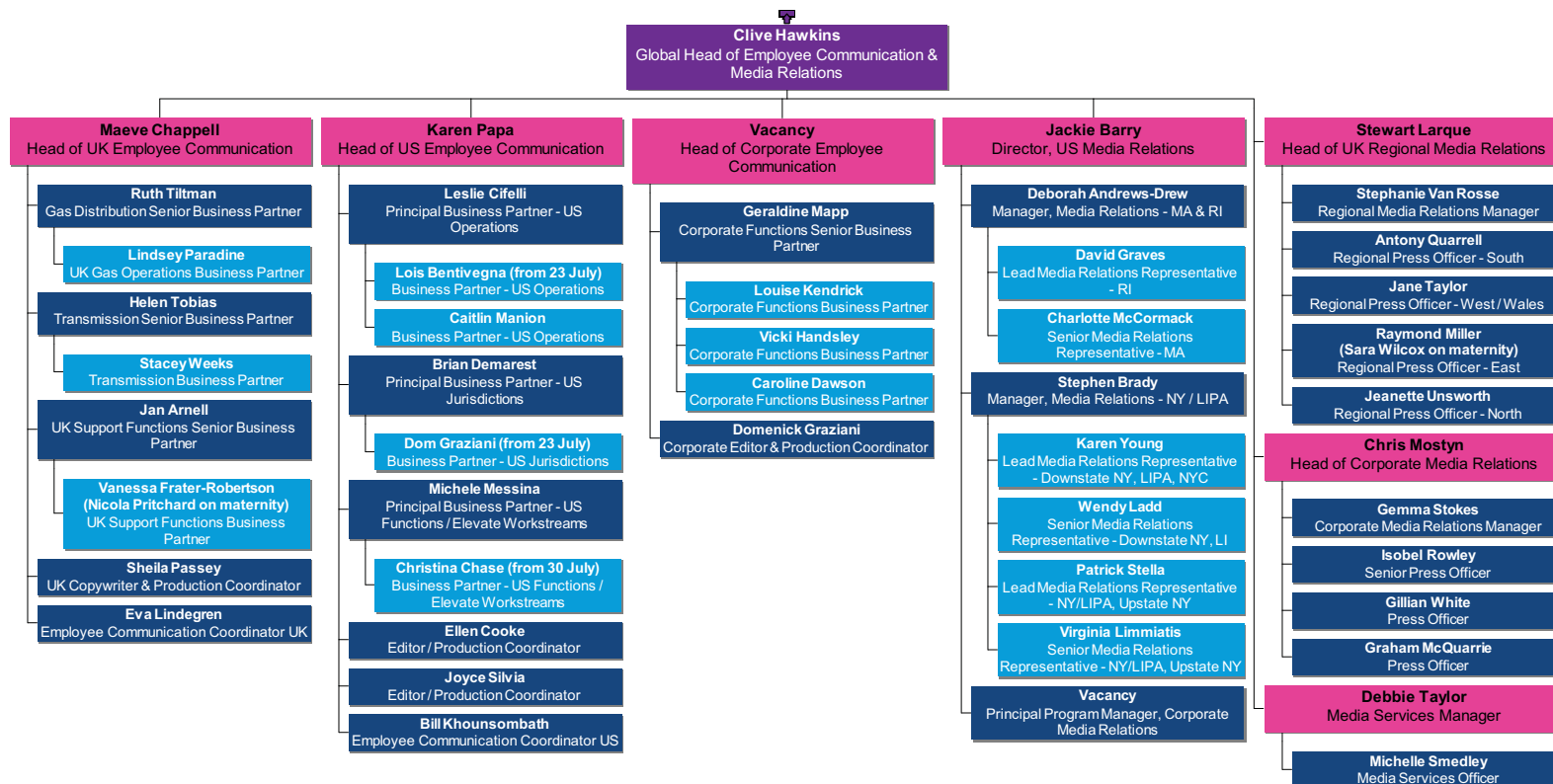




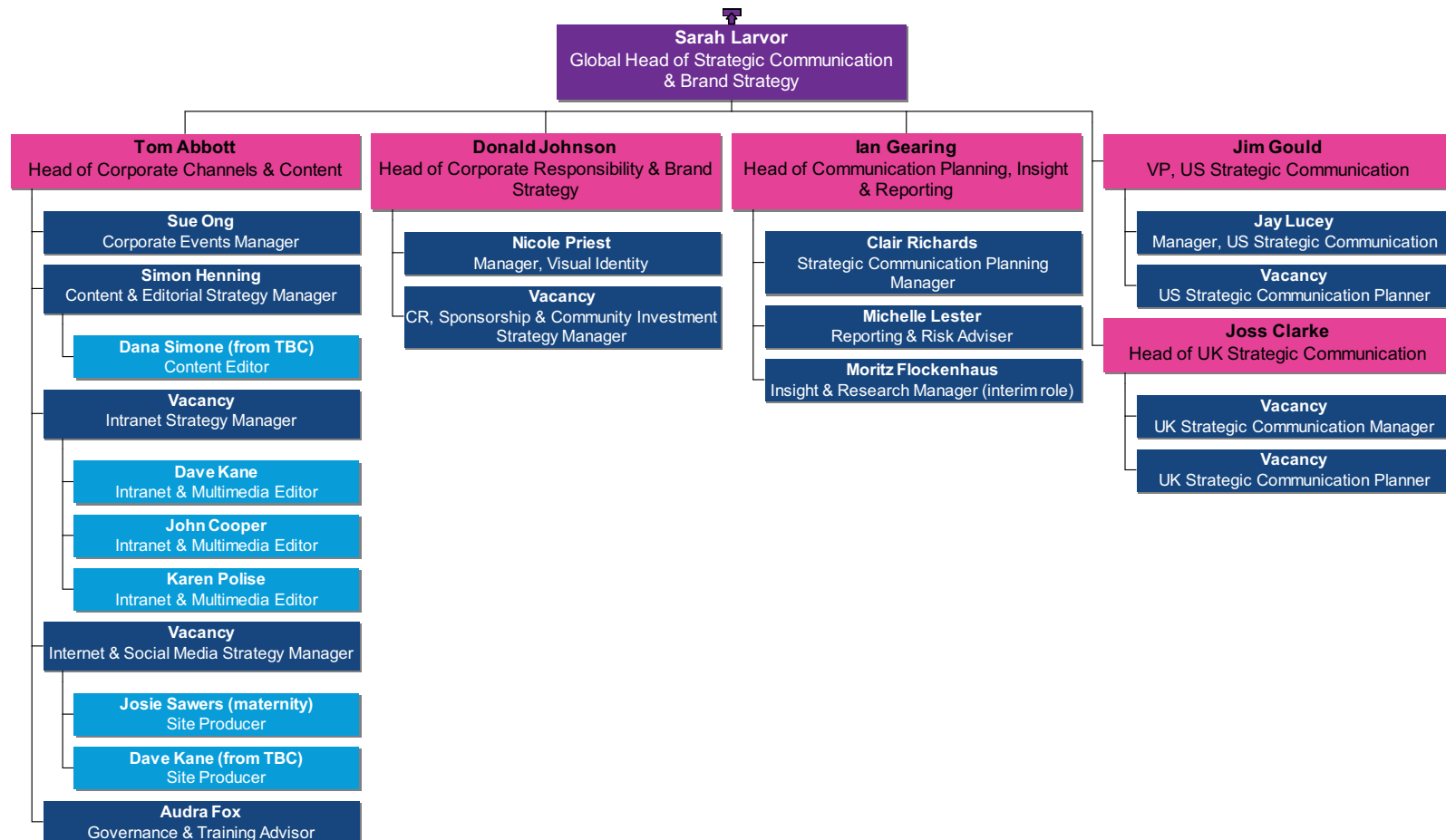
Corporate Affairs



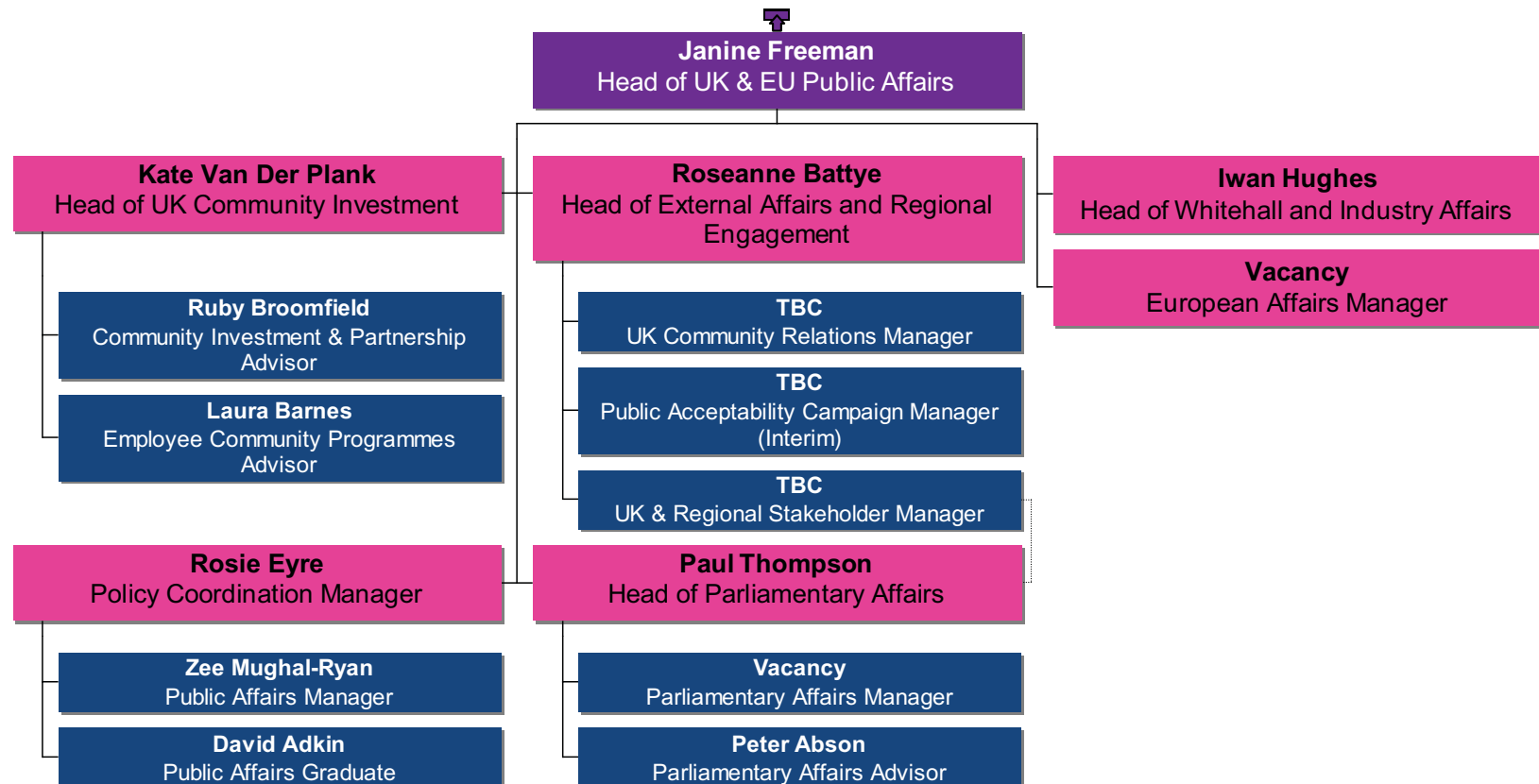
## Corp Affairs - Employee Communication & Media Relations



## Corp Affairs - Strategic Communication & Brand Strategy

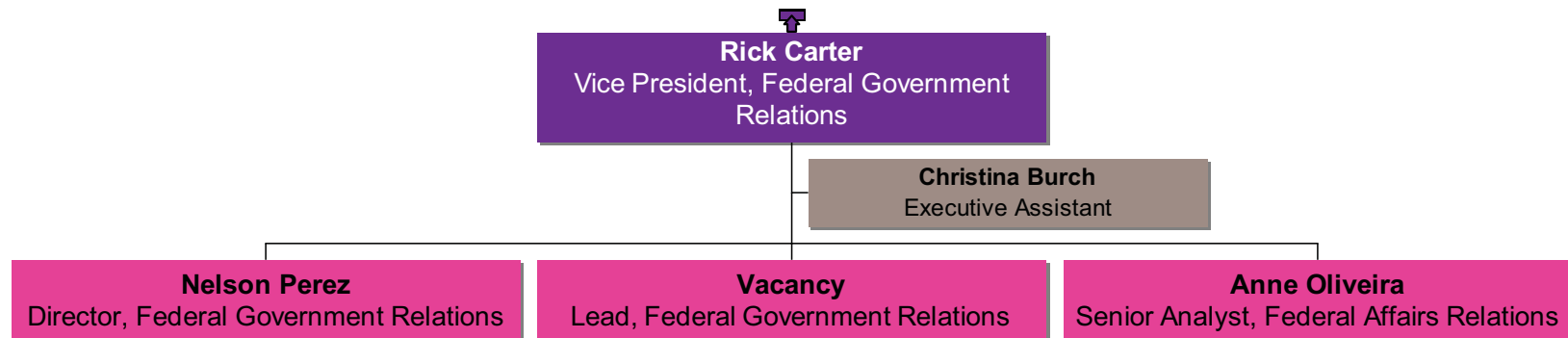


## Corp Affairs - UK & EU Public Affairs

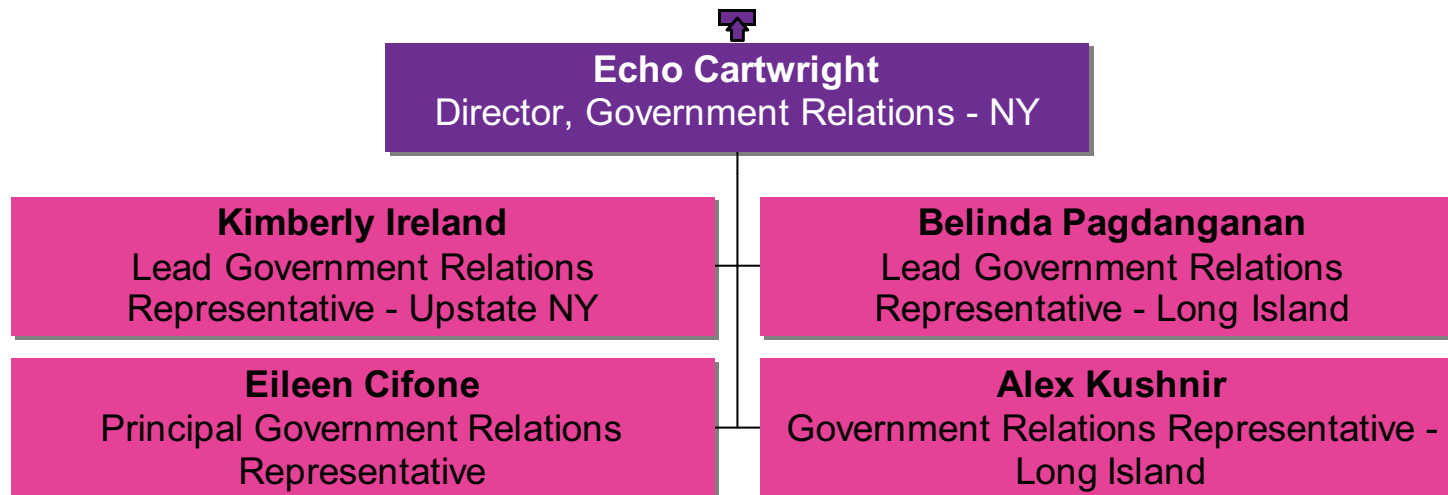


Consultation in process - remainder of roles to be announced

## Corp Affairs - US Federal Government Relations

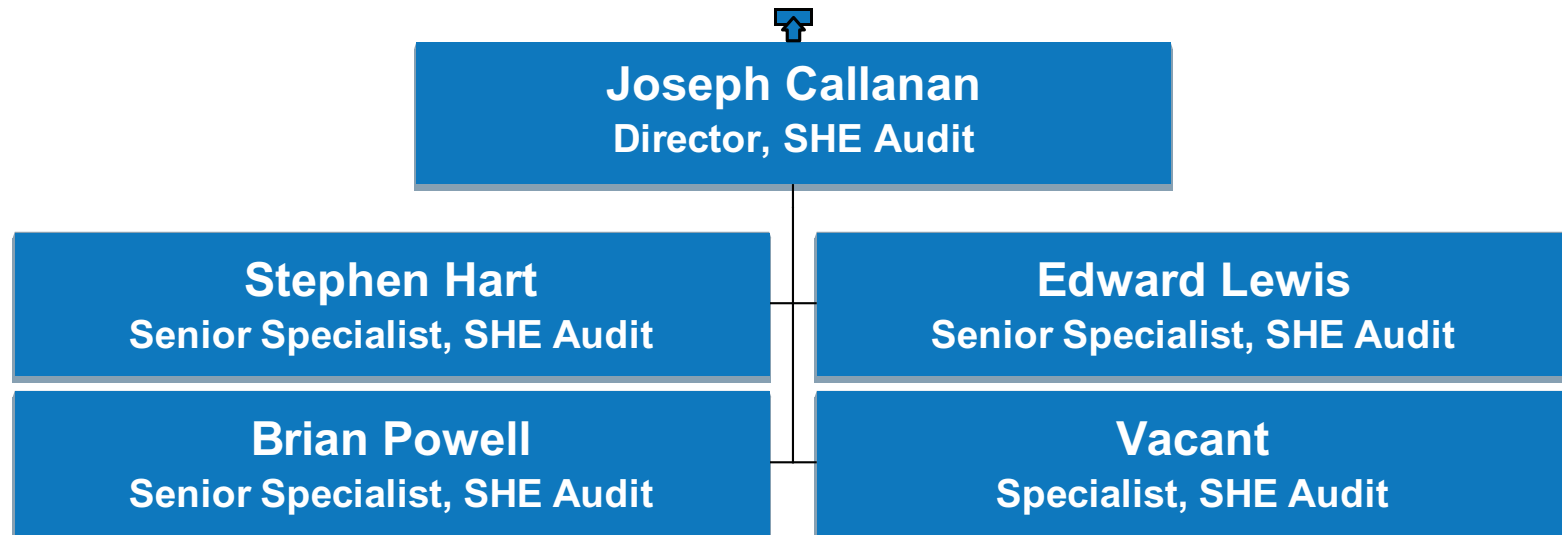


## Corp Affairs - US Government Relations - NY

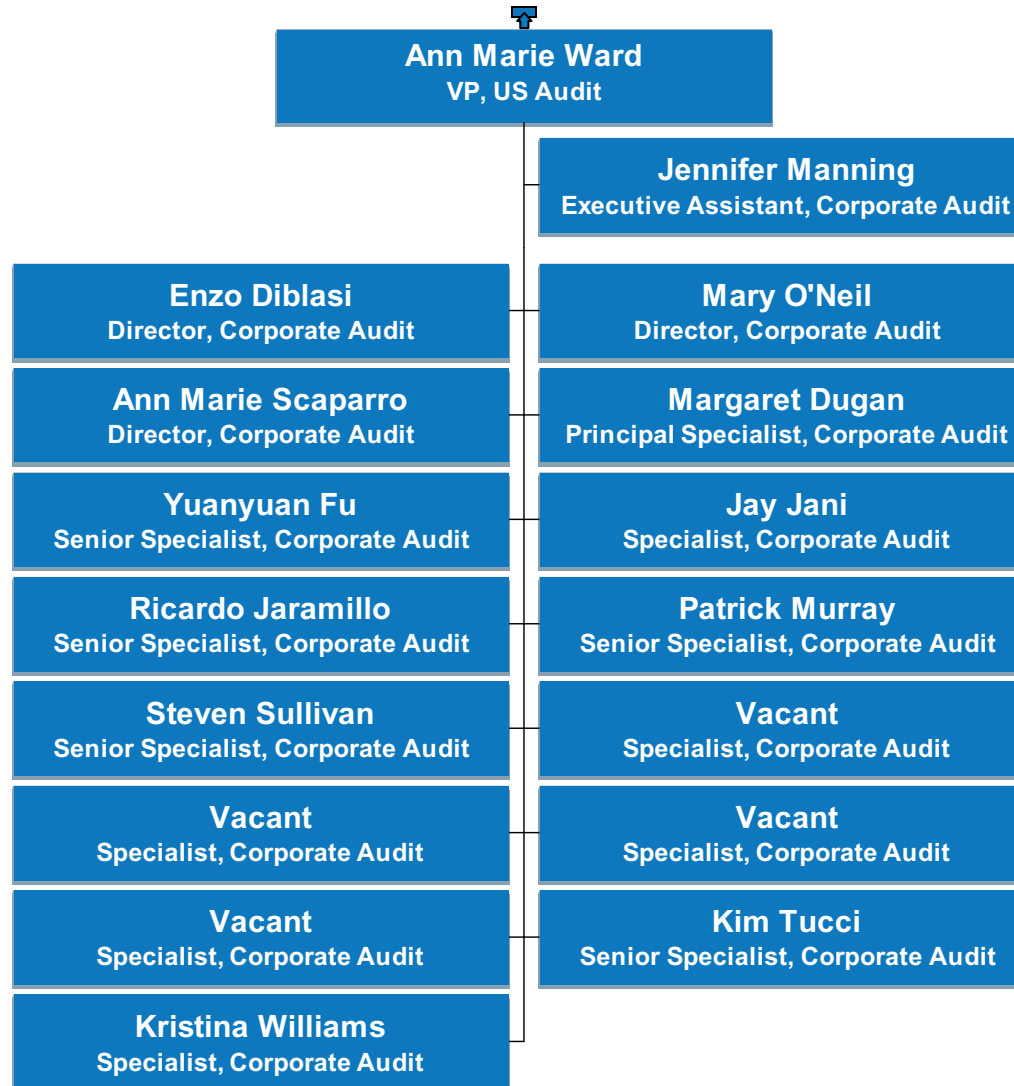




# US Audit



# US Audit



# Electricity Distribution & Generation

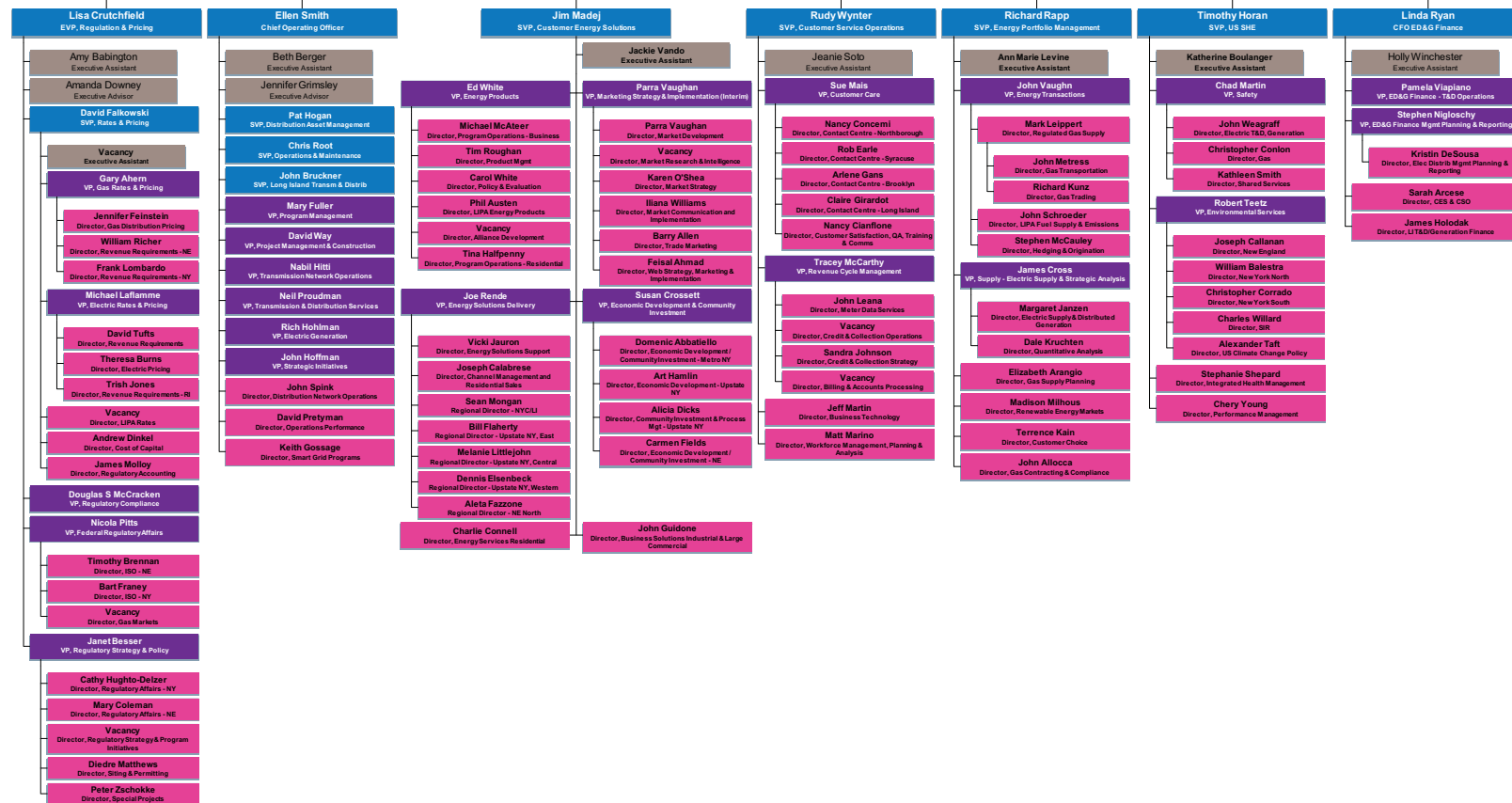
Refreshed 22-Nov-2010

These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



**Tom King**  
Executive Director, Electricity Distribution & Generation

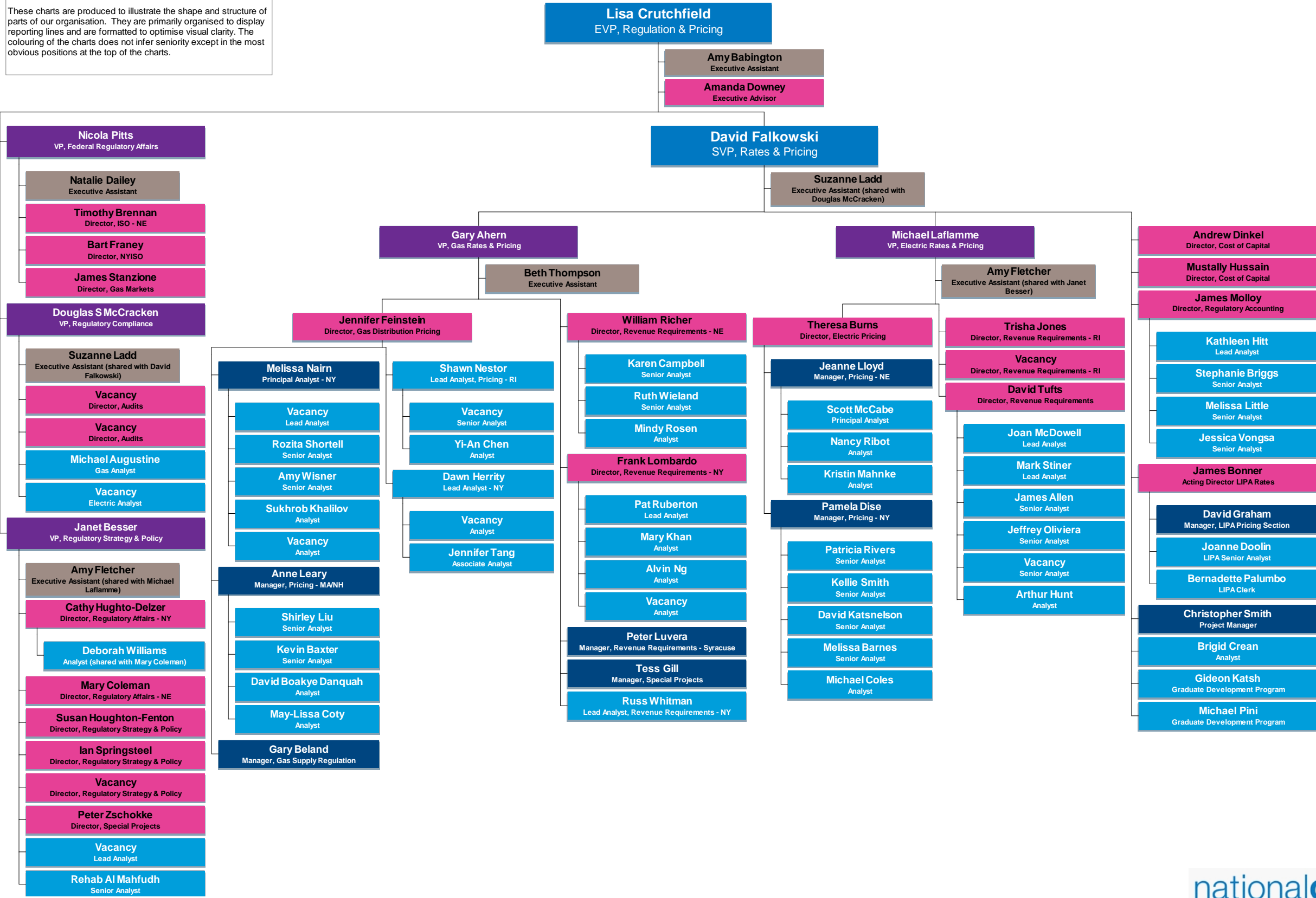
**Judi Tervo**  
Executive Assistant  
**Joel Semel**  
Executive Advisor



# US Regulation & Pricing

Refreshed 06/29/2010

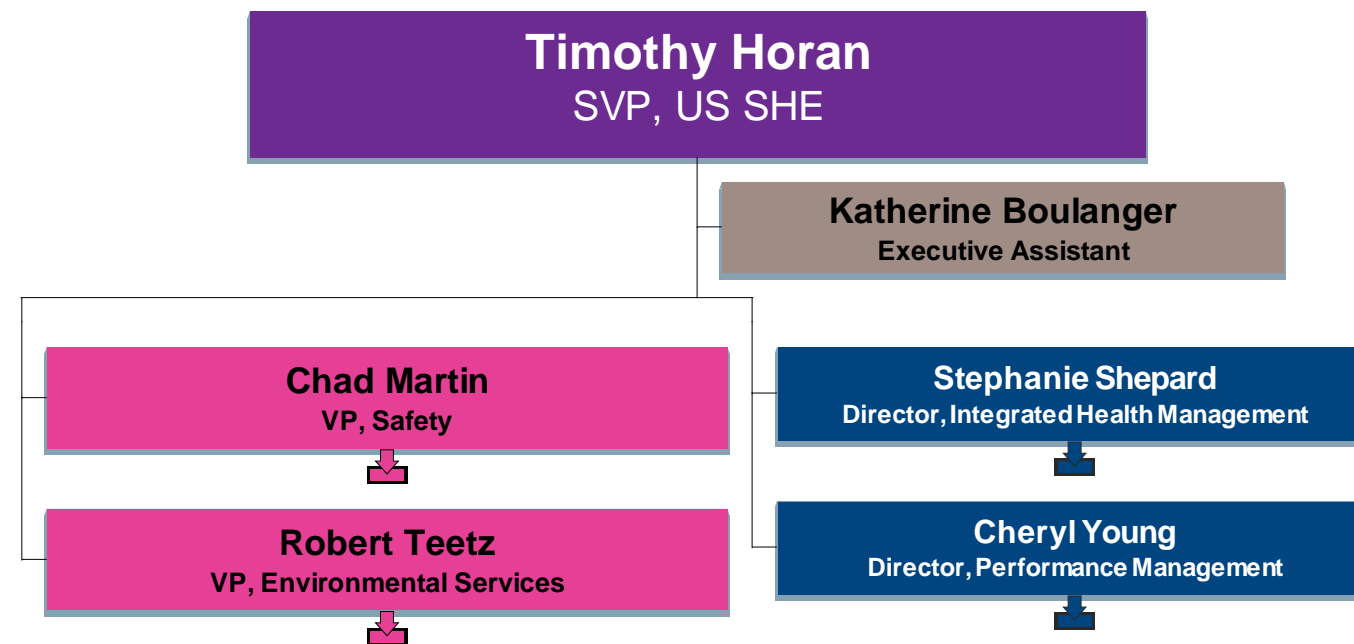
These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



# US SHE

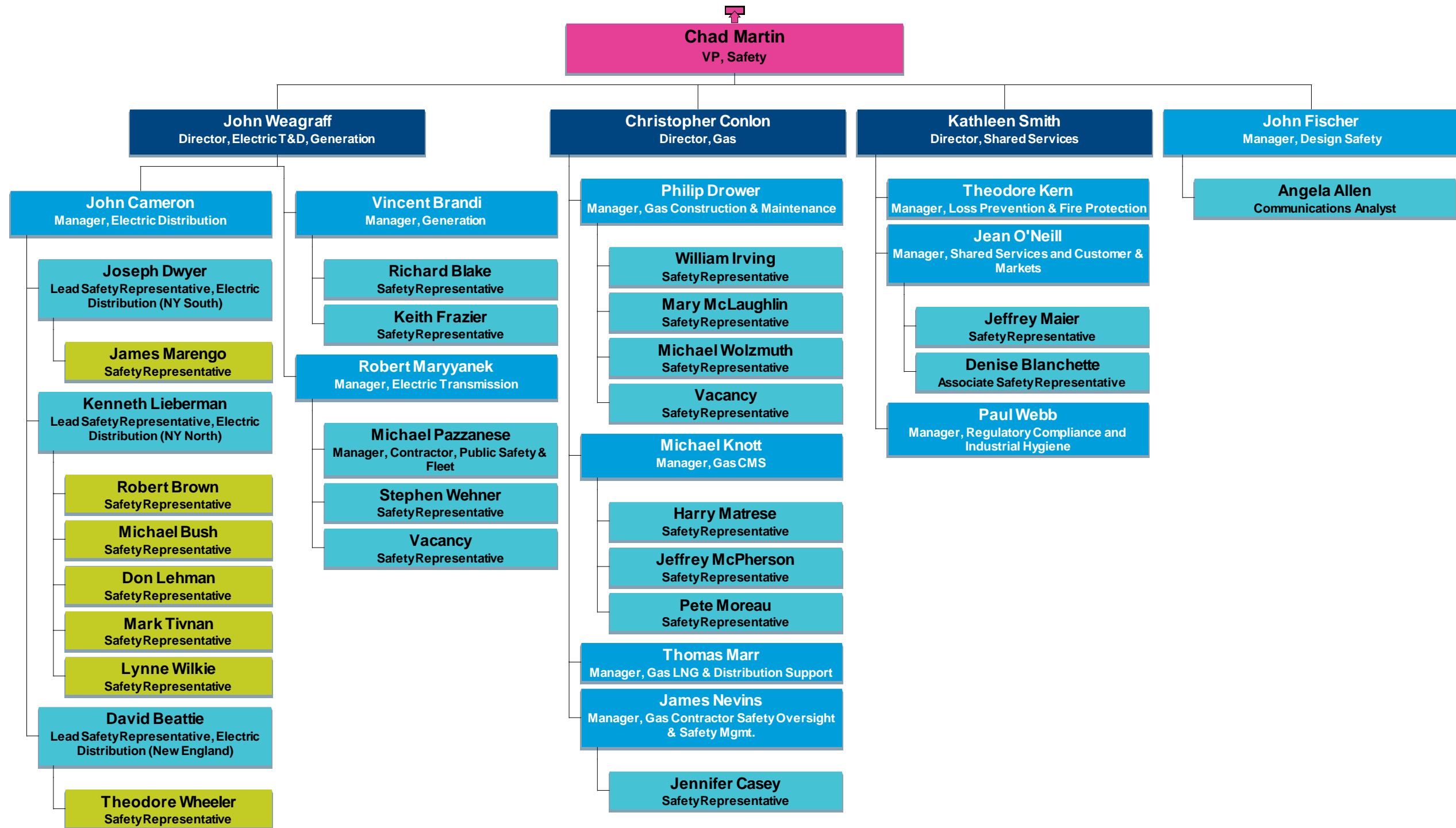
Refreshed 16-Nov-2010

These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



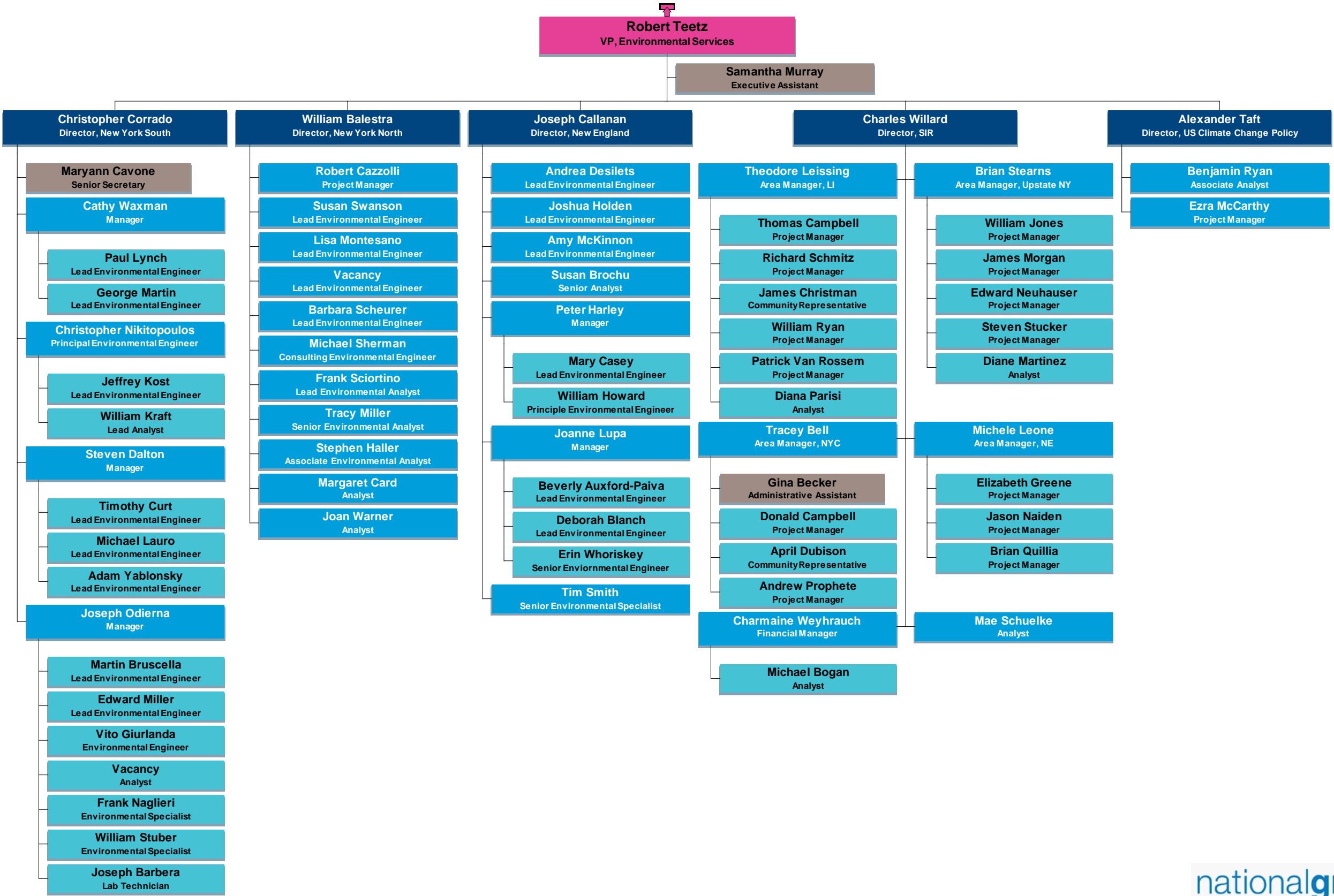
# US SHE - Safety

Refreshed 16-Nov-2010



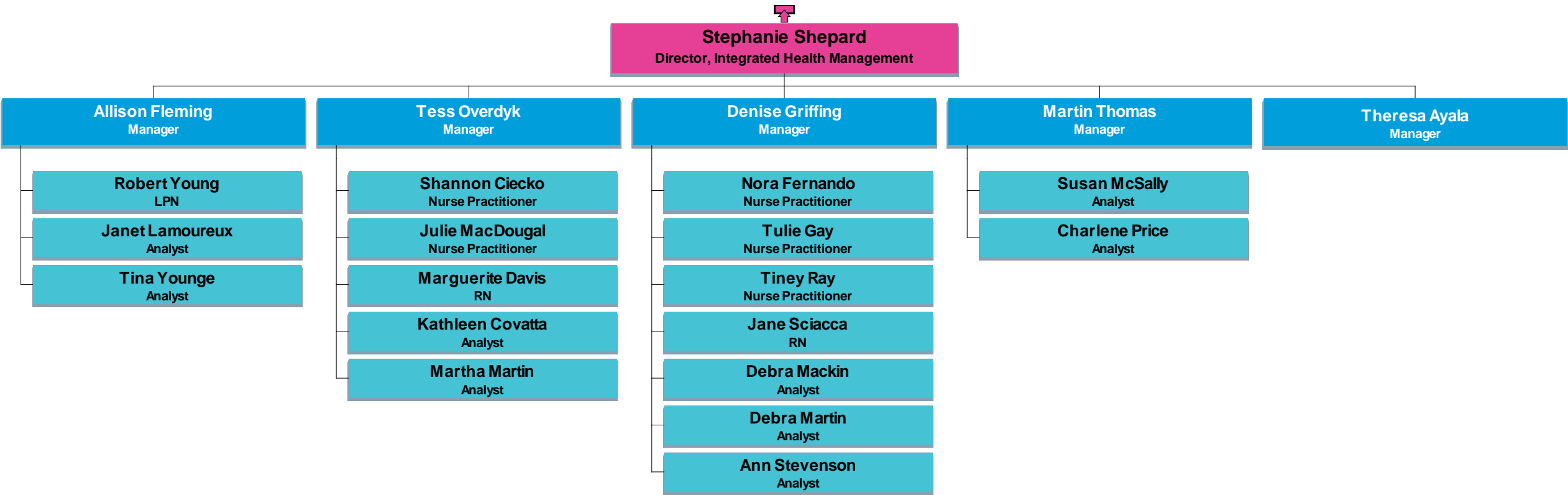
# US SHE - Environmental Services

Refreshed 16-Nov-2010



# US SHE - Integrated Health Management

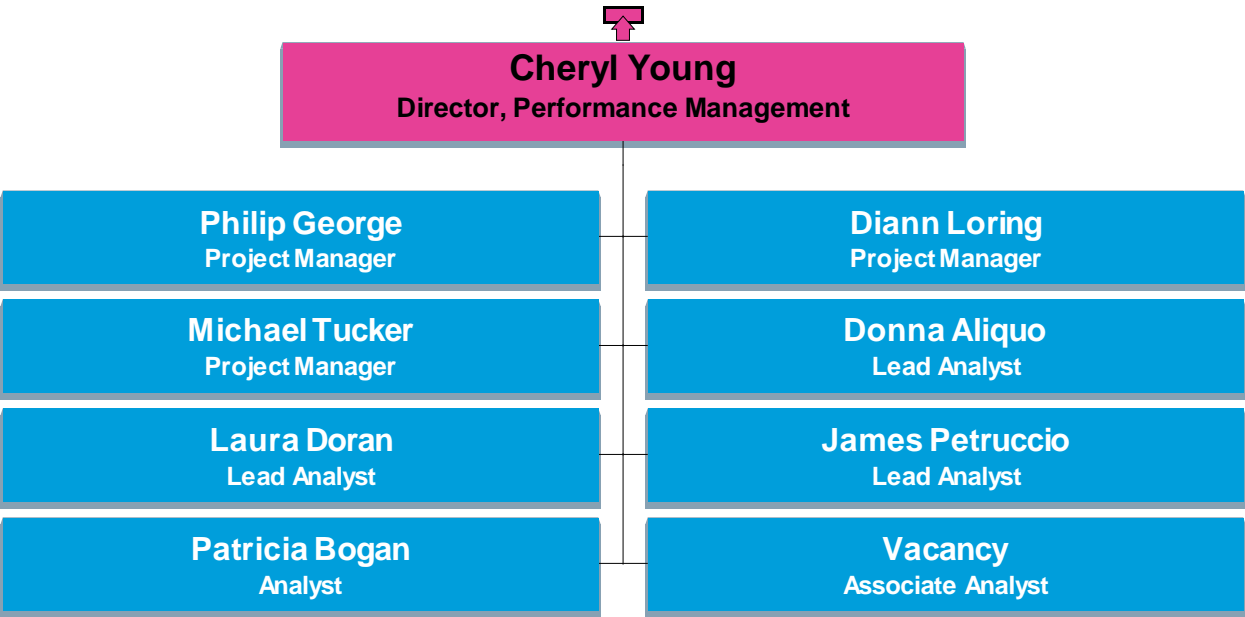
Refreshed 16-Nov-2010





# US SHE - Performance Management

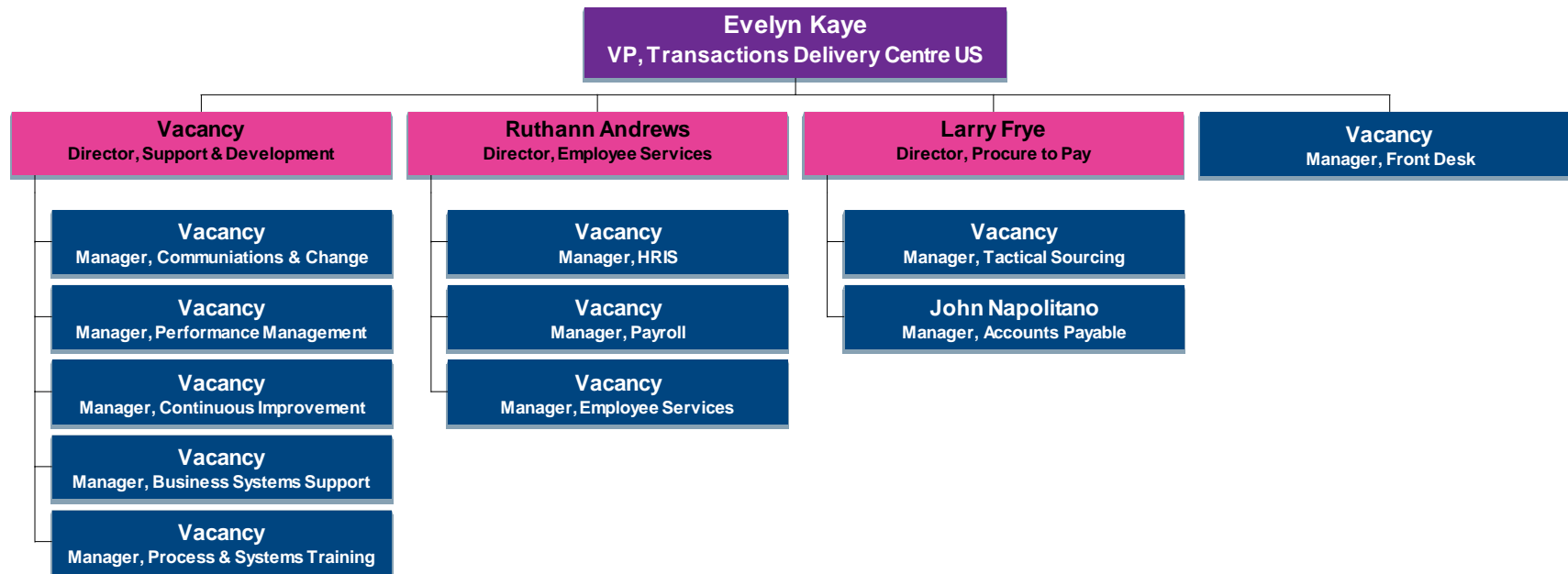
Refreshed 16-Nov-2010



## US Shared Services - Transactions Delivery Centre

Refreshed 10-Nov-2010

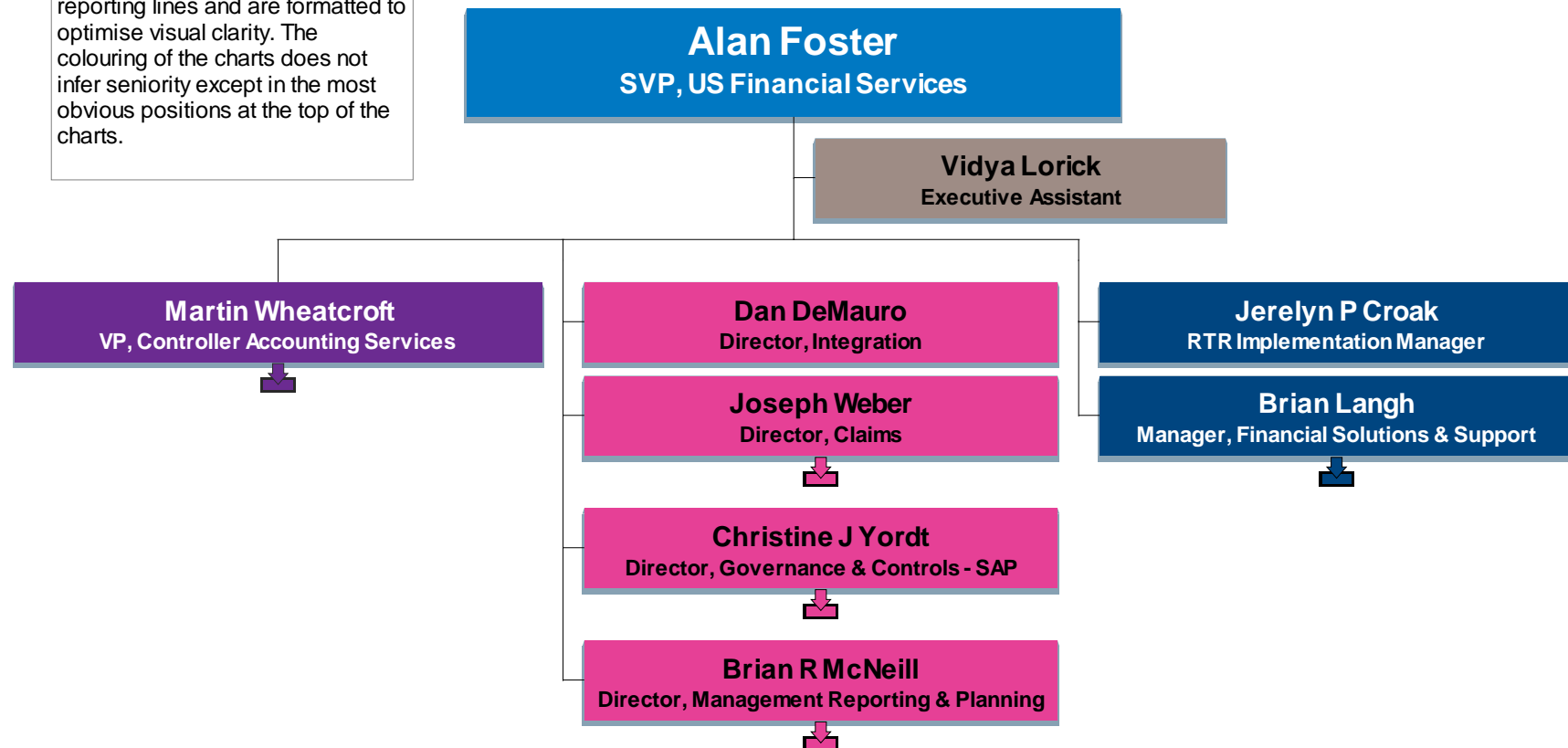
These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



## US Financial Services

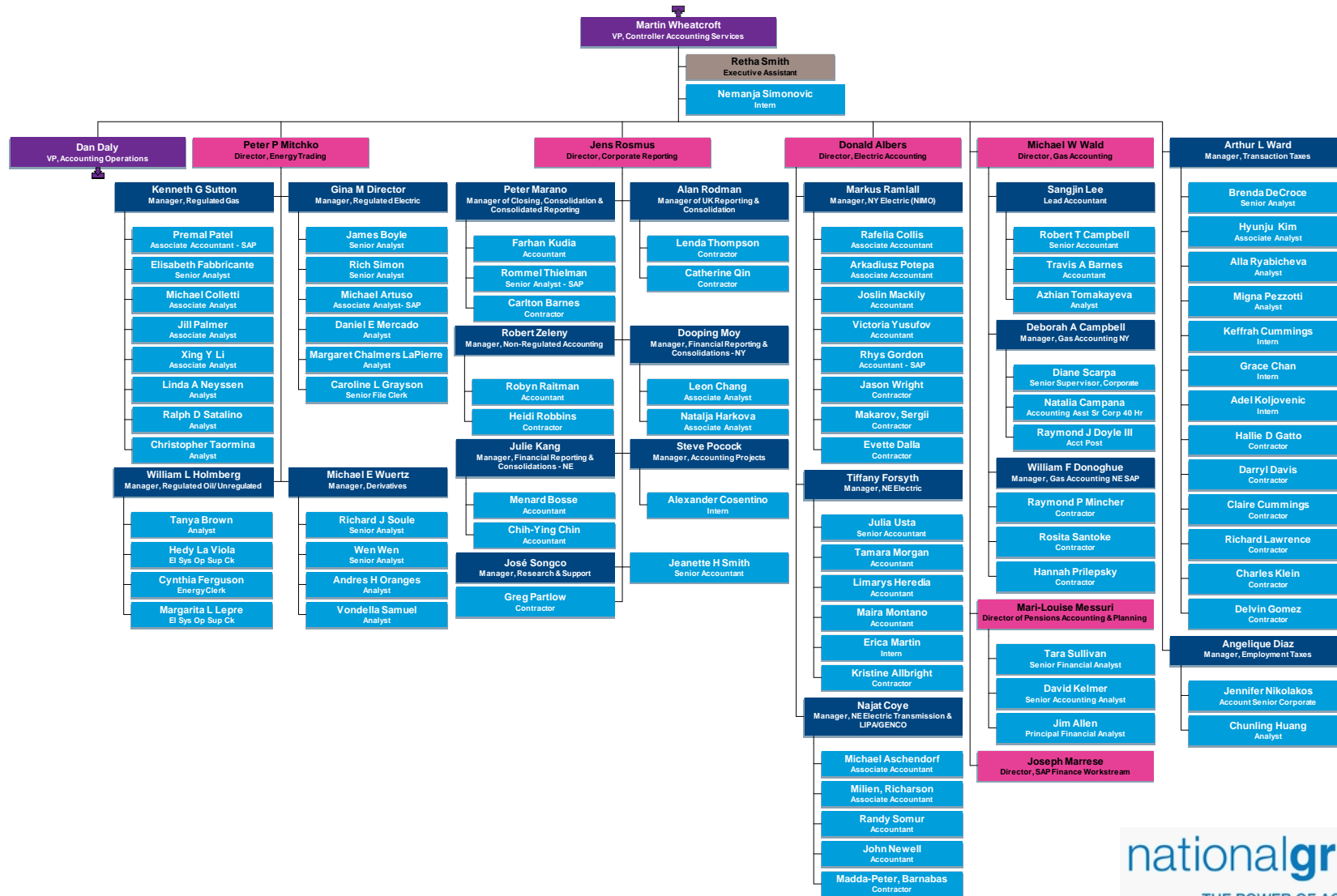
Refreshed 10-Jan-2011

These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



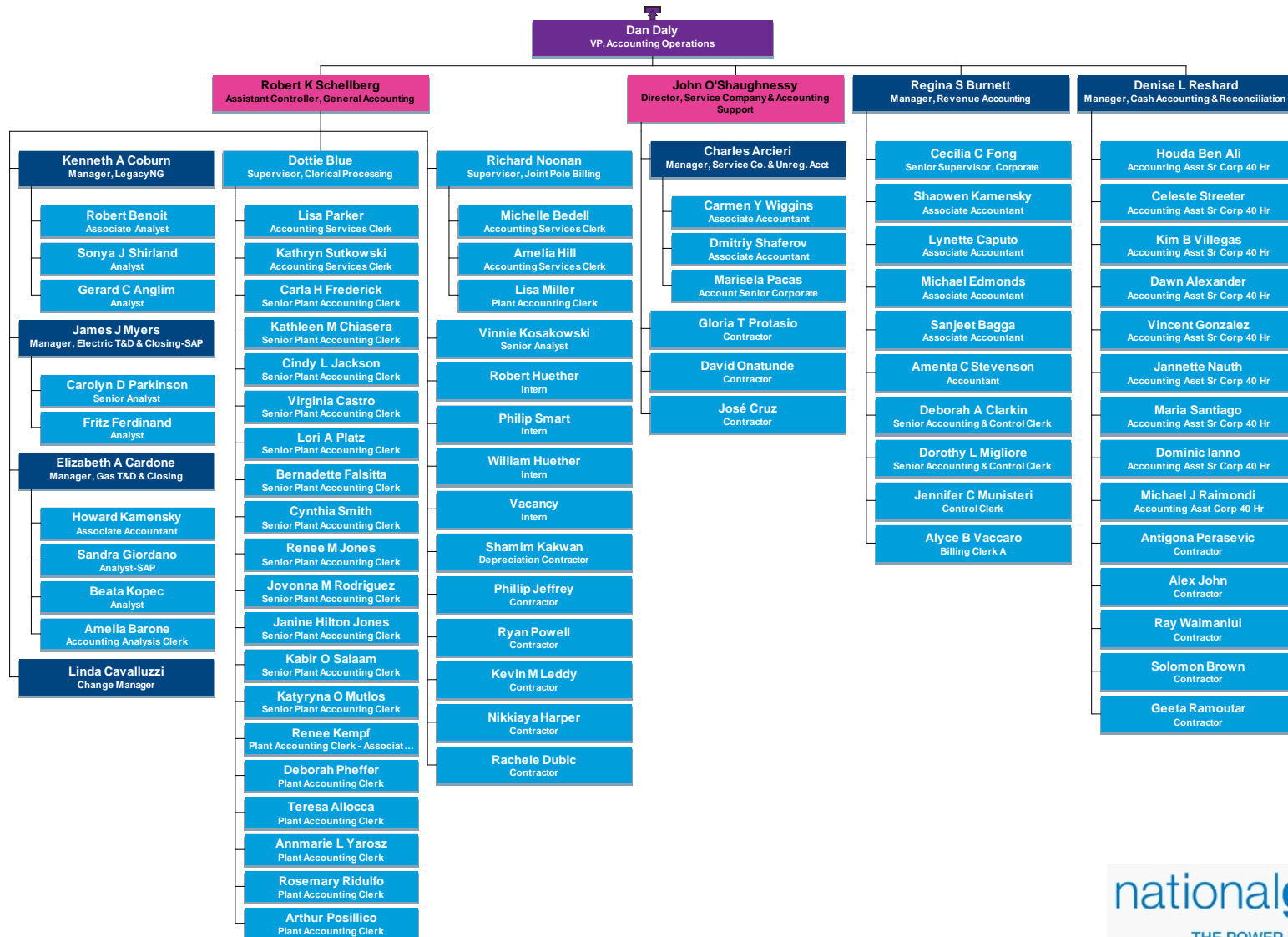
# US Fin Serv - Controller Accounting Services

Refreshed 10-Jan-2011



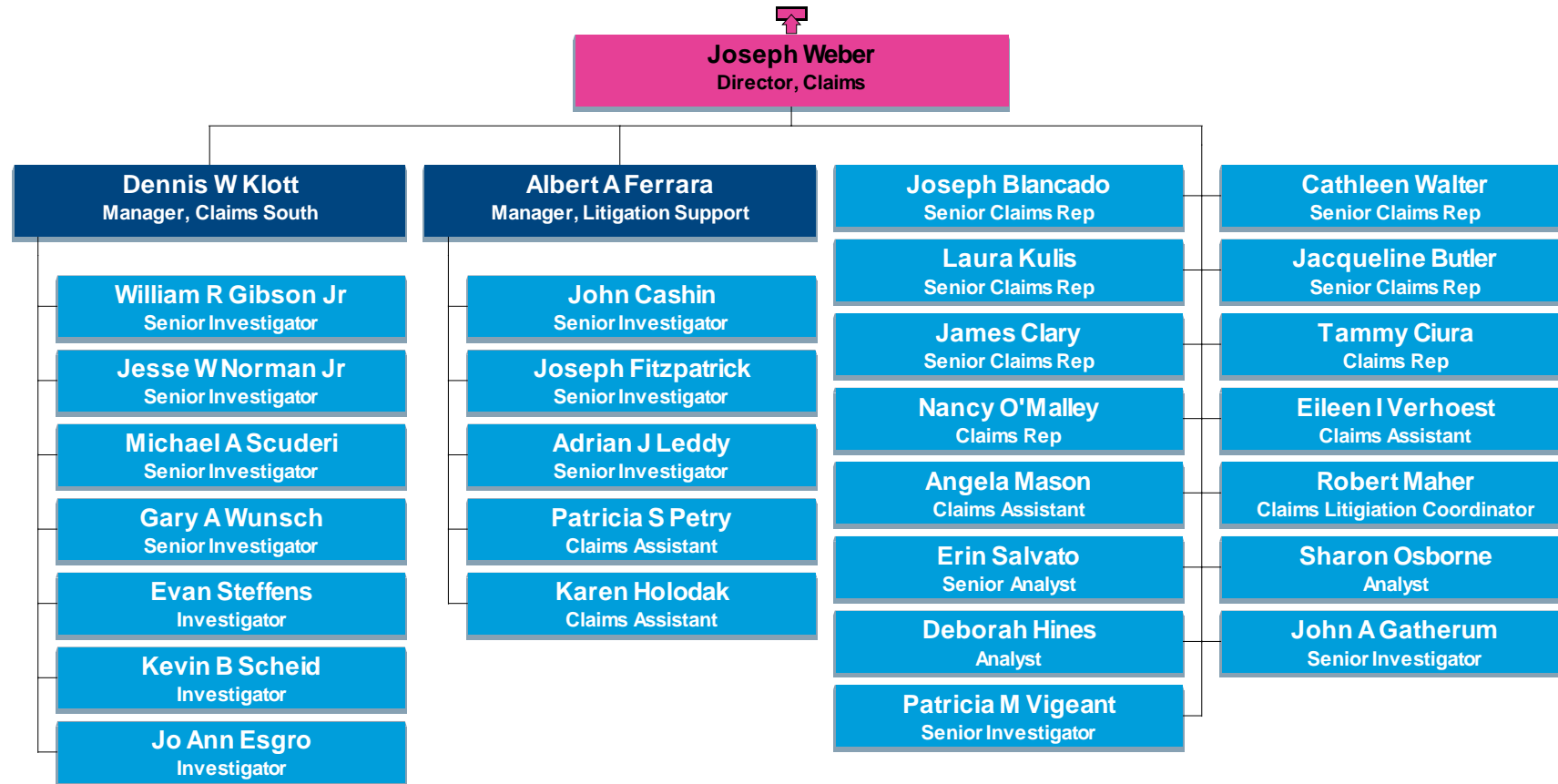
# US Fin Serv - Controller Accounting Services (Accounting Operations)

Refreshed 10-Jan-2011



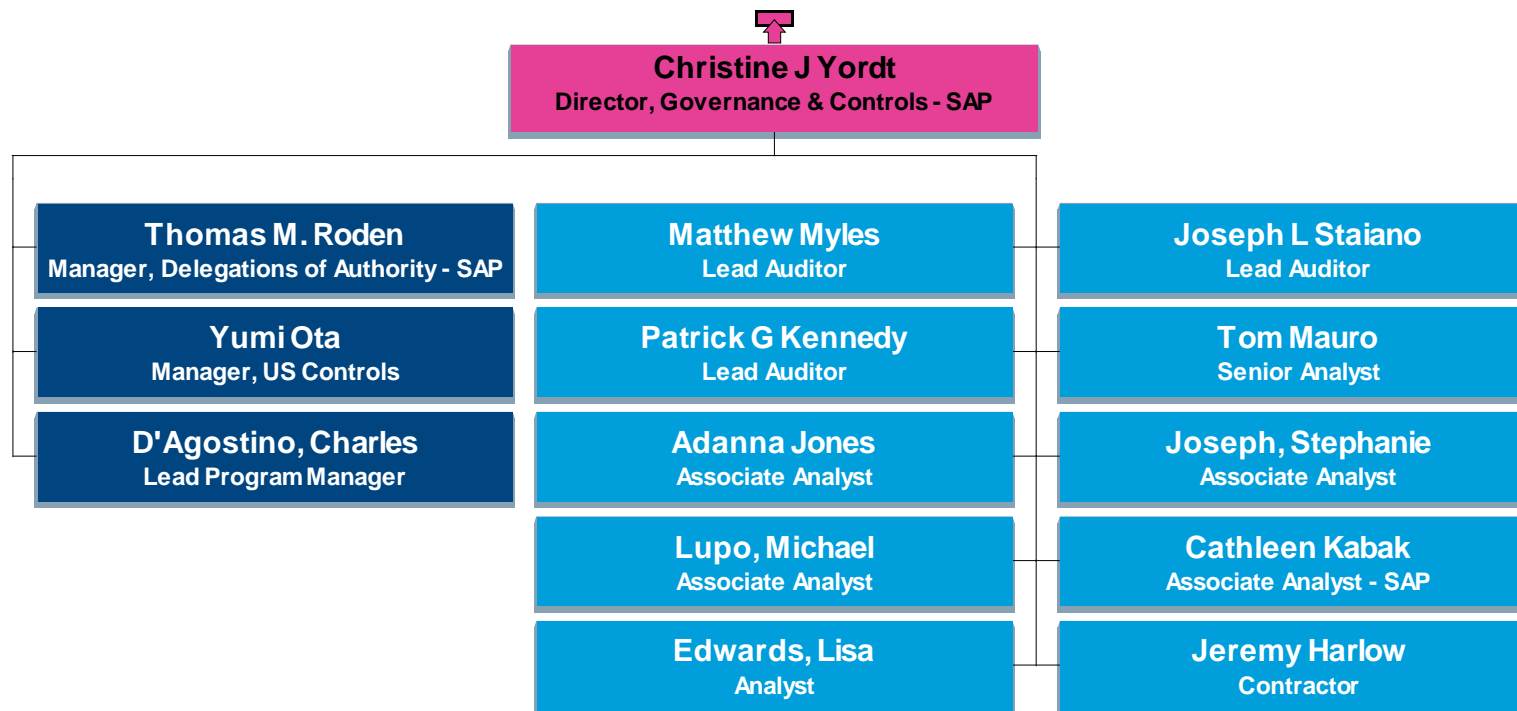
## US Fin Serv - Claims

Refreshed 10-Jan-2011



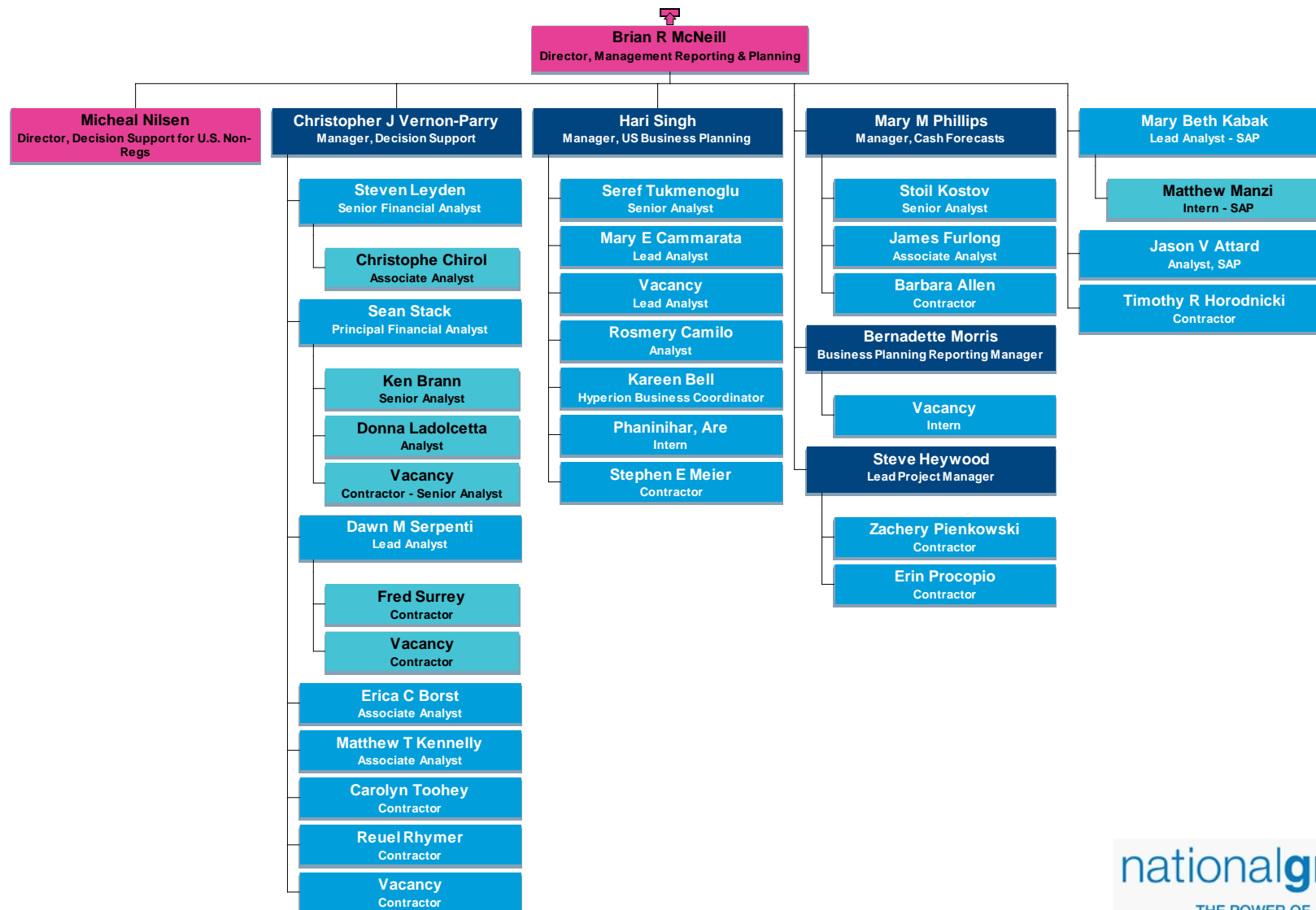
## US Fin Serv - Governance & Controls - SAP

Refreshed 10-Jan-2011



# US Fin Serv - Management Reporting & Planning

Refreshed 10-Jan-2011





## US Fin Serv - Financial Solution & Support

Refreshed 10-Jan-2011



# US Gas Distribution

Refreshed 5-Jan-2011

These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



**Nick Stavropoulos**  
EVP & COO, US Gas Distribution

**Nancy Mastrocola**  
Executive Assistant

**Carol Decina**  
Executive Advisor

**James Howe**  
SVP, Network Strategy

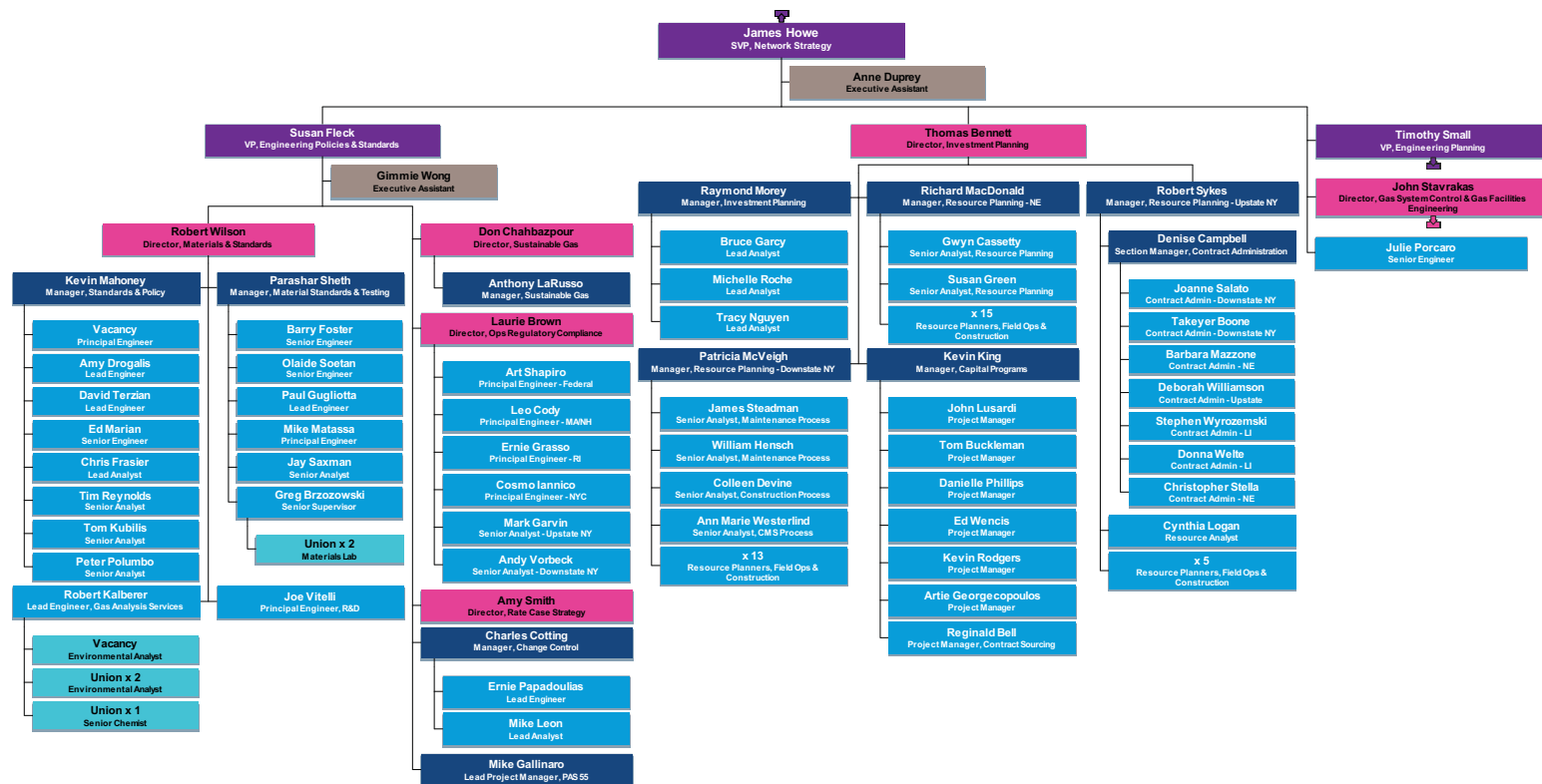
**William Akley**  
SVP, Operations & Construction

**Mallik Angalakudati**  
Acting VP, Distribution Support

**David Doxsee**  
VP, US Gas Distribution Finance

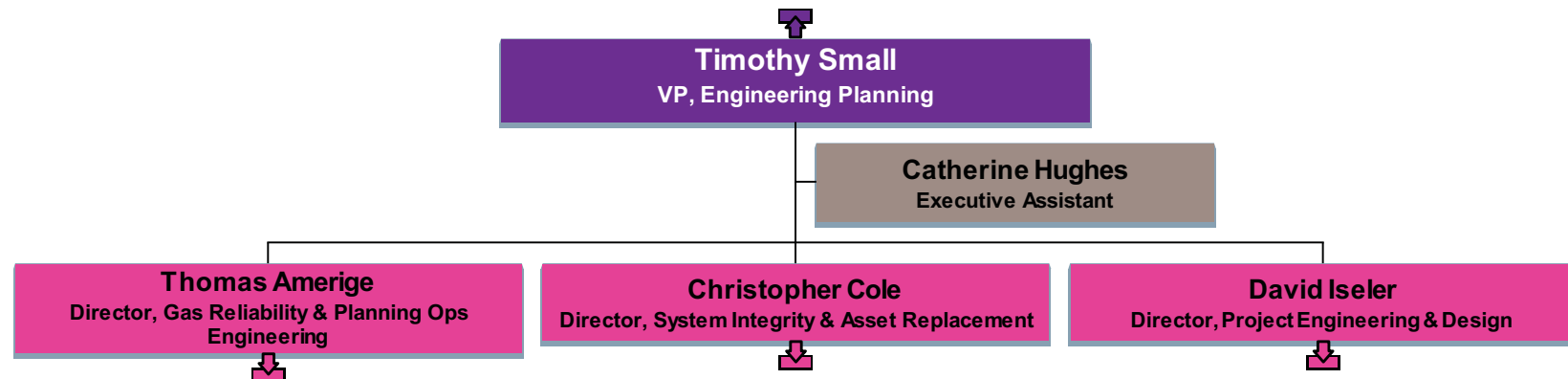
# US GD - Network Strategy

Refreshed 5-Jan-2011



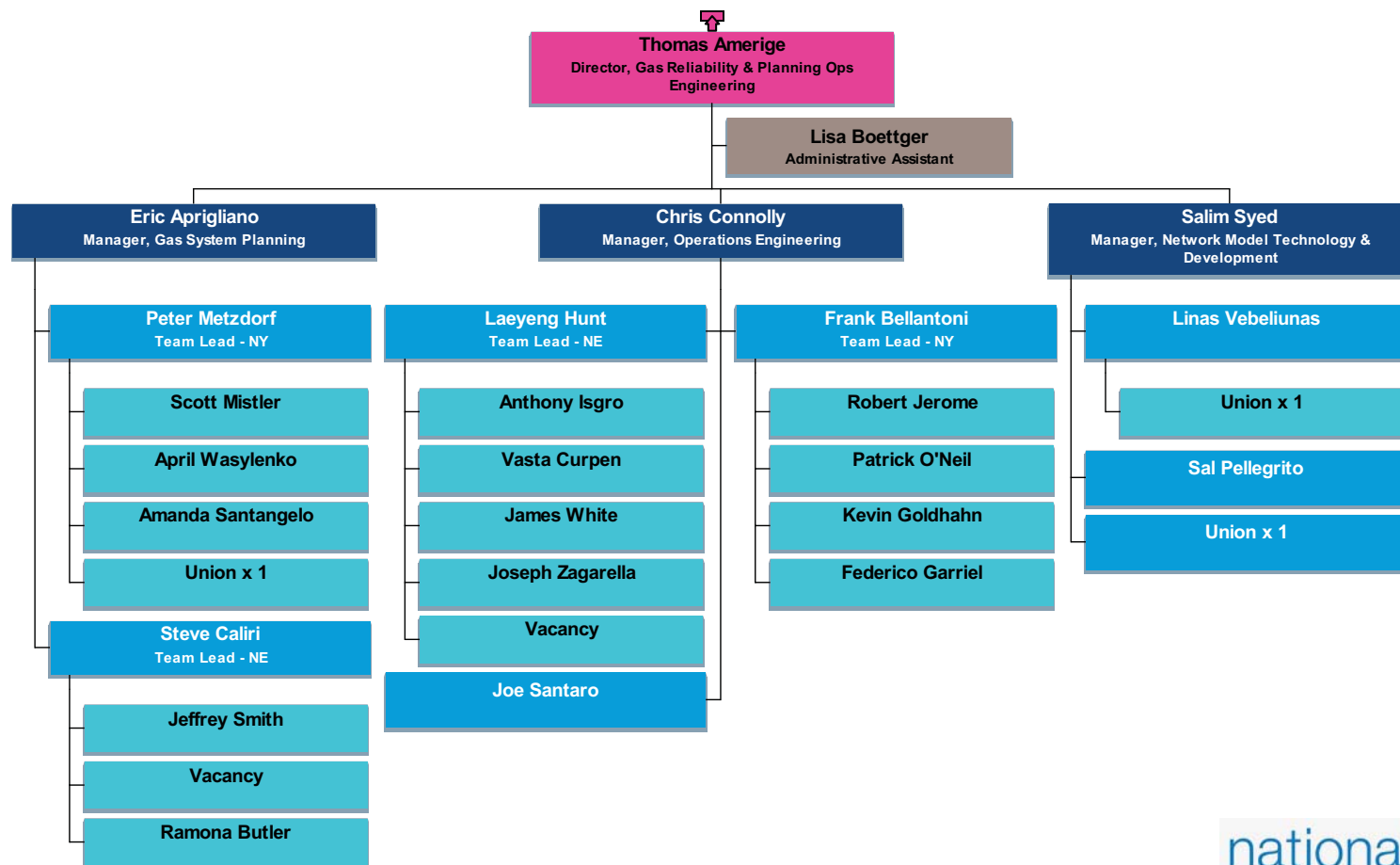
# US GD - Network Strategy, Engineering Planning

Refreshed 5-Jan-2011



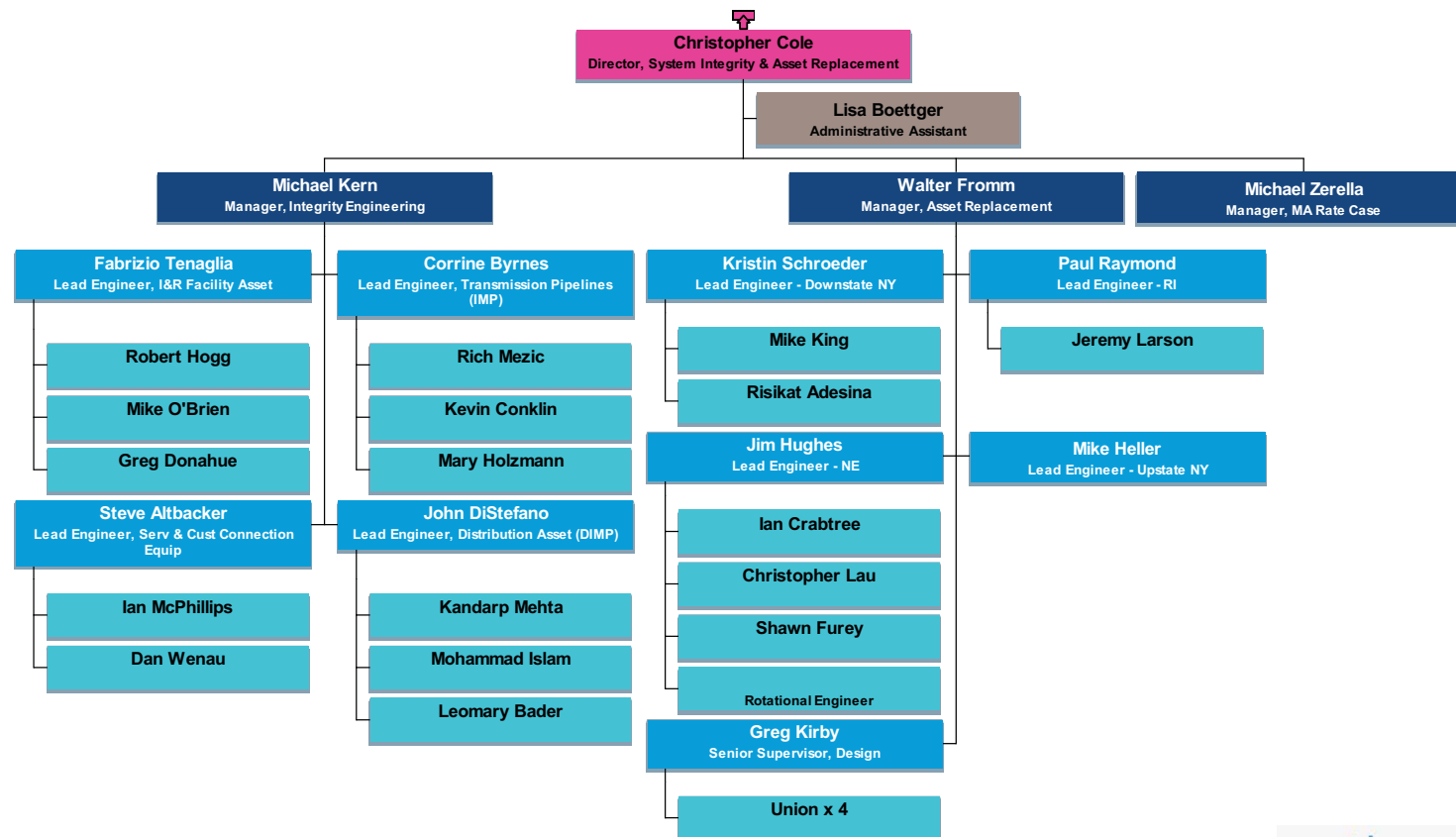
# UD GD - NS, Eng Plan (Gas Reliability & Planning Ops Eng)

Refreshed 5-Jan-2011



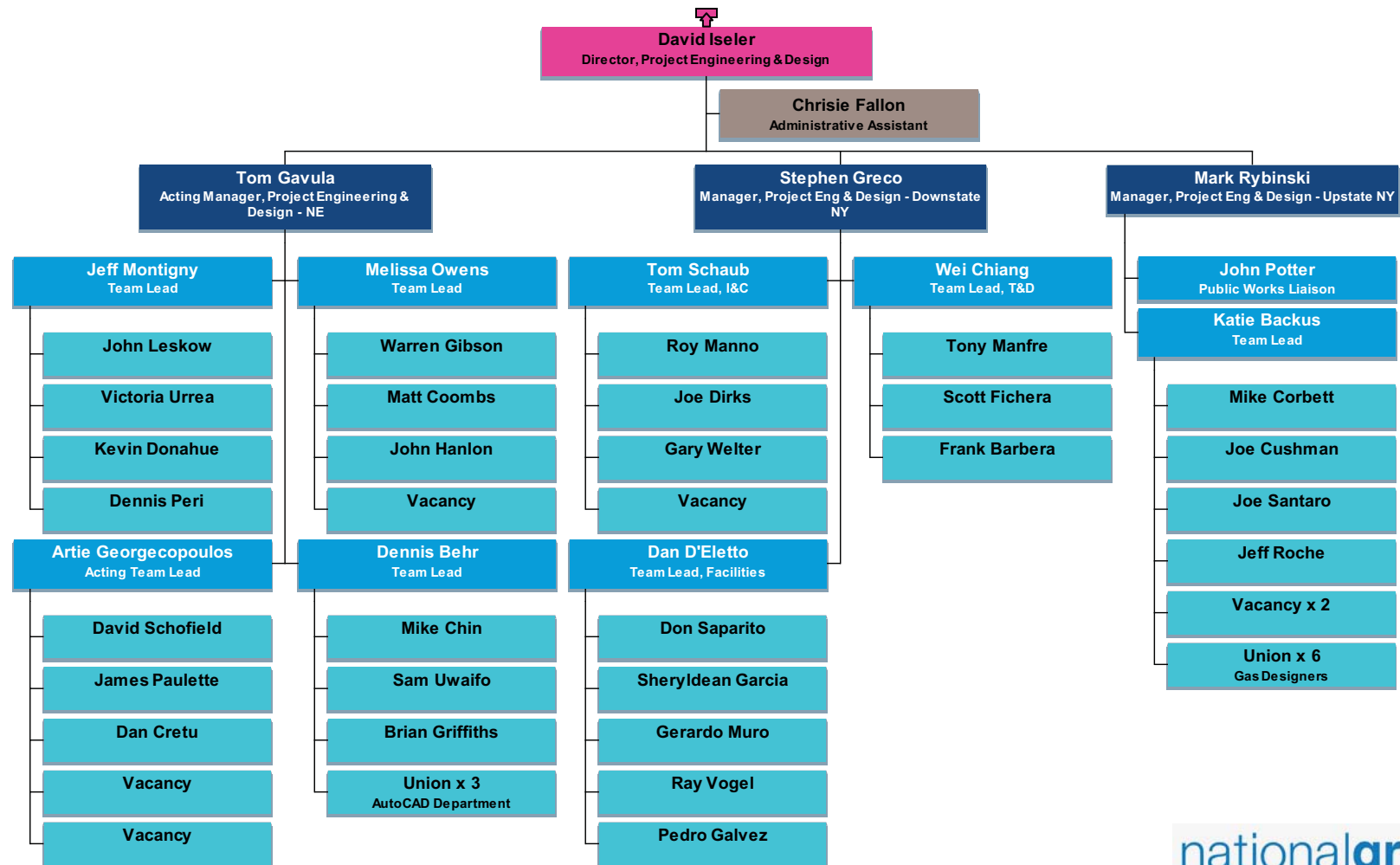
# US GD - NS, Eng Plan (System Integrity & Asset Replacement)

Refreshed 5-Jan-2011



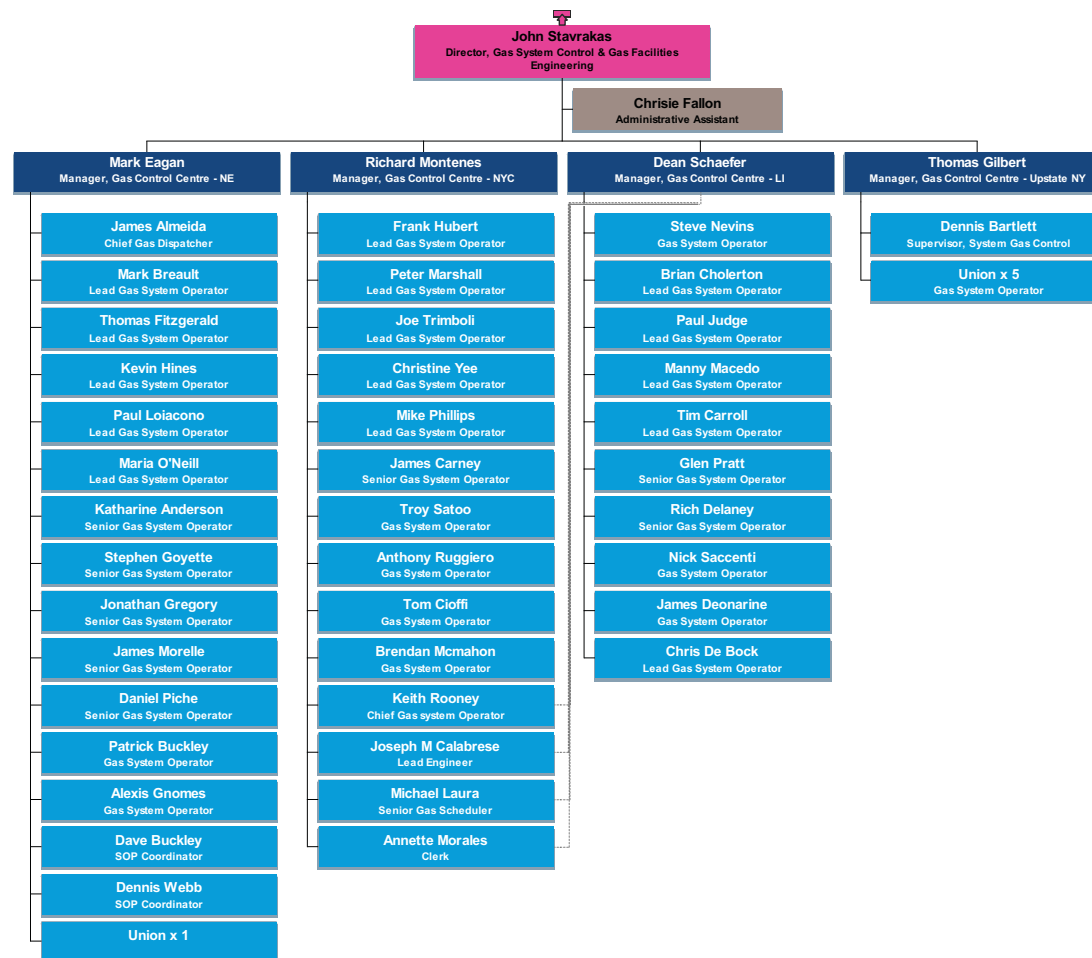
# US GD - NS, Eng Plan (Proj Eng & Design)

Refreshed 5-Jan-2011



# US GD - Network Strategy, Gas System Control & Gas Facilities Engineering

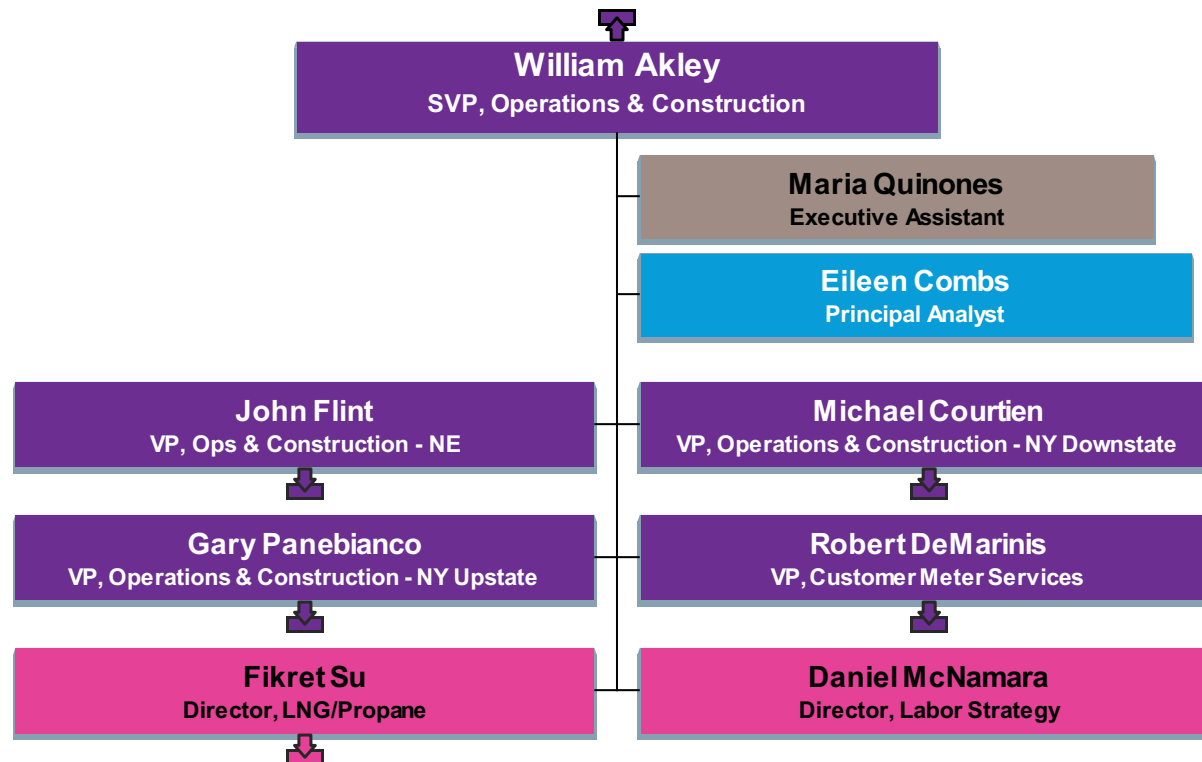
Refreshed 5-Jan-2011





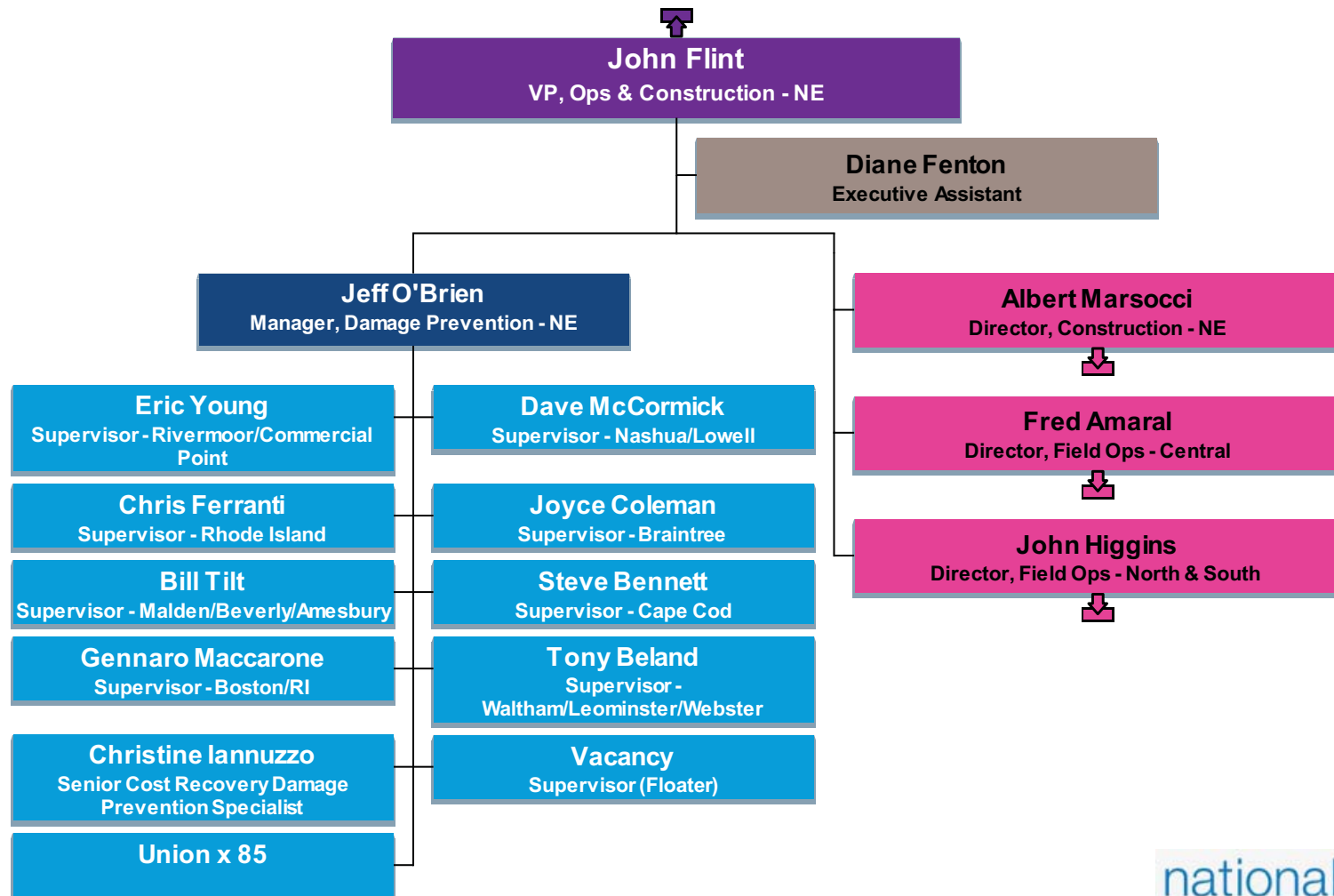
# US GD - Operations & Construction

Refreshed 5-Jan-2011



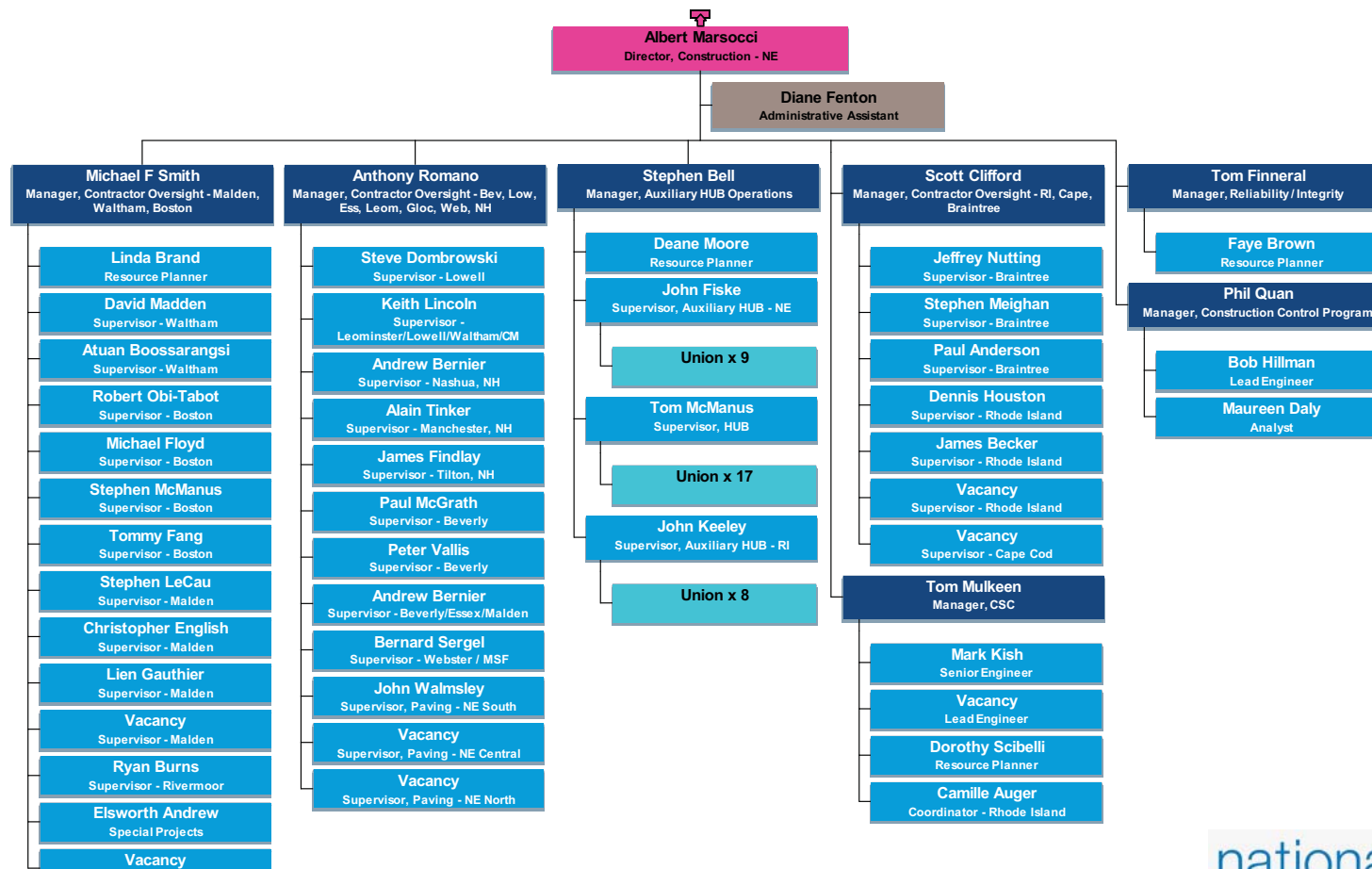
# US GD - Operations & Construction, NE

Refreshed 5-Jan-2011



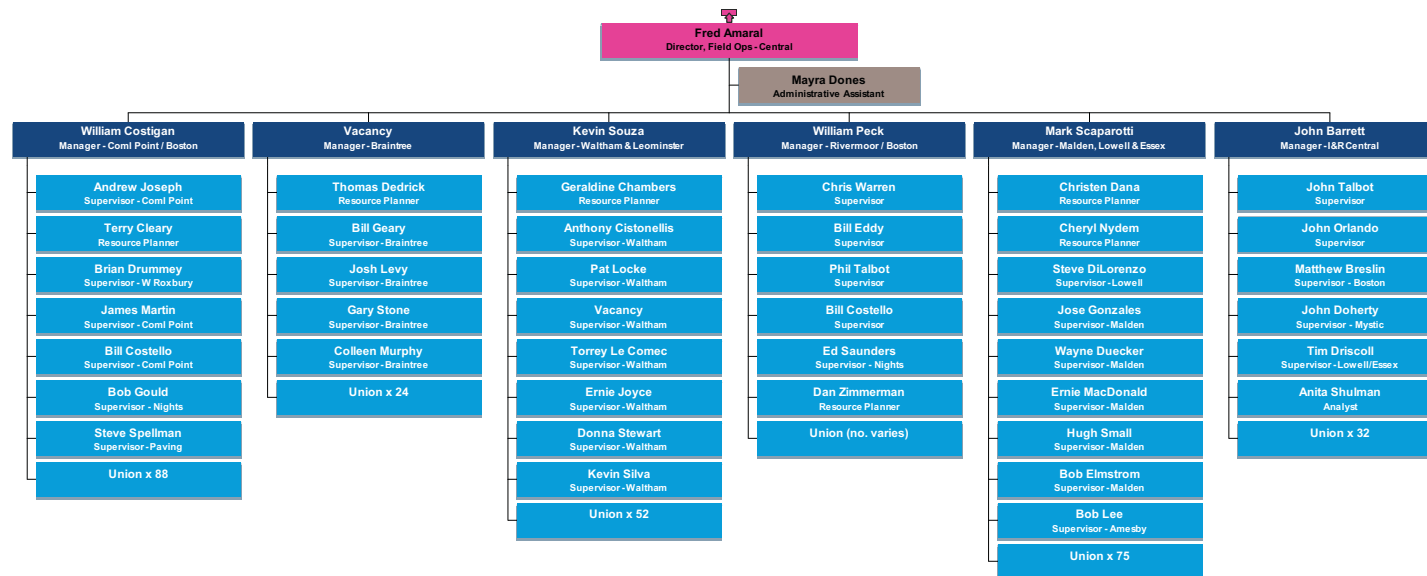
# US GD - Operations & Construction, NE (Construction)

Refreshed 5-Jan-2011



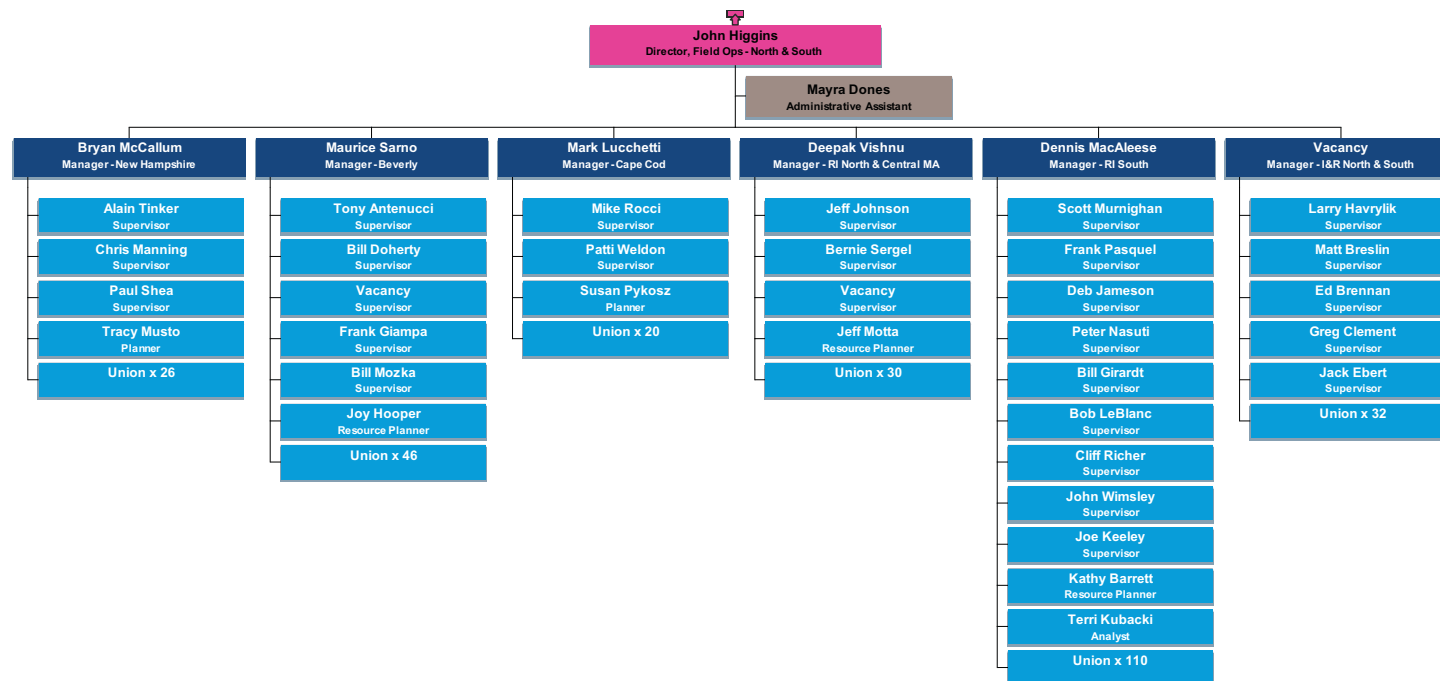
# US GD - Operations & Construction, NE (Field Ops - Central)

Refreshed 5-Jan-2011



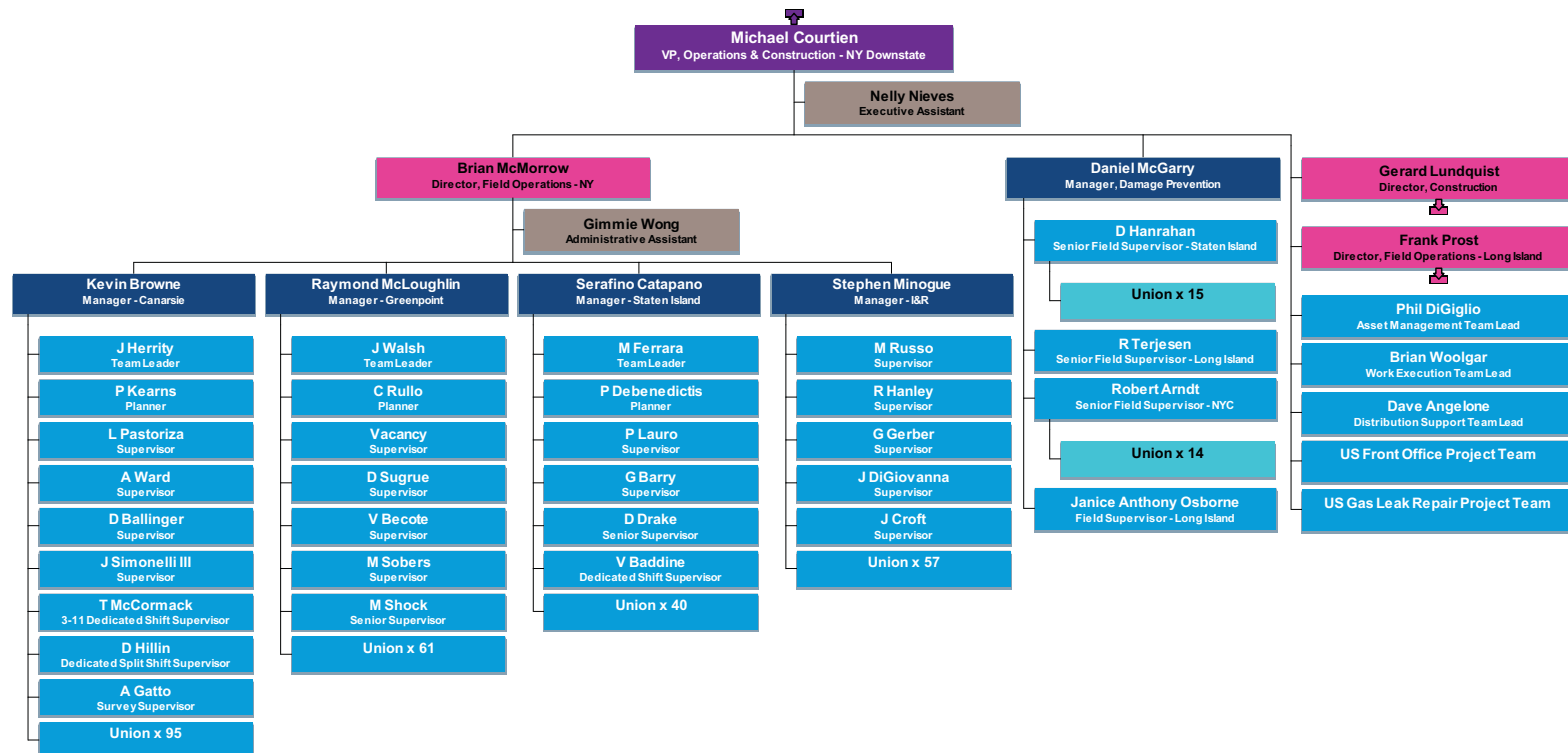
# US GD - Operations & Construction, NE (Field Ops - N & S)

Refreshed 5-Jan-2011



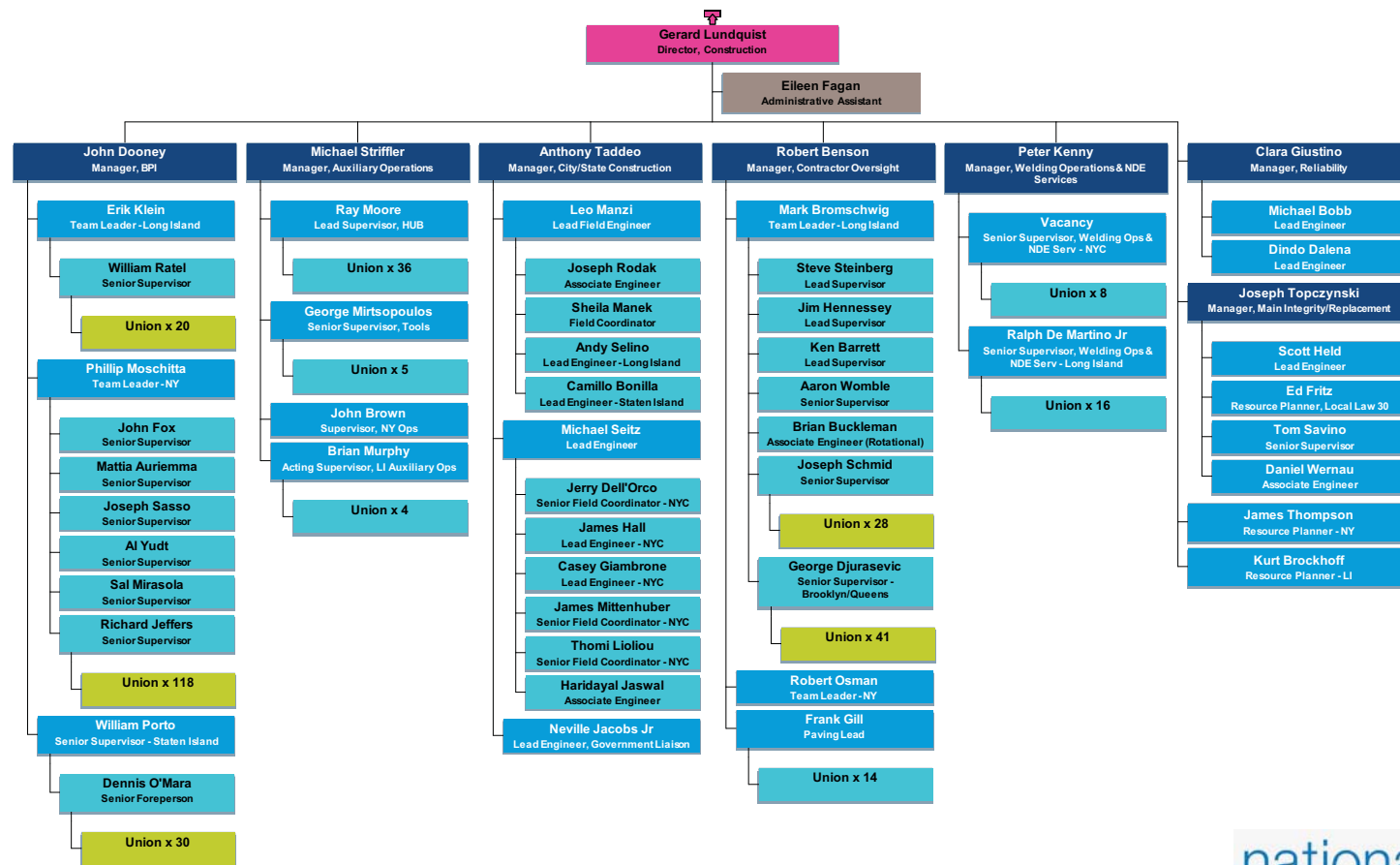
# US GD - Operations & Construction, NY Downstate

Refreshed 5-Jan-2011



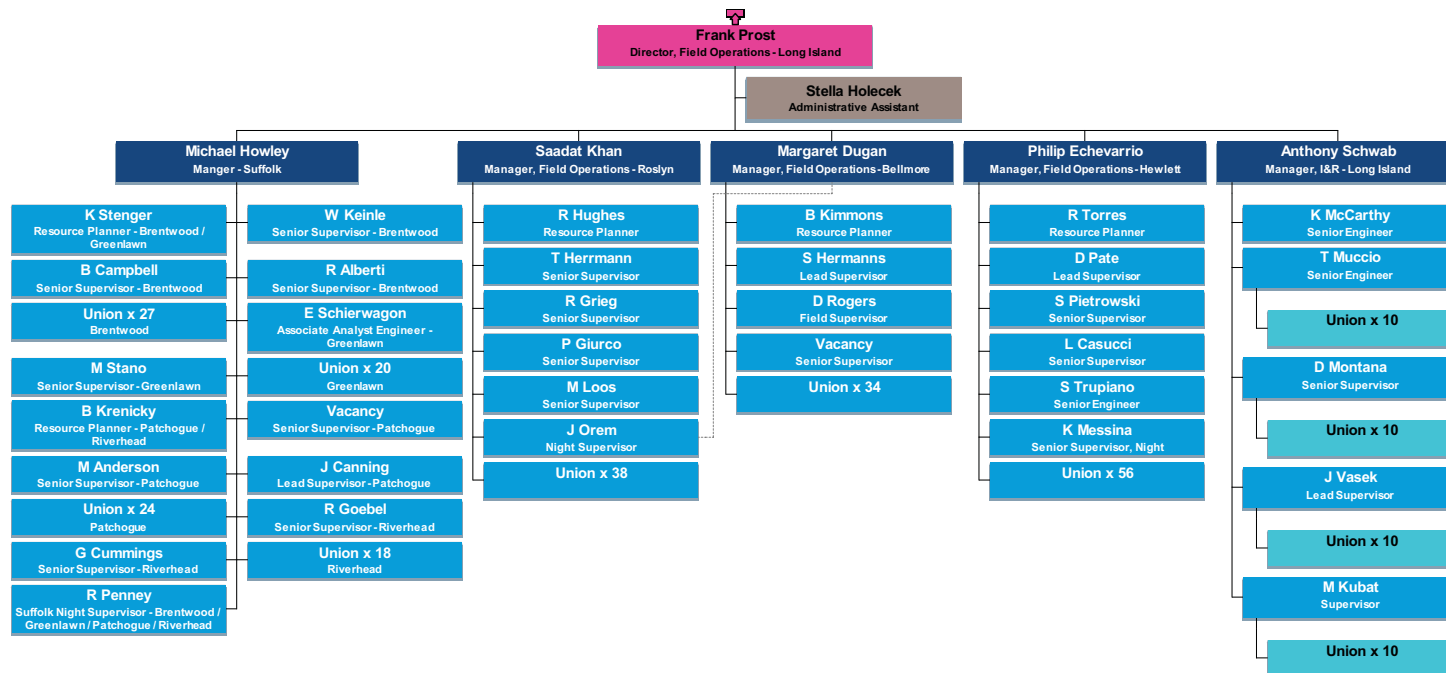
# US GD - Operations & Construction, NY Downstate (Construction)

Refreshed 5-Jan-2011



# US GD - Operations & Construction, NY Downstate (Field Ops, LI)

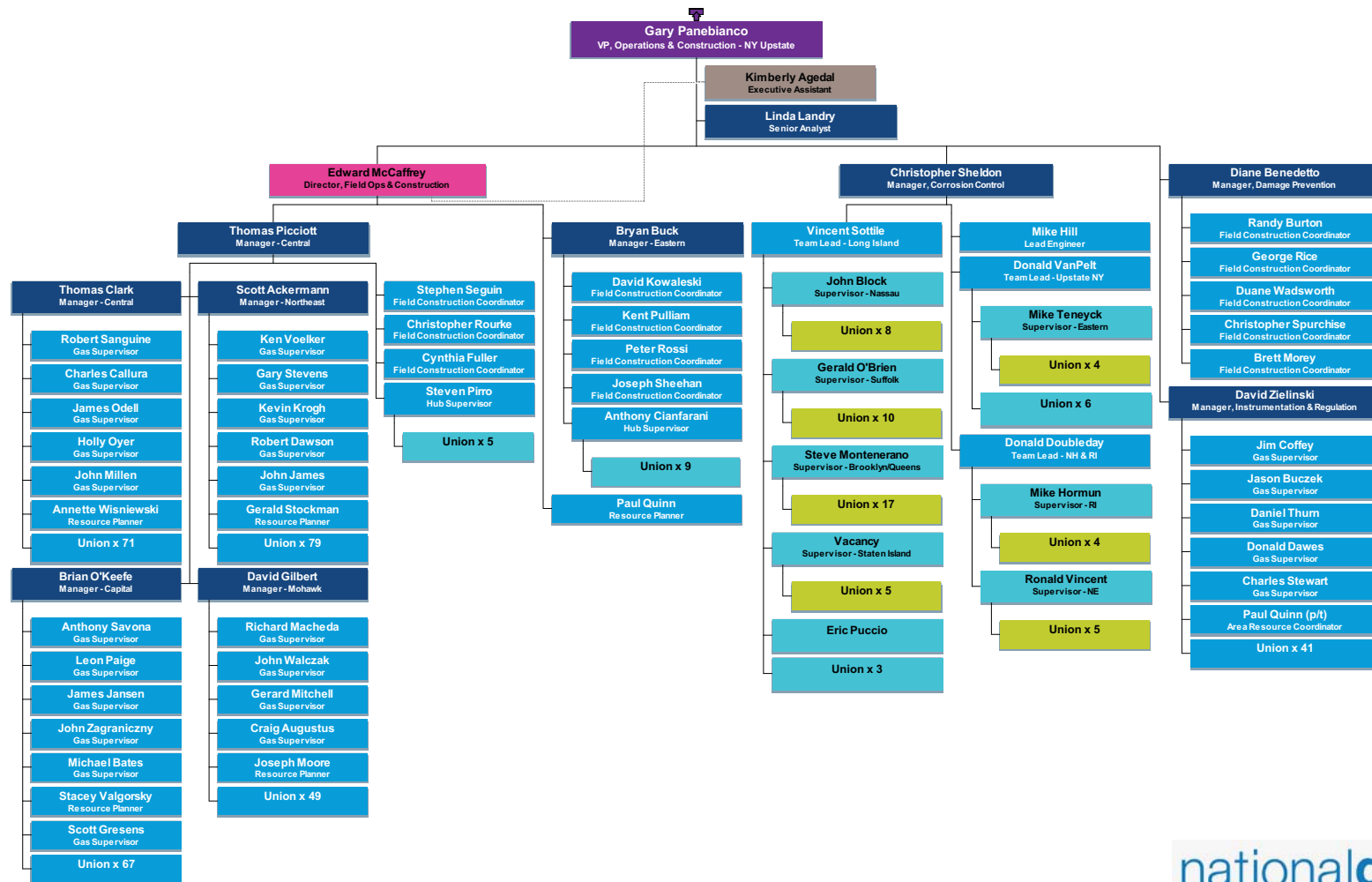
Refreshed 5-Jan-2011





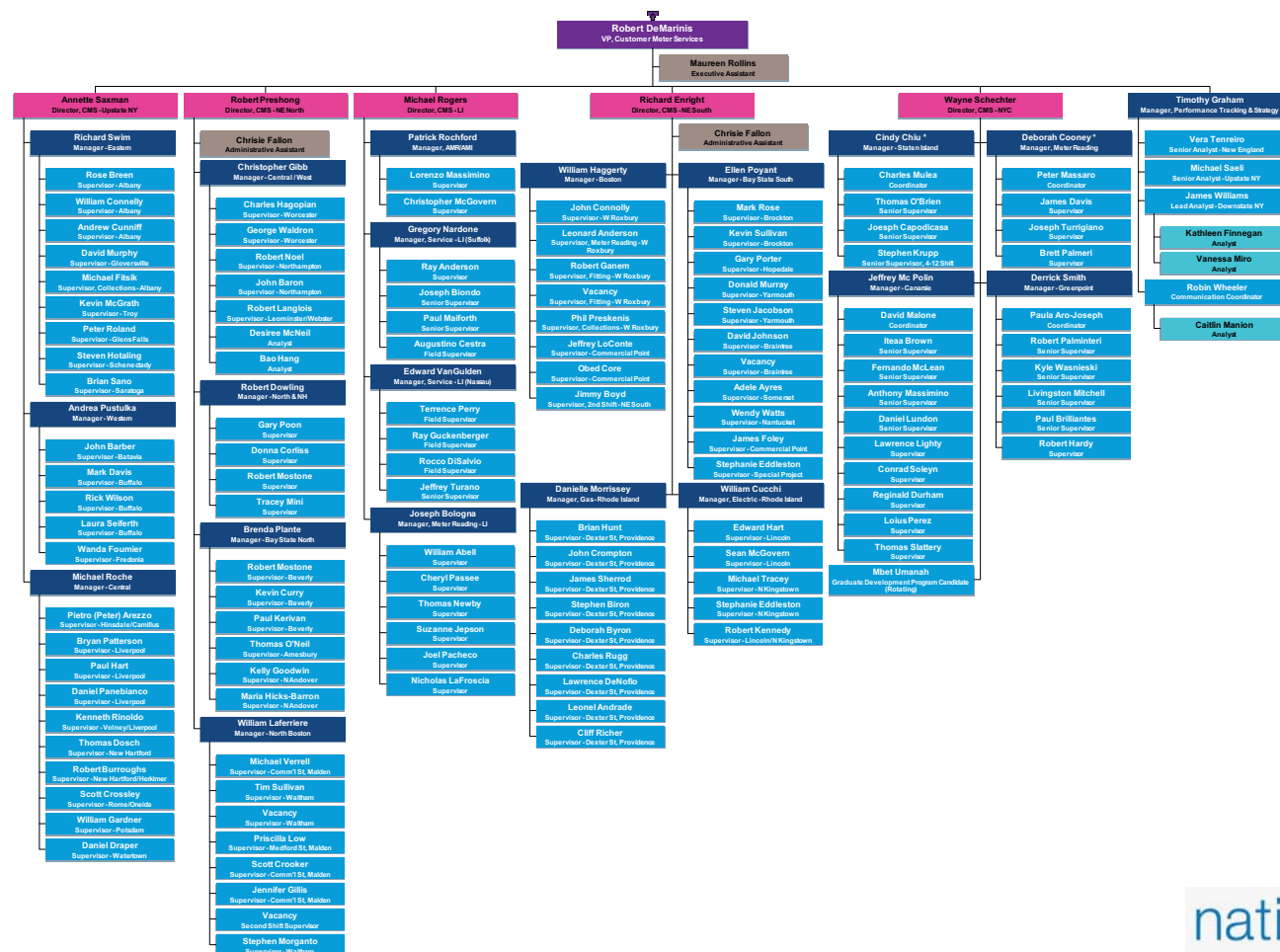
# US GD - Operations & Construction, NY Upstate

Refreshed 5-Jan-2011



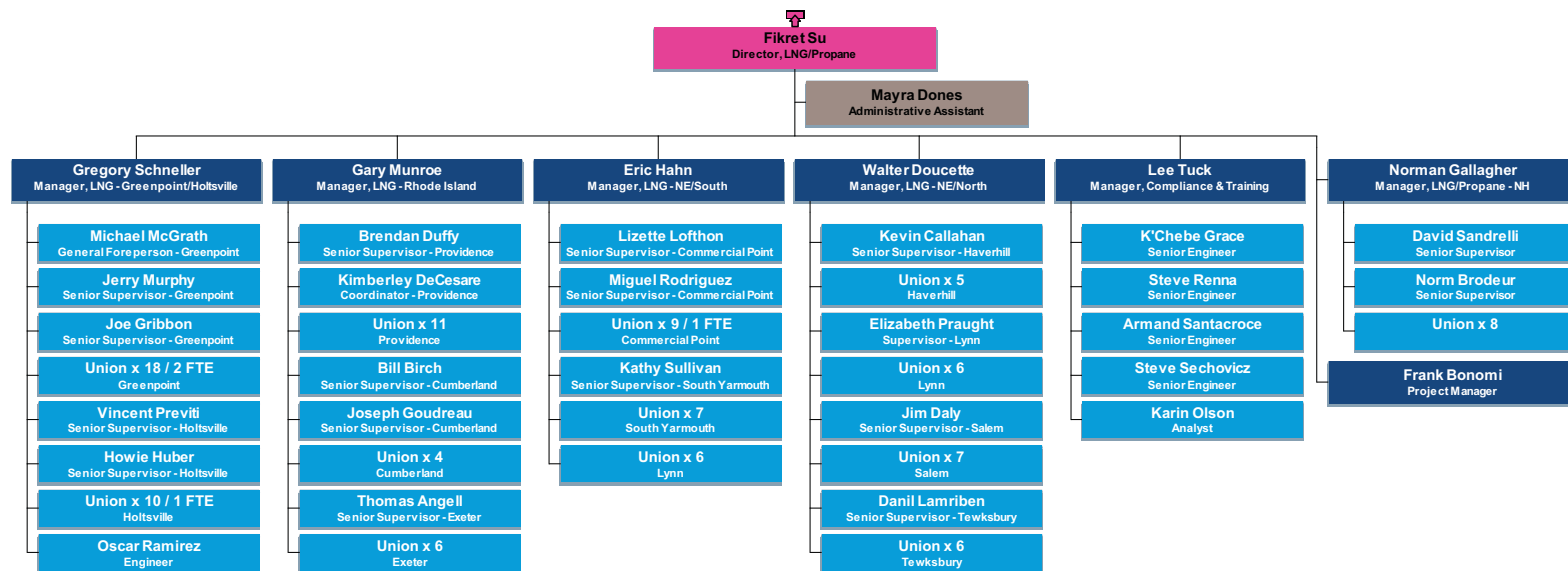
# US GD - Operations & Construction, Customer Meter Serv

Refreshed 5-Jan-2011



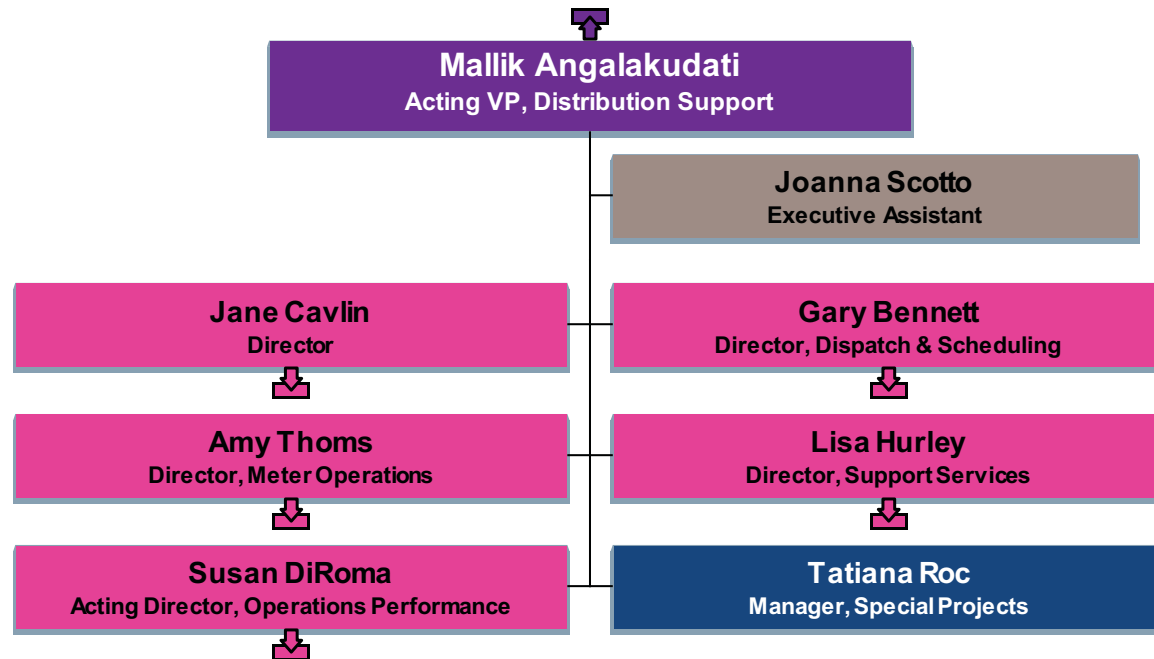
# US GD - Ops & Constr, LNG / Propane

Refreshed 5-Jan-2011



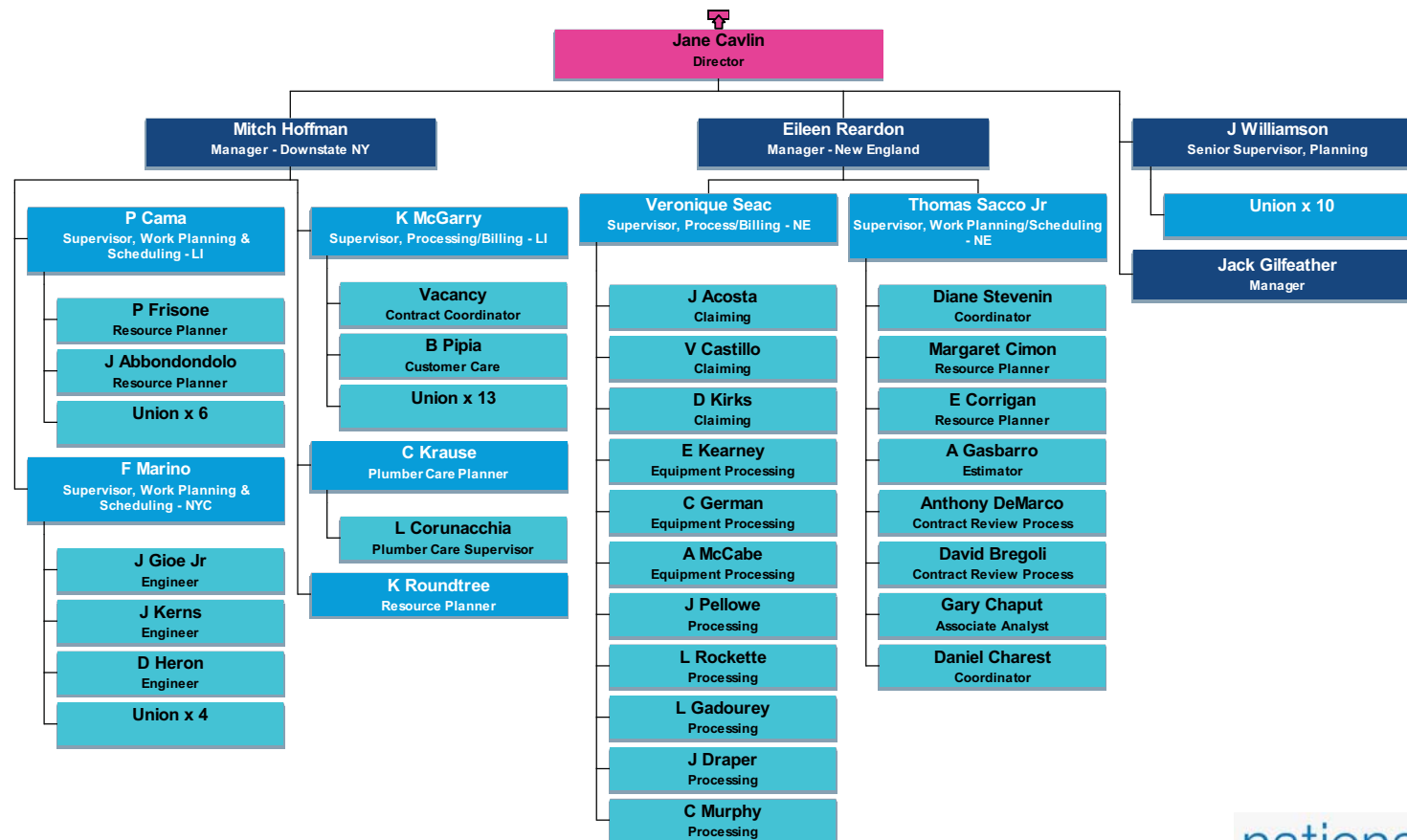
# US GD - Distribution Support

Refreshed 5-Jan-2011



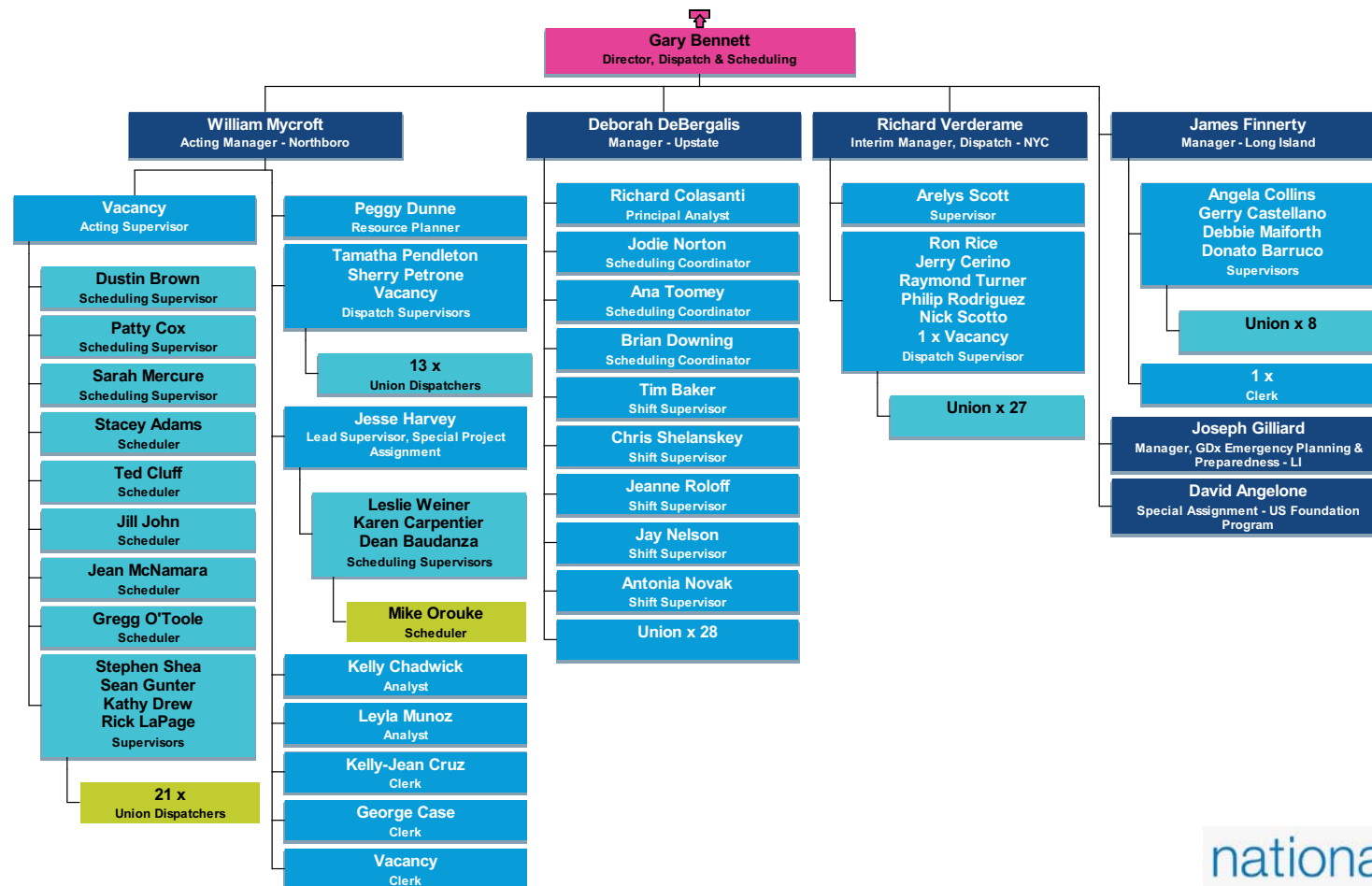
# US GD - Distribution Support, Customer Driven Construction

Refreshed 5-Jan-2011



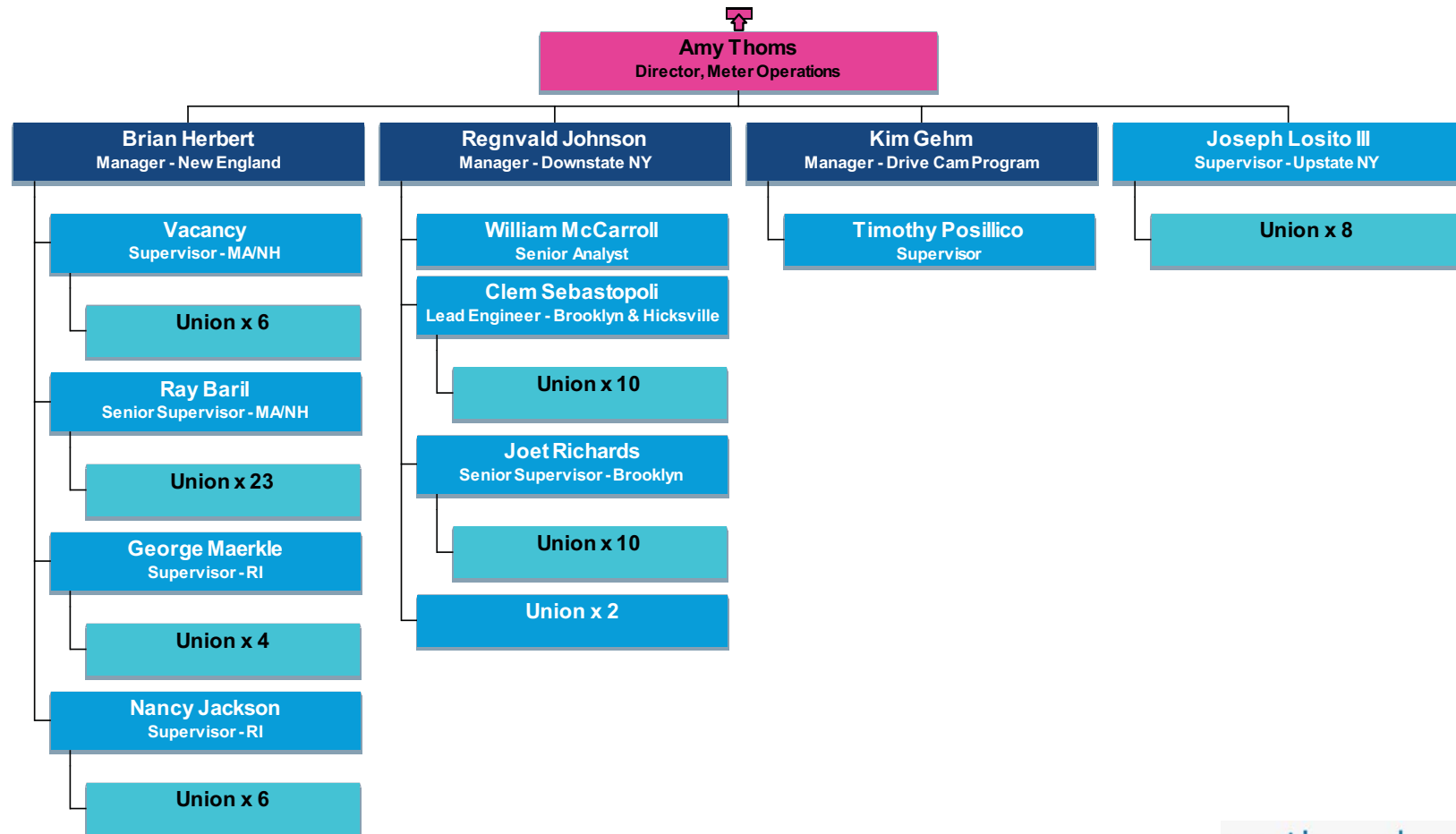
# US GD - Distribution Support, Dispatch & Scheduling

Refreshed 5-Jan-2011



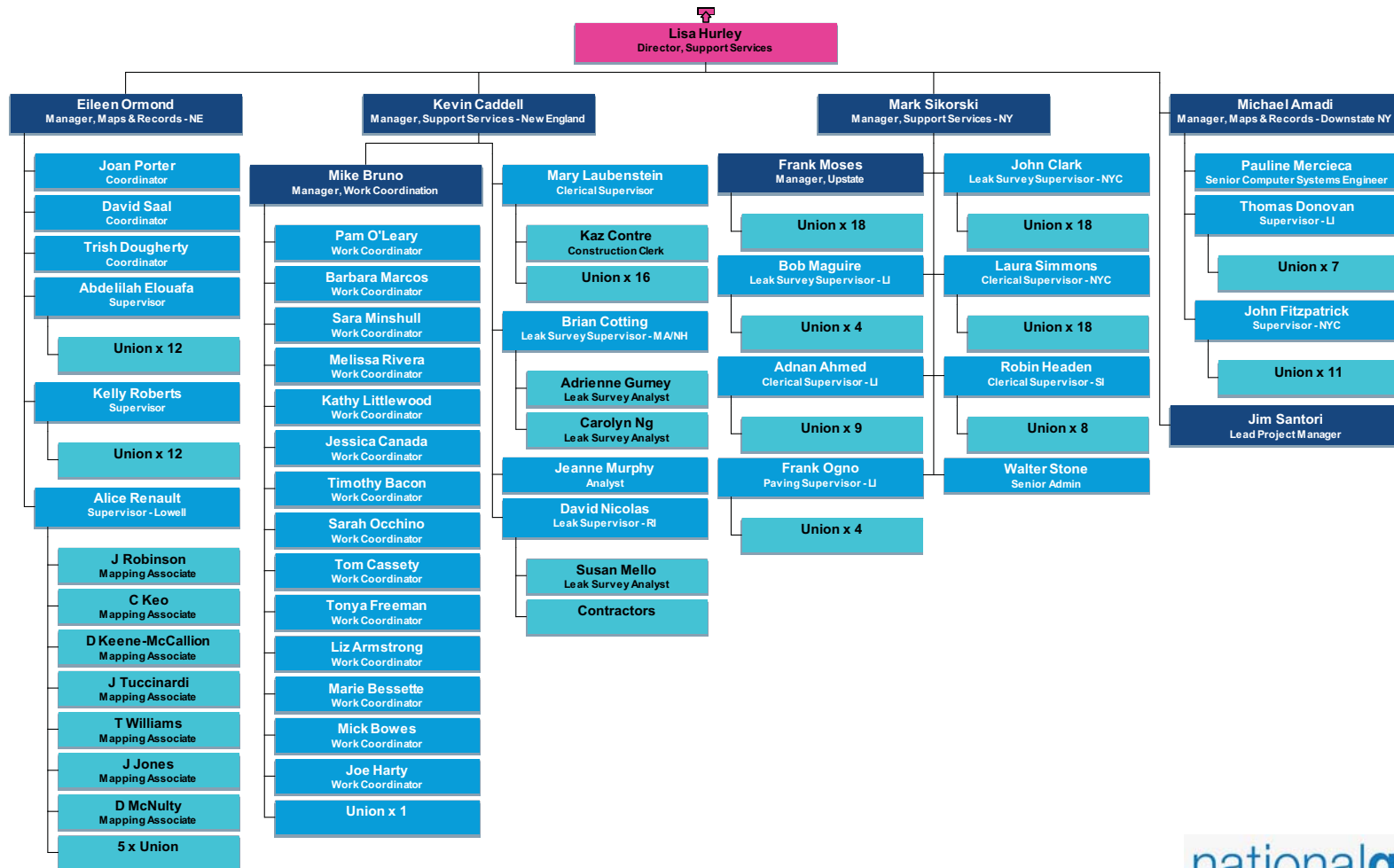
# US GD - Distribution Support, Meter Operations

Refreshed 5-Jan-2011



# US GD - Distribution Support, Support Services

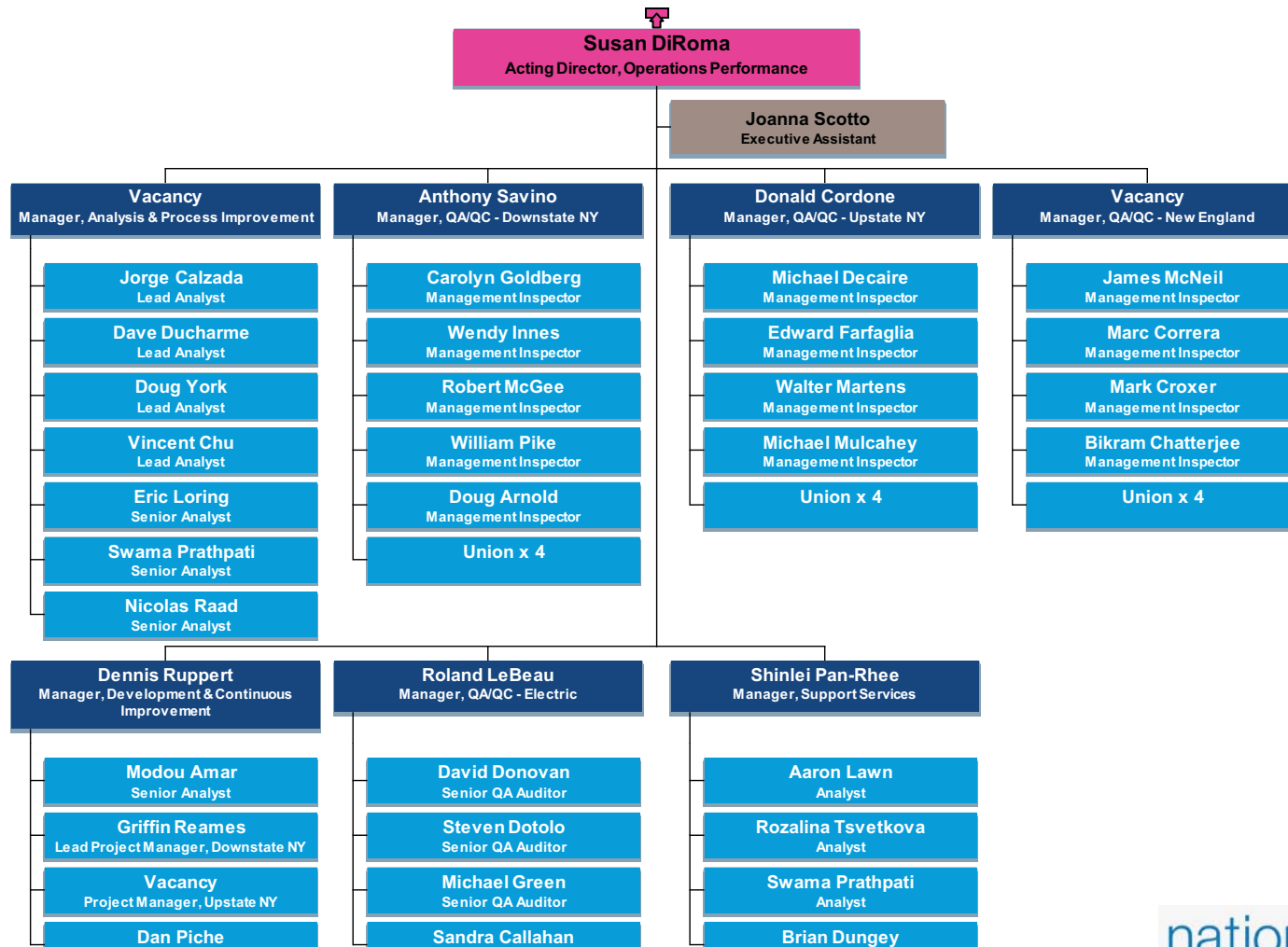
Refreshed 5-Jan-2011





# US GD - Operations Performance & PMO

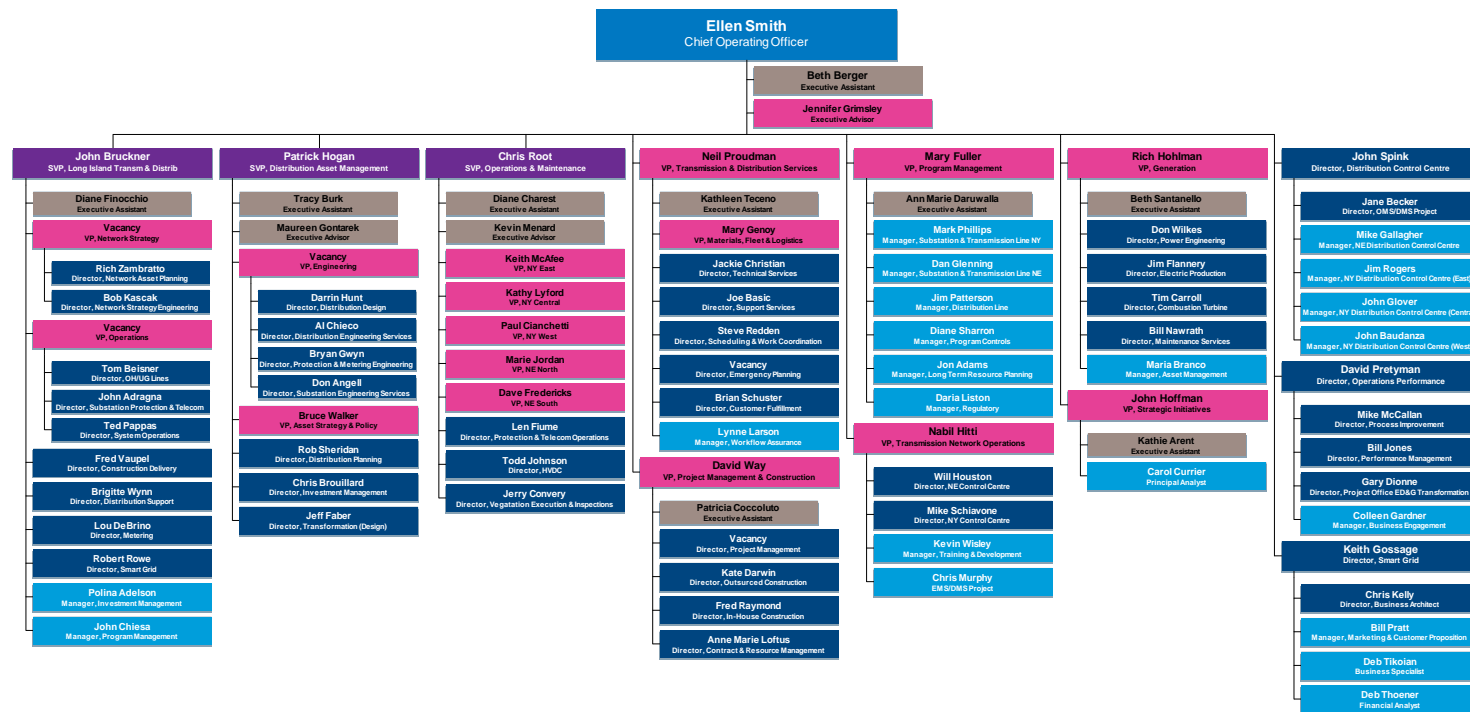
Refreshed 5-Jan-2011



# US Electricity Operations

Refreshed 15-Jul-2010

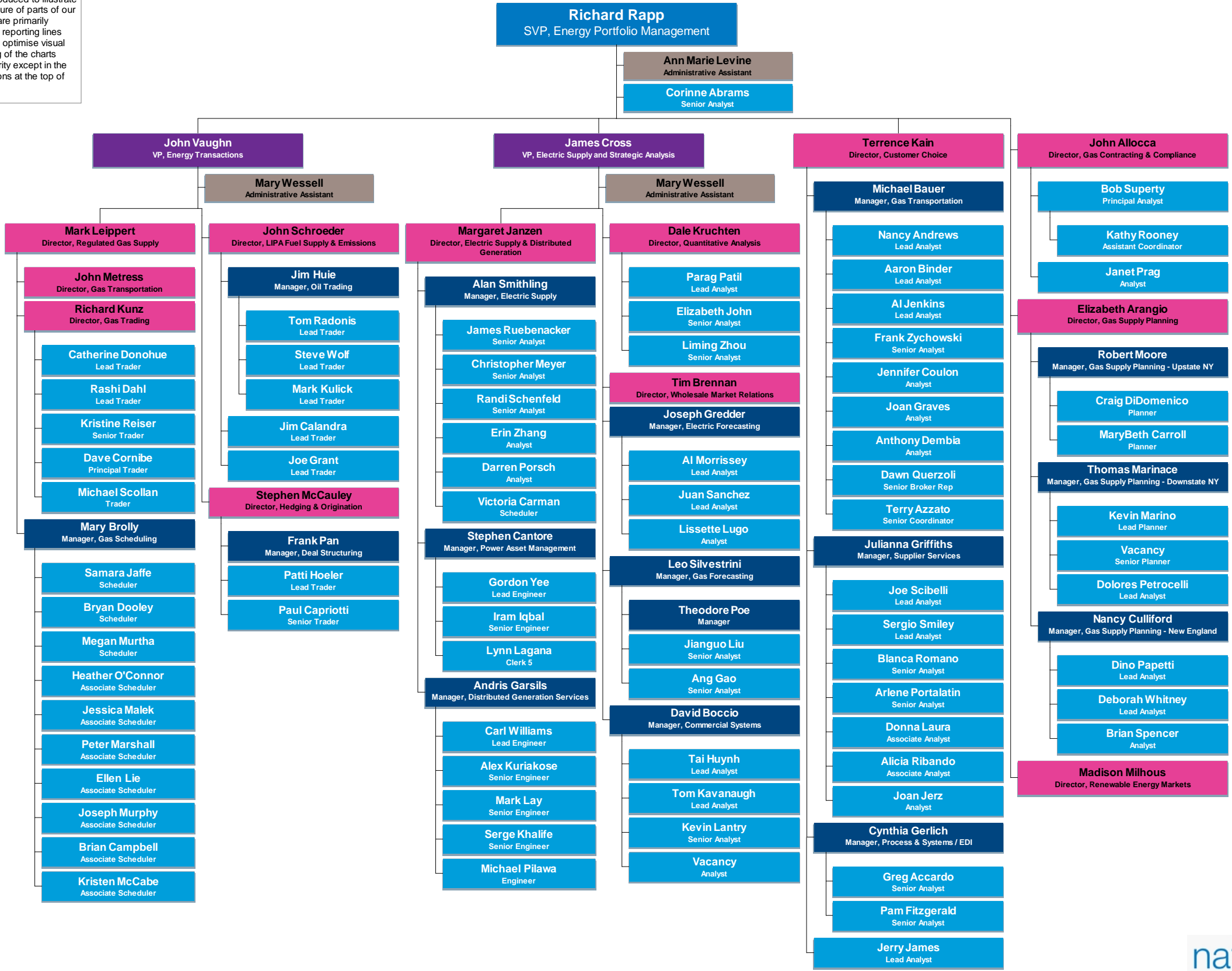
These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



# Energy Portfolio Management

Refreshed 22-Nov-2010

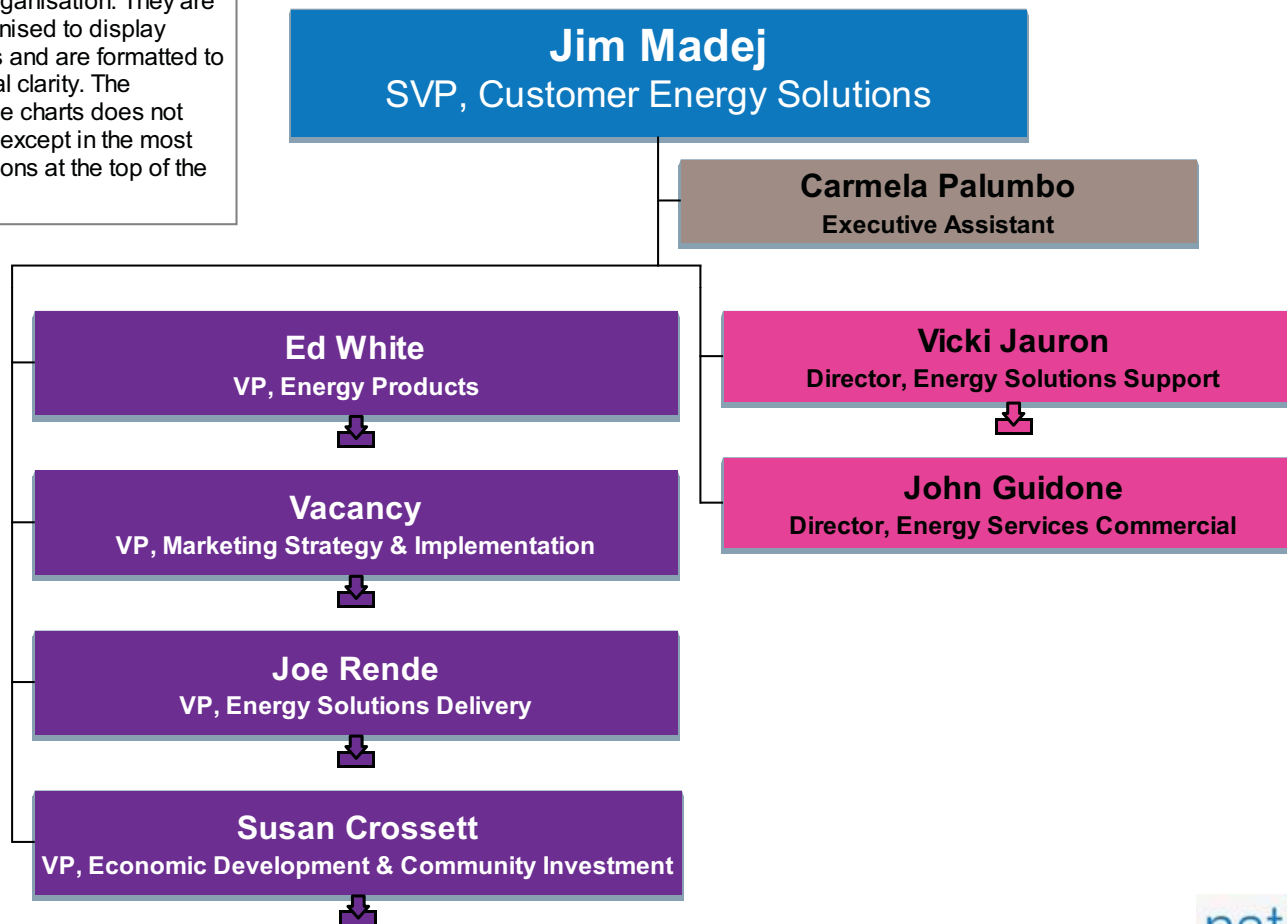
These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



## ED&G - Customer Energy Solutions

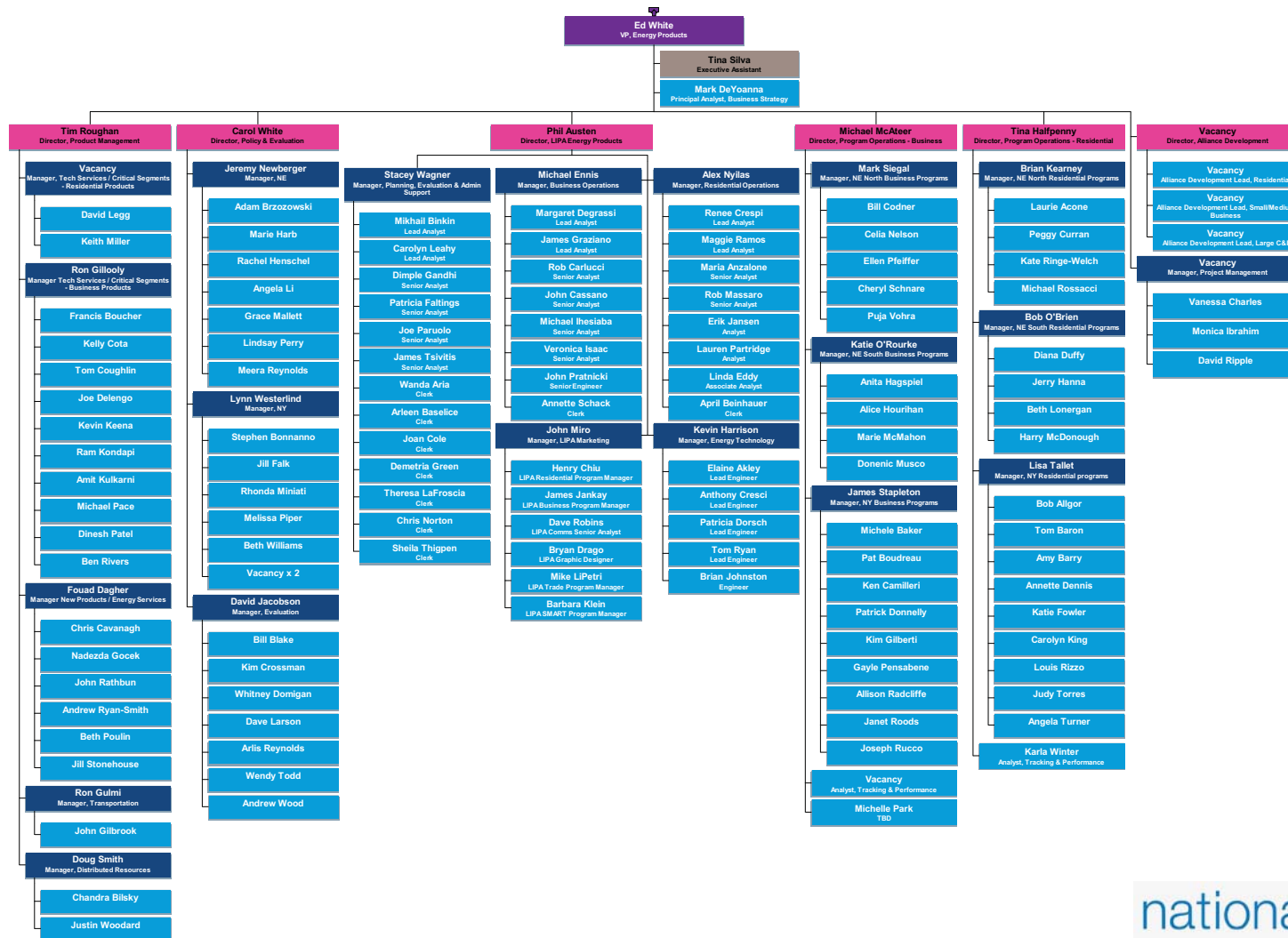
Refreshed 13-Jan-2011

These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



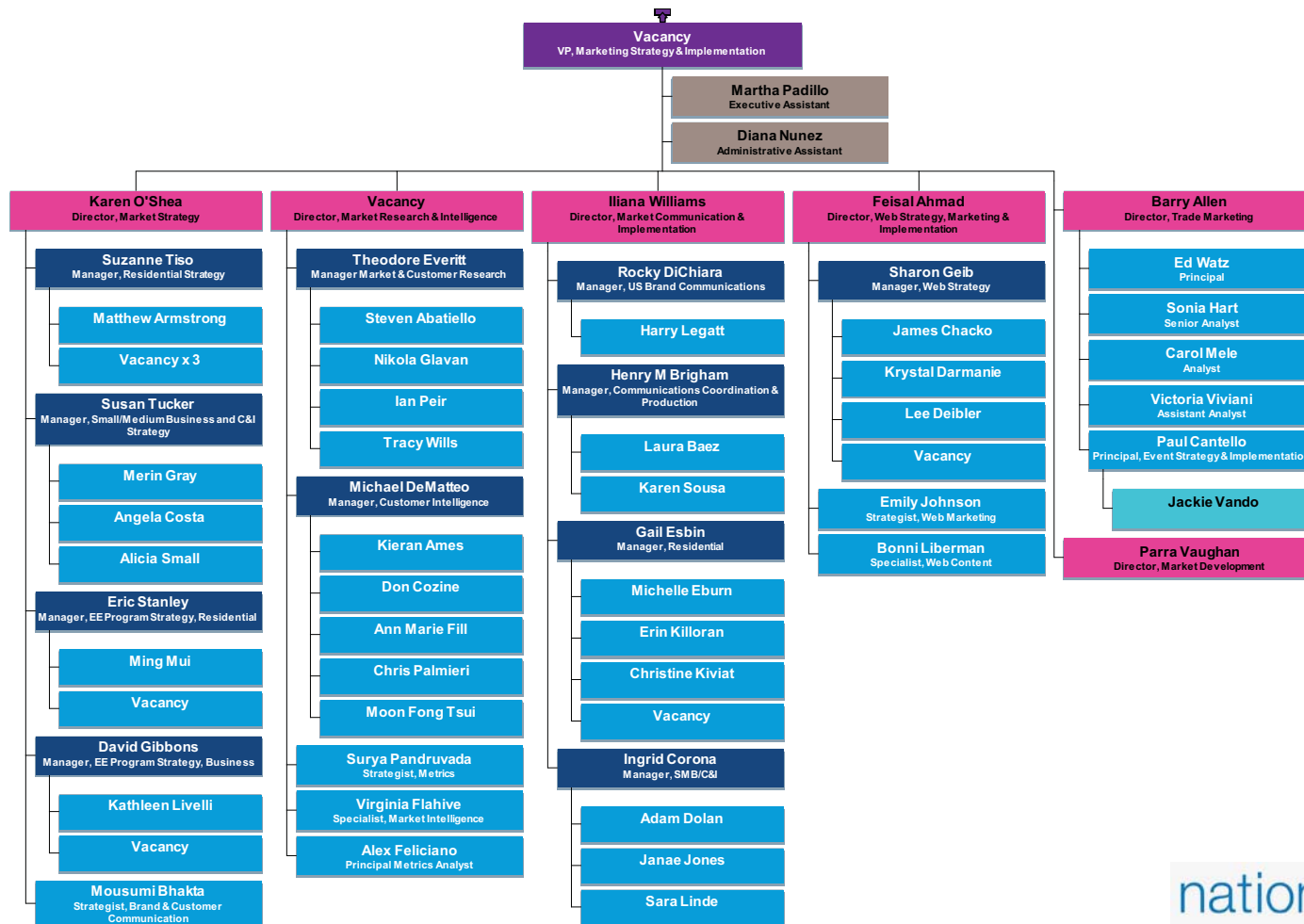
# ED&G - Customer Energy Solutions (Energy Products)

Refreshed 13-Jan-2011



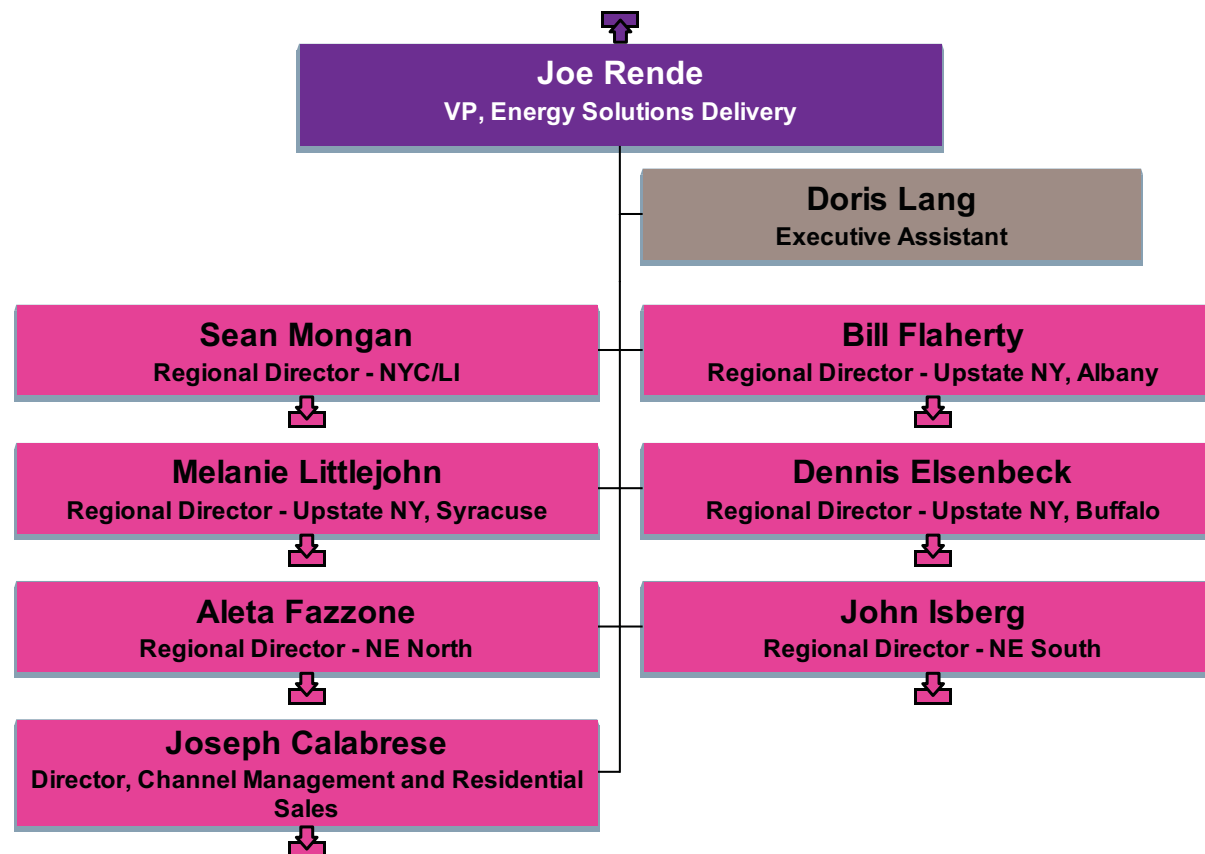
# ED&G - Cust Energy Solutions (Marketing Strategy & Implement'n)

Refreshed 13-Jan-2011



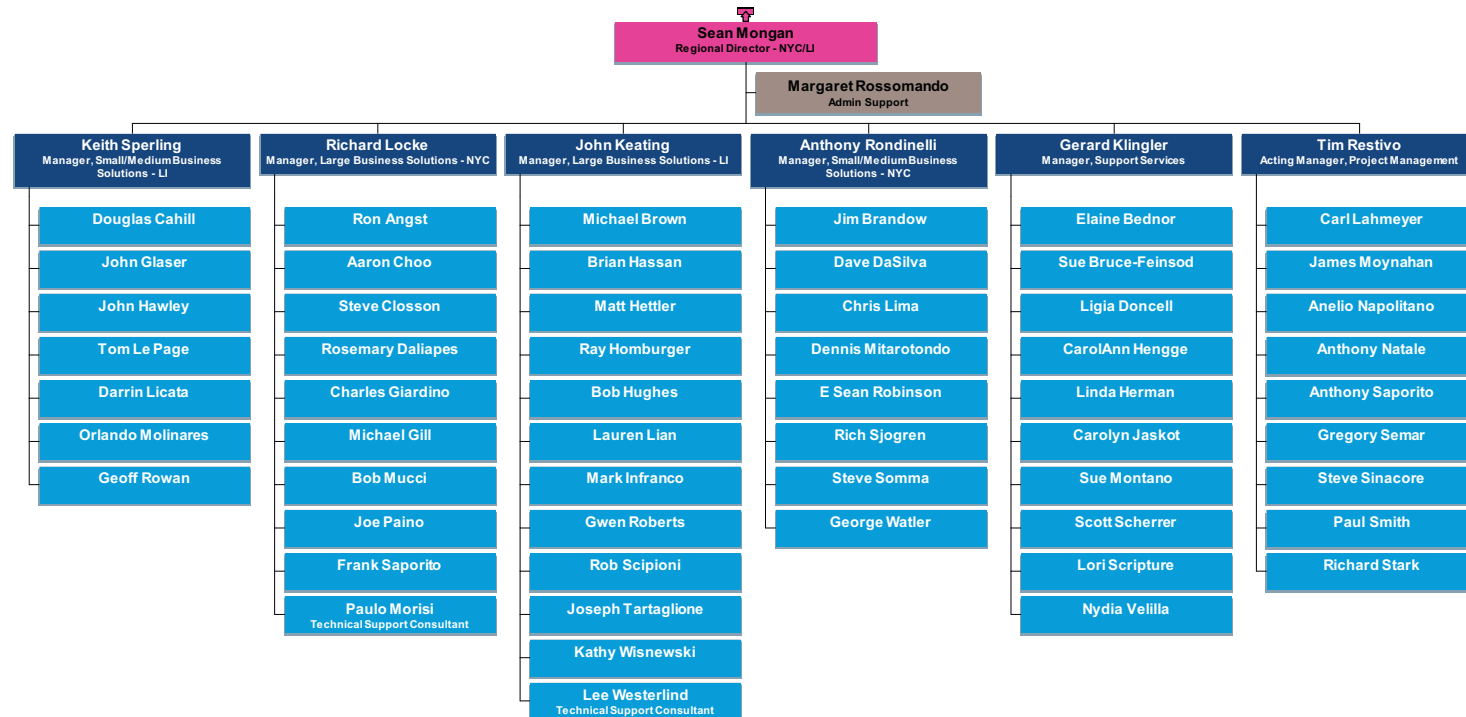
## ED&G - Cust Energy Solutions (Energy Solutions Delivery)

Refreshed 13-Jan-2011



# ED&G - Cust Energy Solutions (Energy Solutions Delivery - NYC/LI)

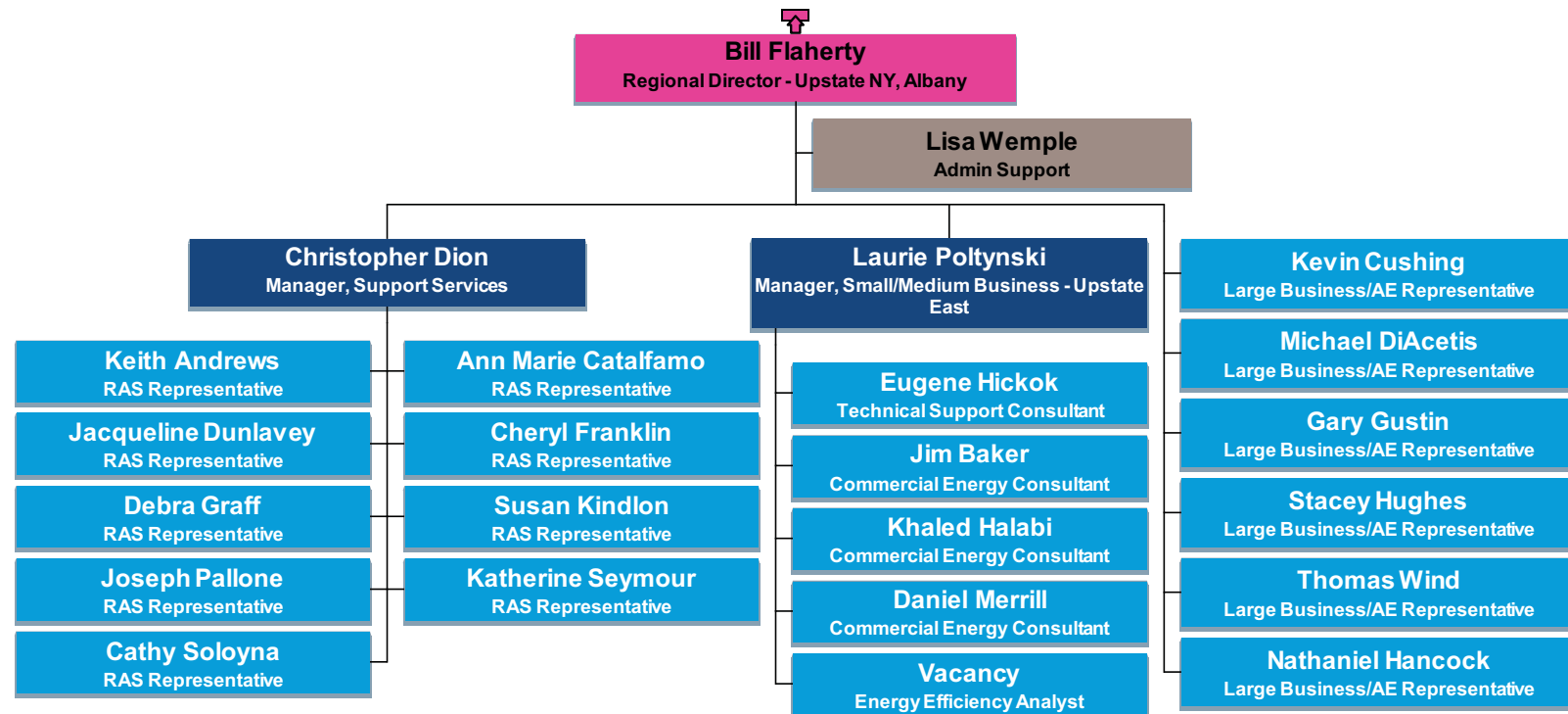
Refreshed 13-Jan-2011





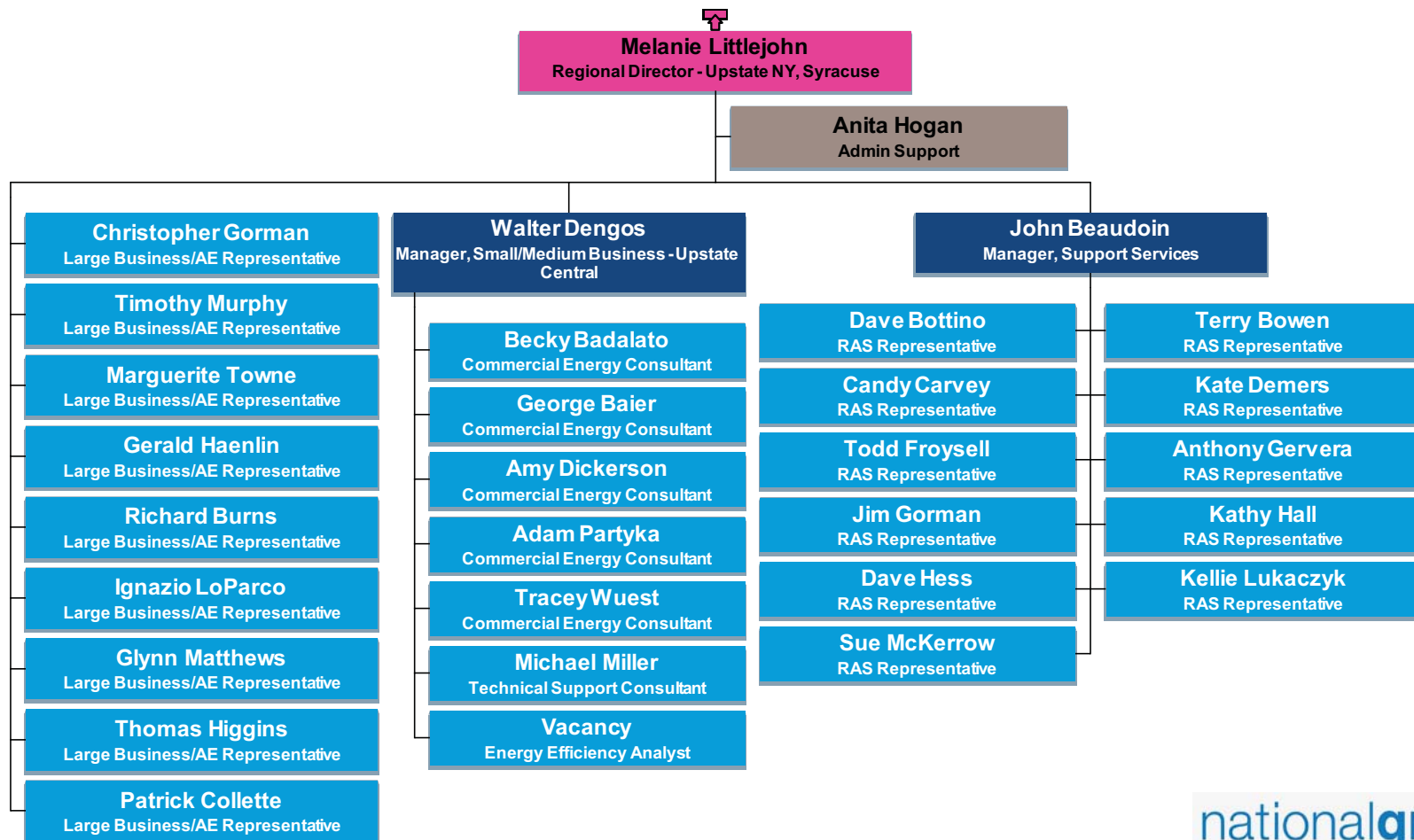
# ED&G - Cust Energy Solutions (Energy Solutions Delivery - Upstate NY, Albany)

Refreshed 13-Jan-2011



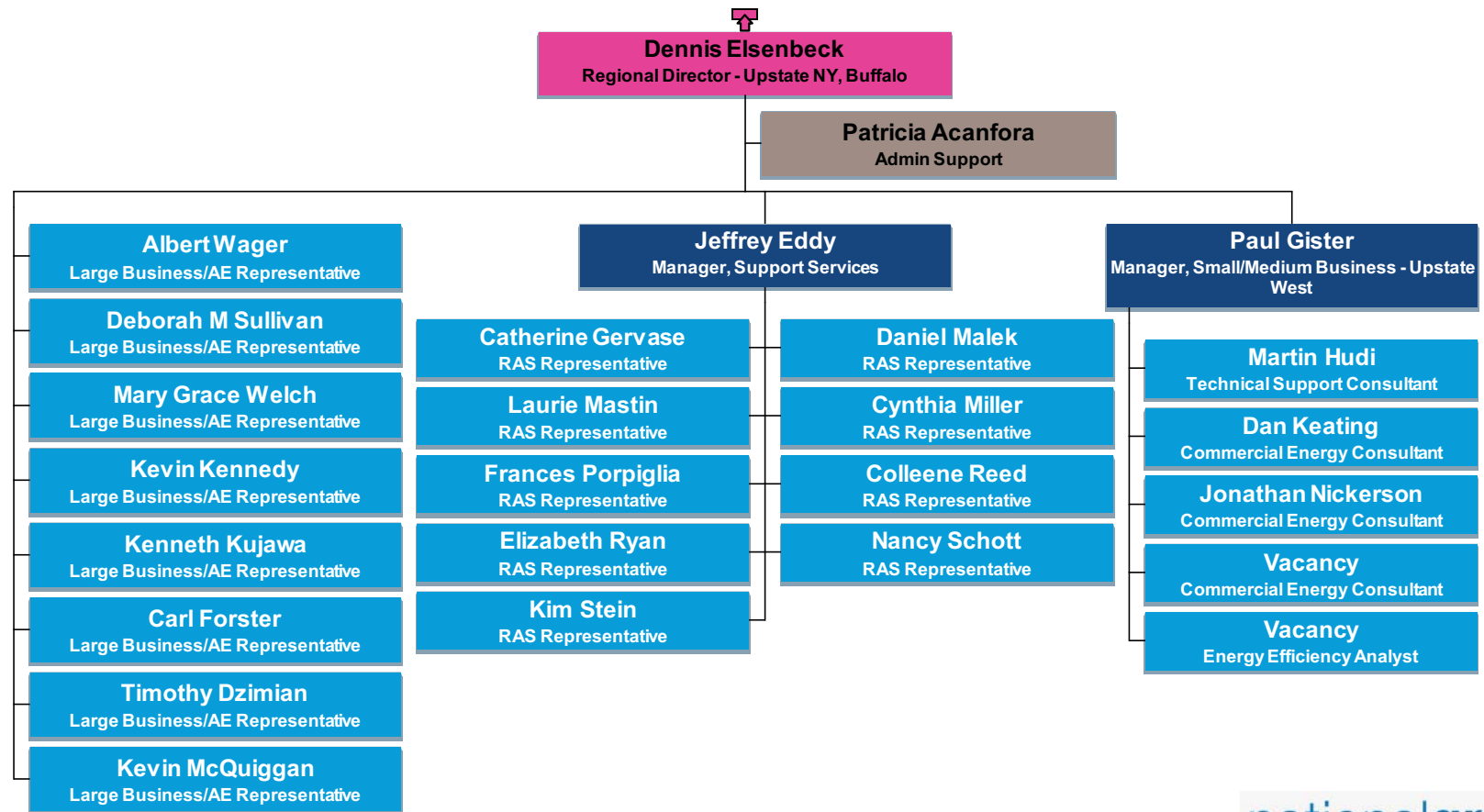
# ED&G - Cust Energy Solutions (Energy Solutions Delivery - Upstate NY, Syracuse)

Refreshed 13-Jan-2011



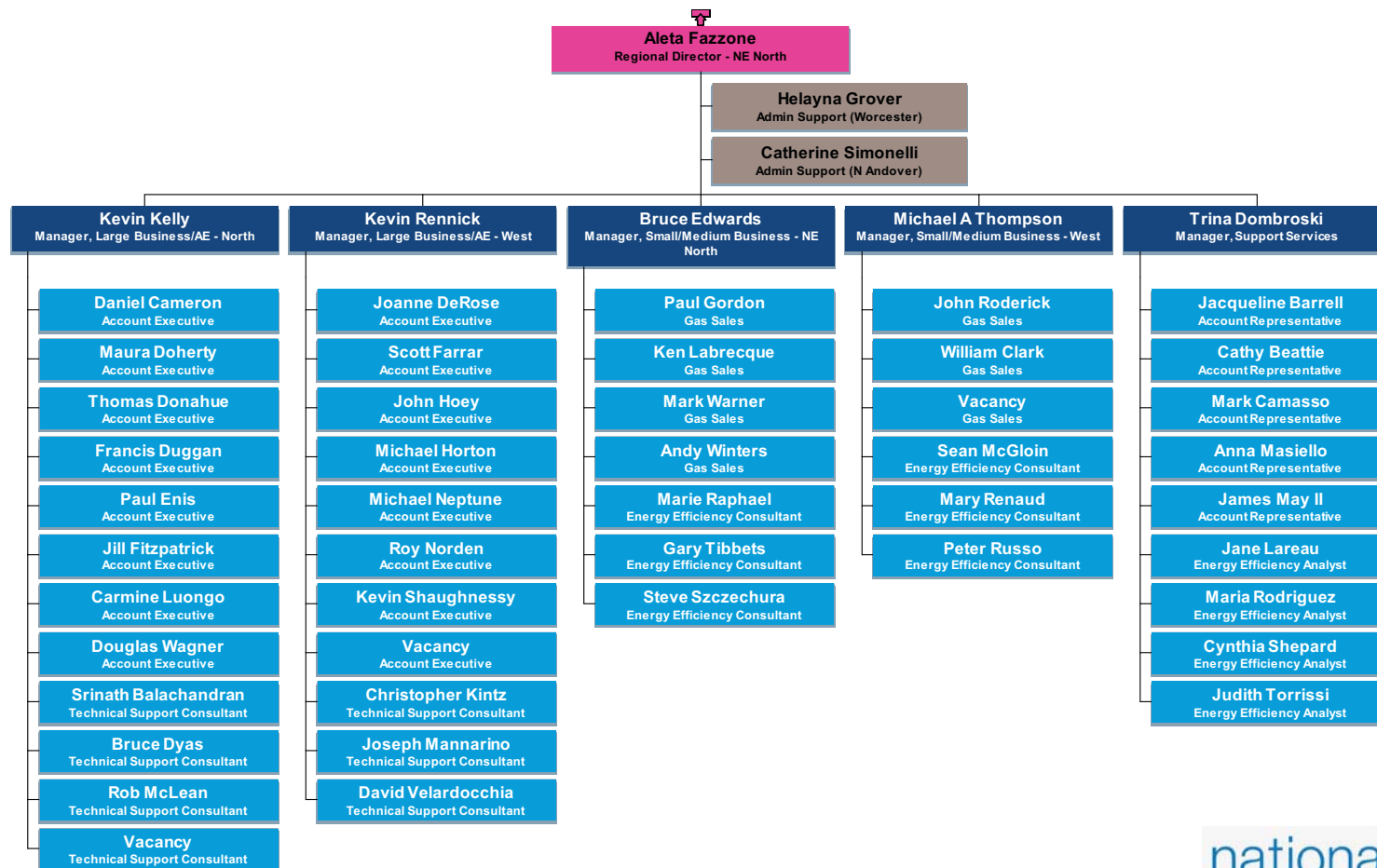
# ED&G - Cust Energy Solutions (Energy Solutions Delivery - Upstate NY, Buffalo)

Refreshed 13-Jan-2011



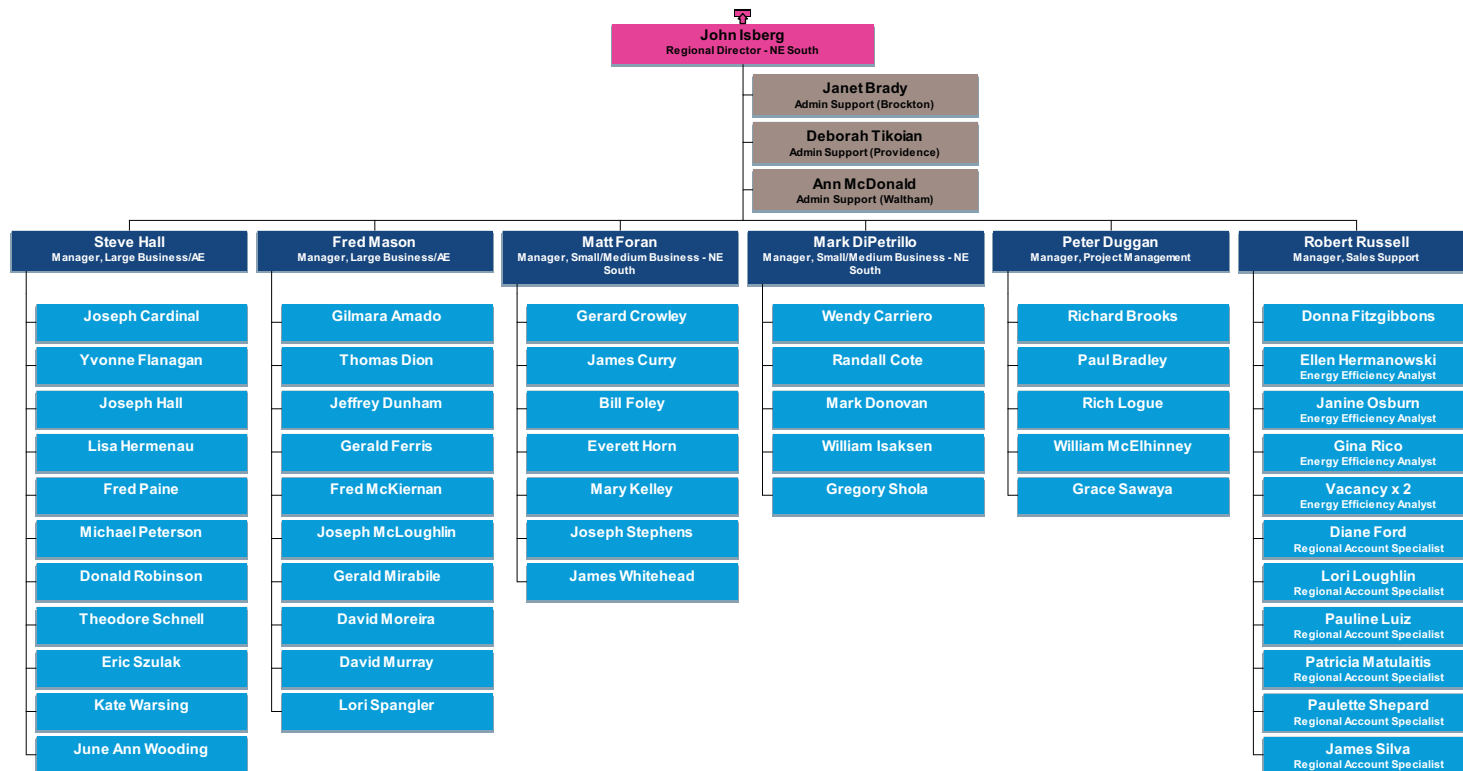
# ED&G - Cust Energy Solutions (Energy Solutions Delivery - NE North)

Refreshed 13-Jan-2011



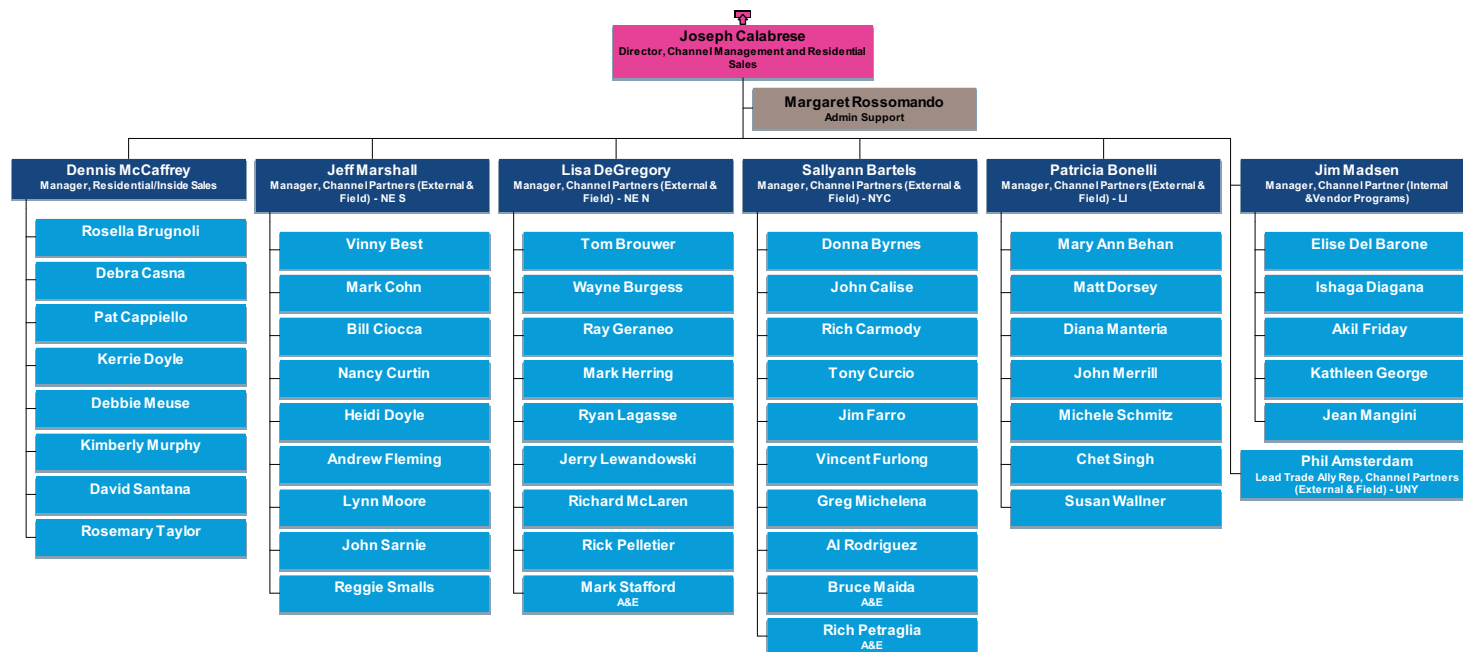
# ED&G - Cust Energy Solutions (Energy Solutions Delivery - NE South)

Refreshed 13-Jan-2011



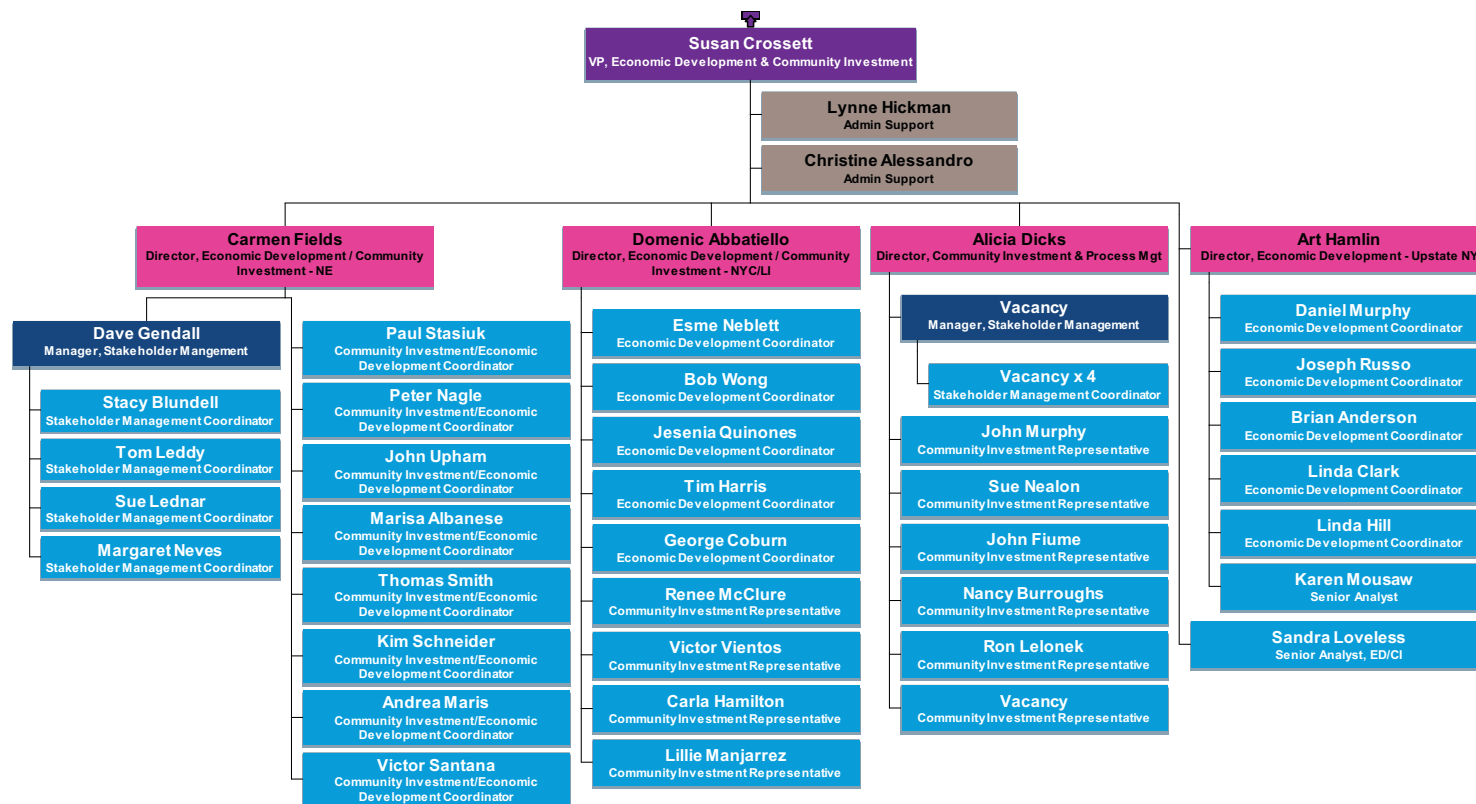
# ED&G - Cust Energy Solutions (Energy Solutions Delivery - Channel Mgmt & Res Sales)

Refreshed 13-Jan-2011



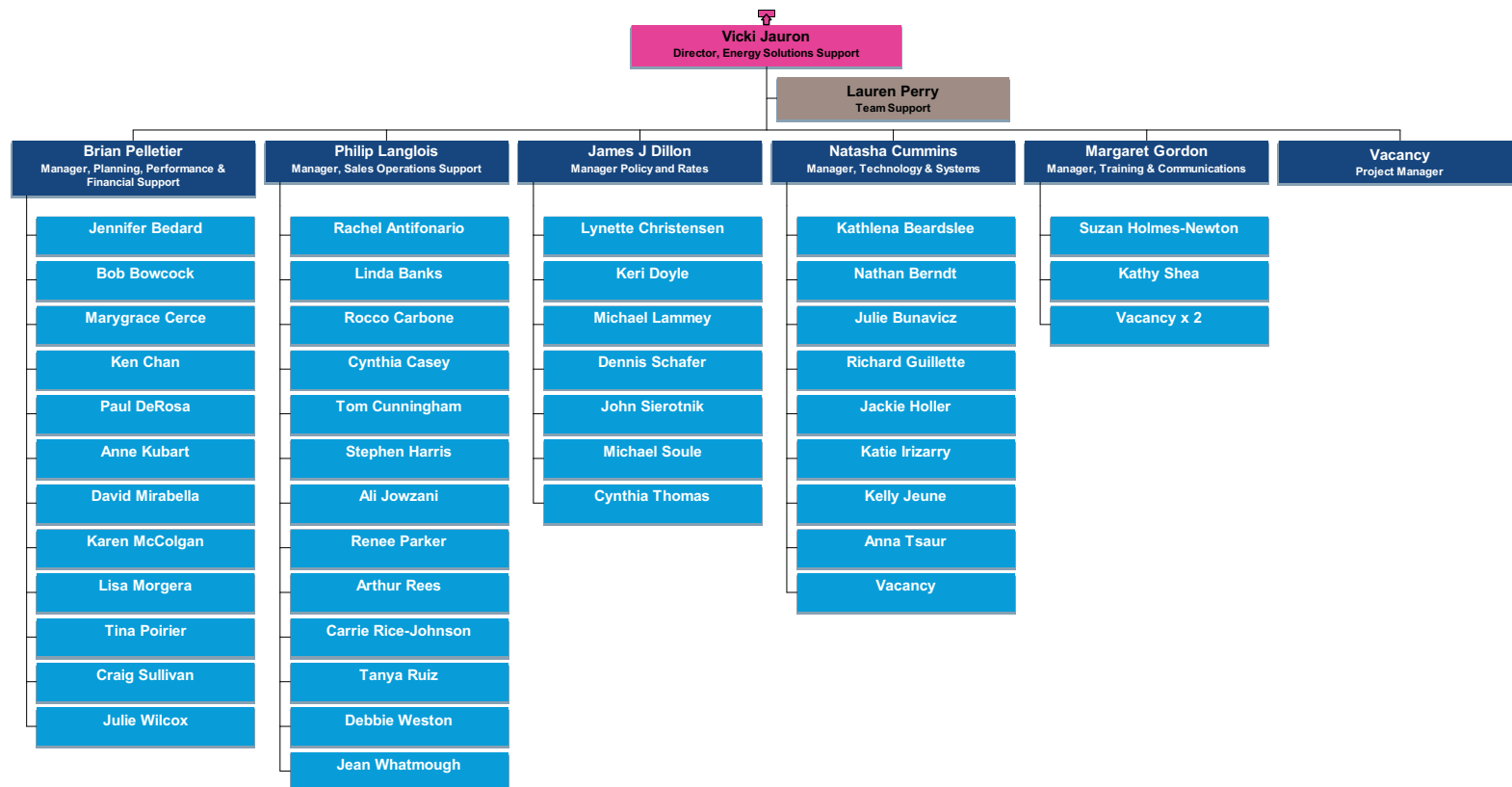
# ED&G - Cust Energy Solutions (Economic Dev't & Community Investm't)

Refreshed 13-Jan-2011



# ED&G - Cust Energy Solutions (Energy Solutions Support)

Refreshed 13-Jan-2011

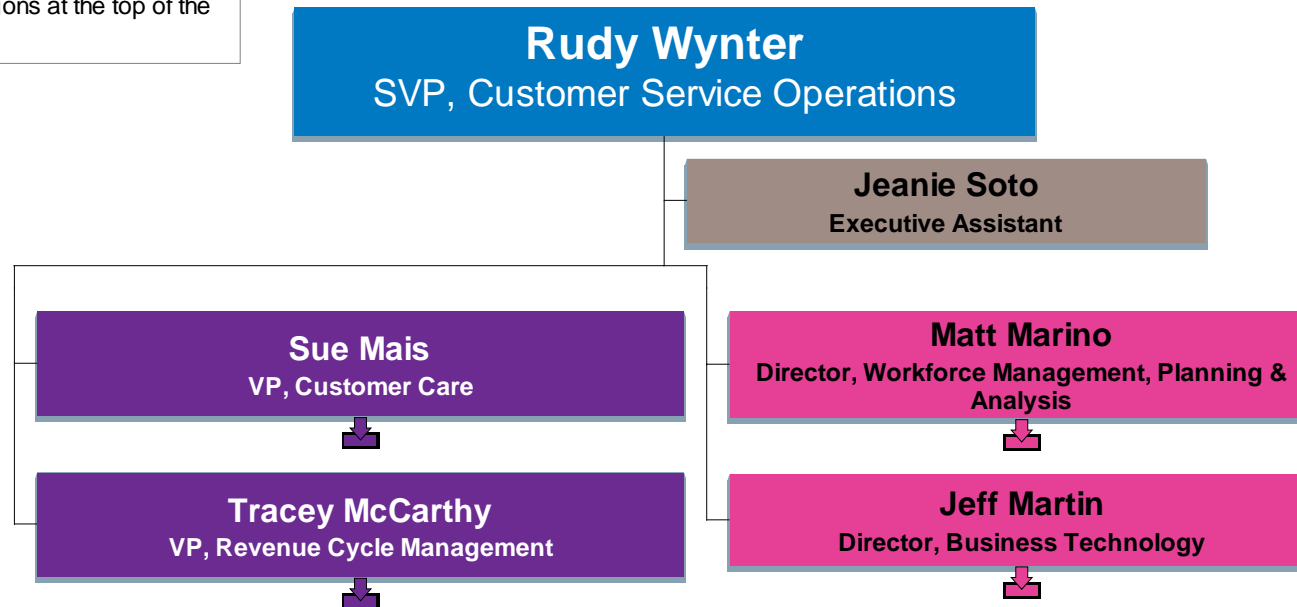




## ED&G - Customer Service Operations

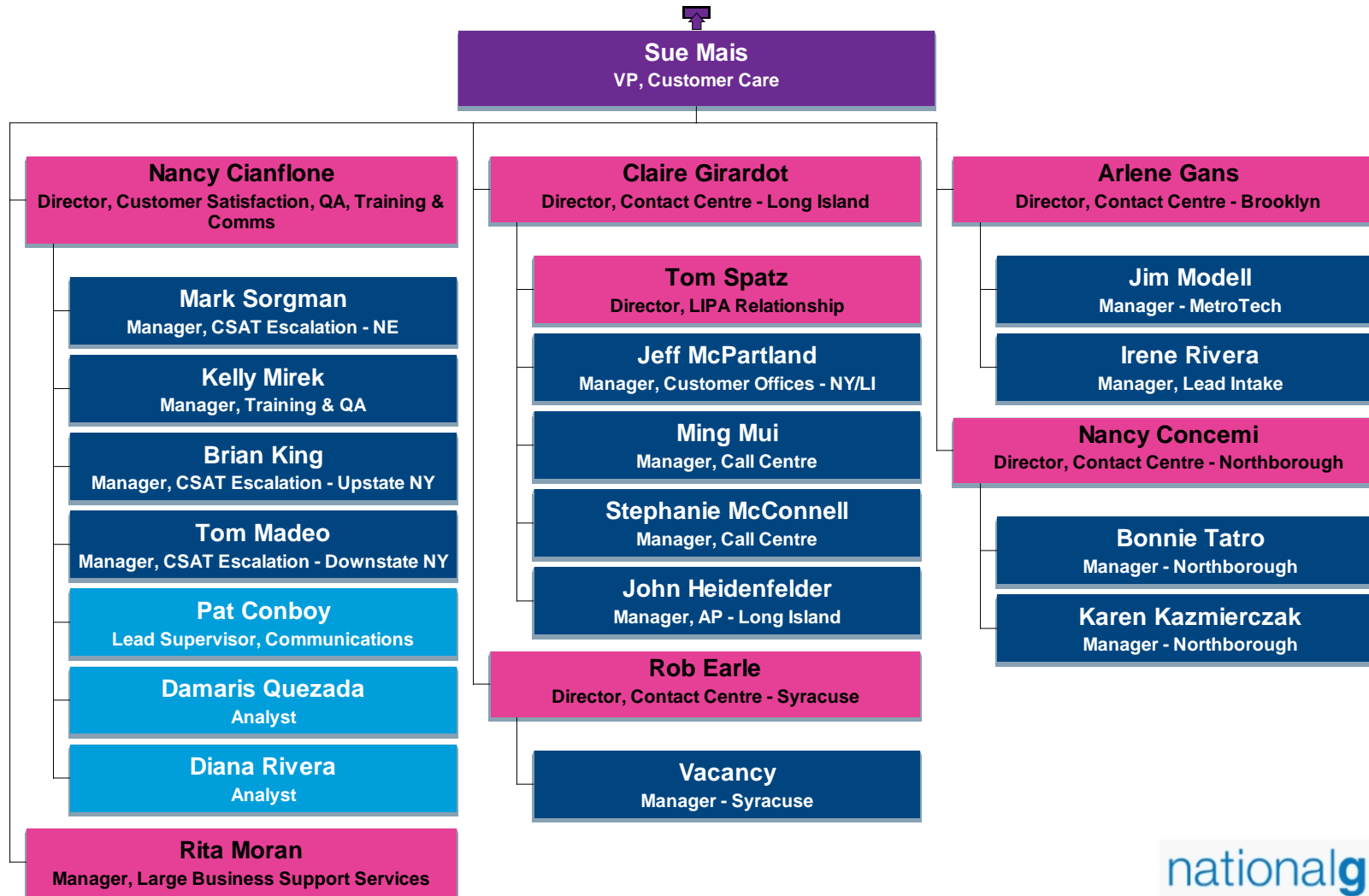
Refreshed 4-Jun-2010

These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



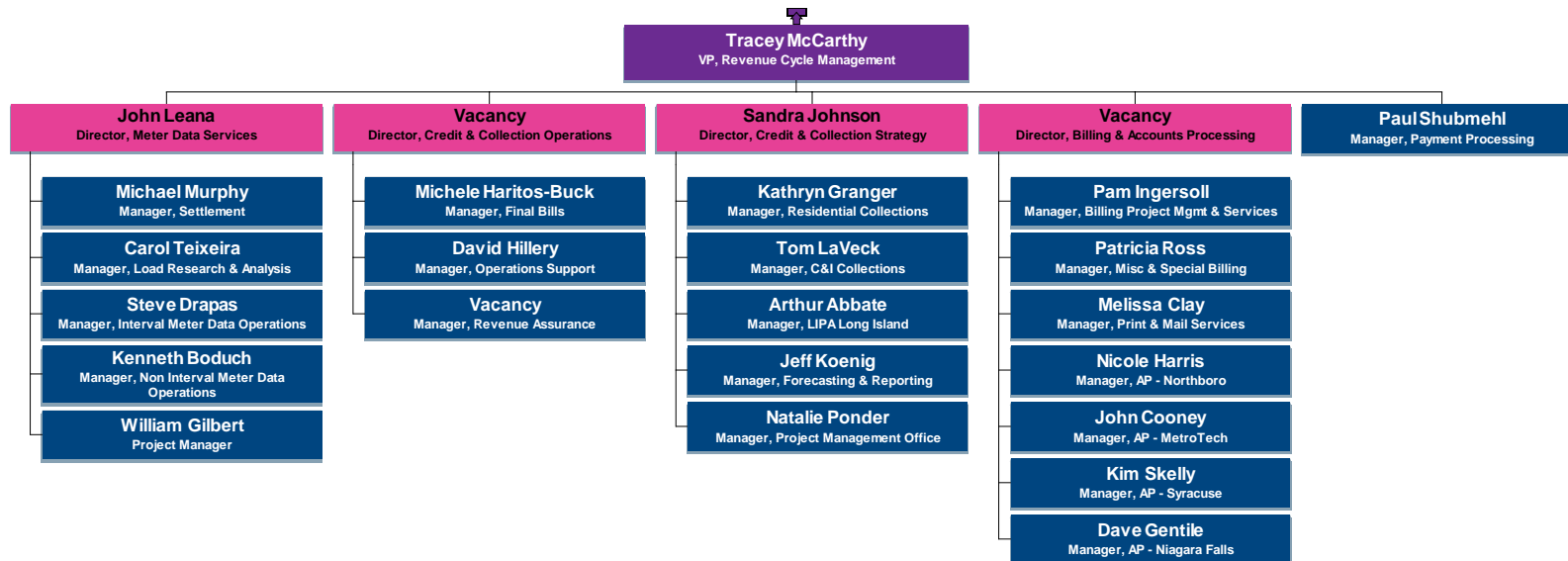
## ED&G - Customer Serv Ops (Customer Care)

Refreshed 4-Jun-2010



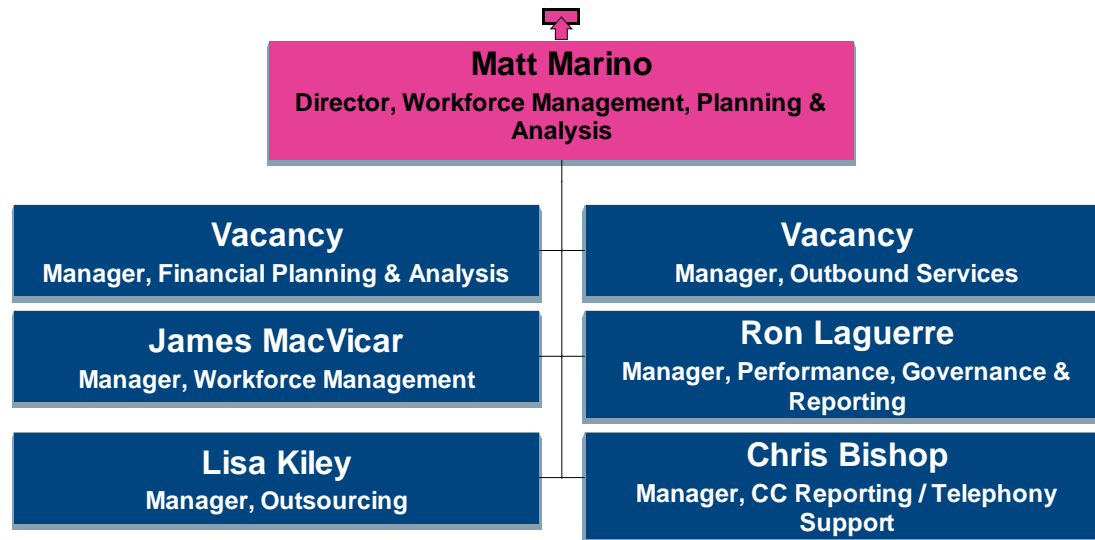
# ED&G - Customer Serv Ops (Revenue Cycle Mgmt)

Refreshed 4-Jun-2010



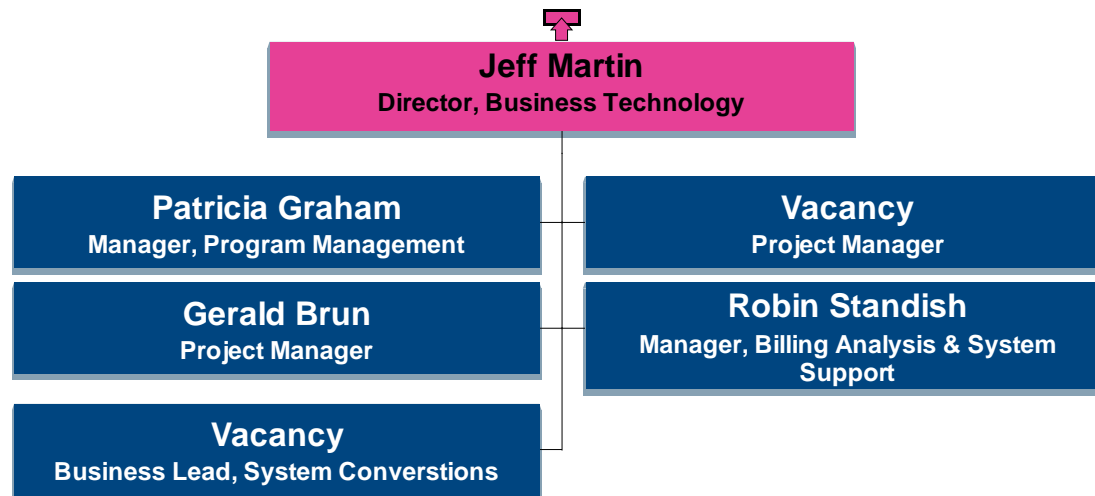
# ED&G - Customer Serv Ops (Workforce Mgmt, Planning & Analysis)

Refreshed 4-Jun-2010



## ED&G - Customer Serv Ops (Business Technology)

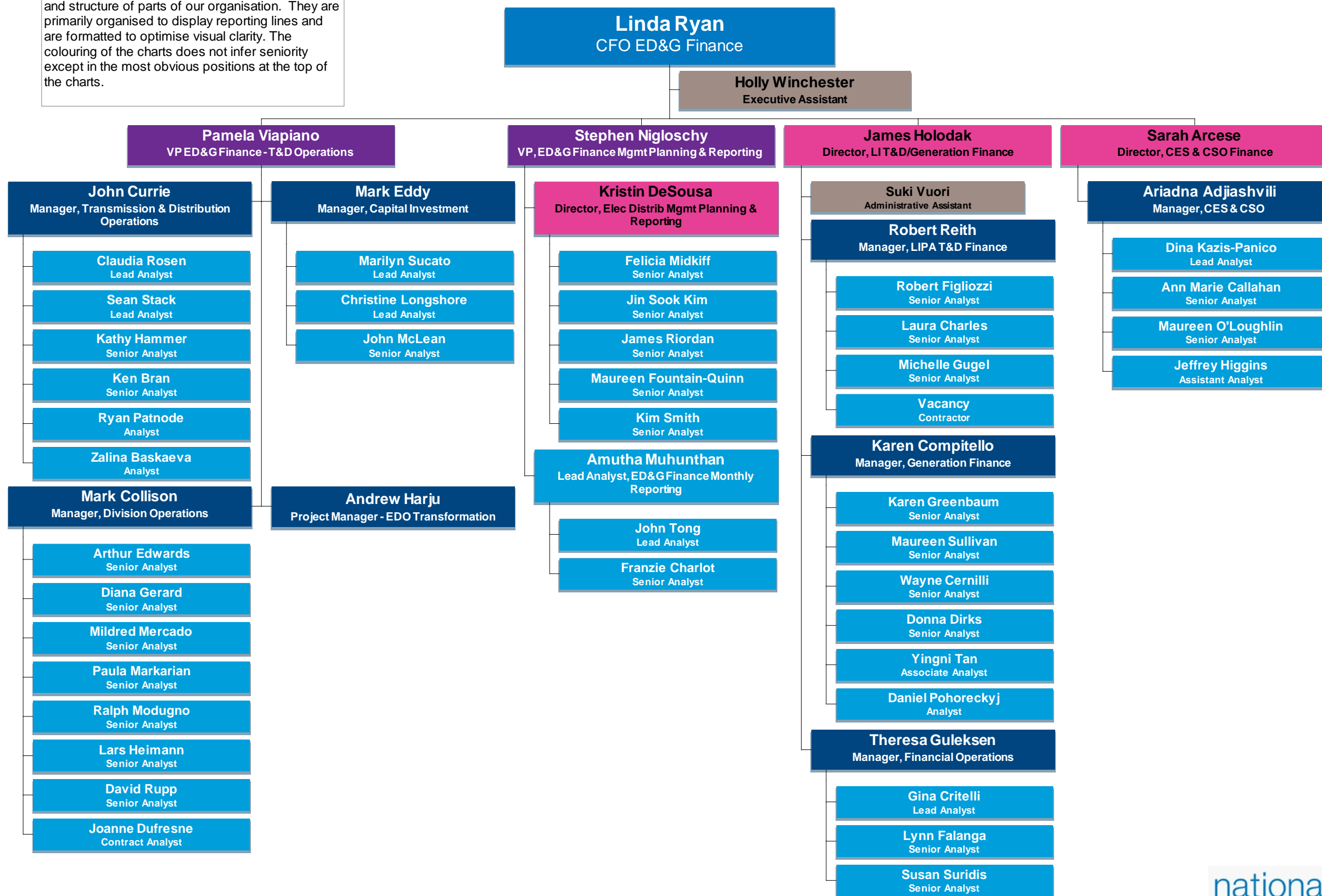
Refreshed 4-Jun-2010



# ED&G - Finance

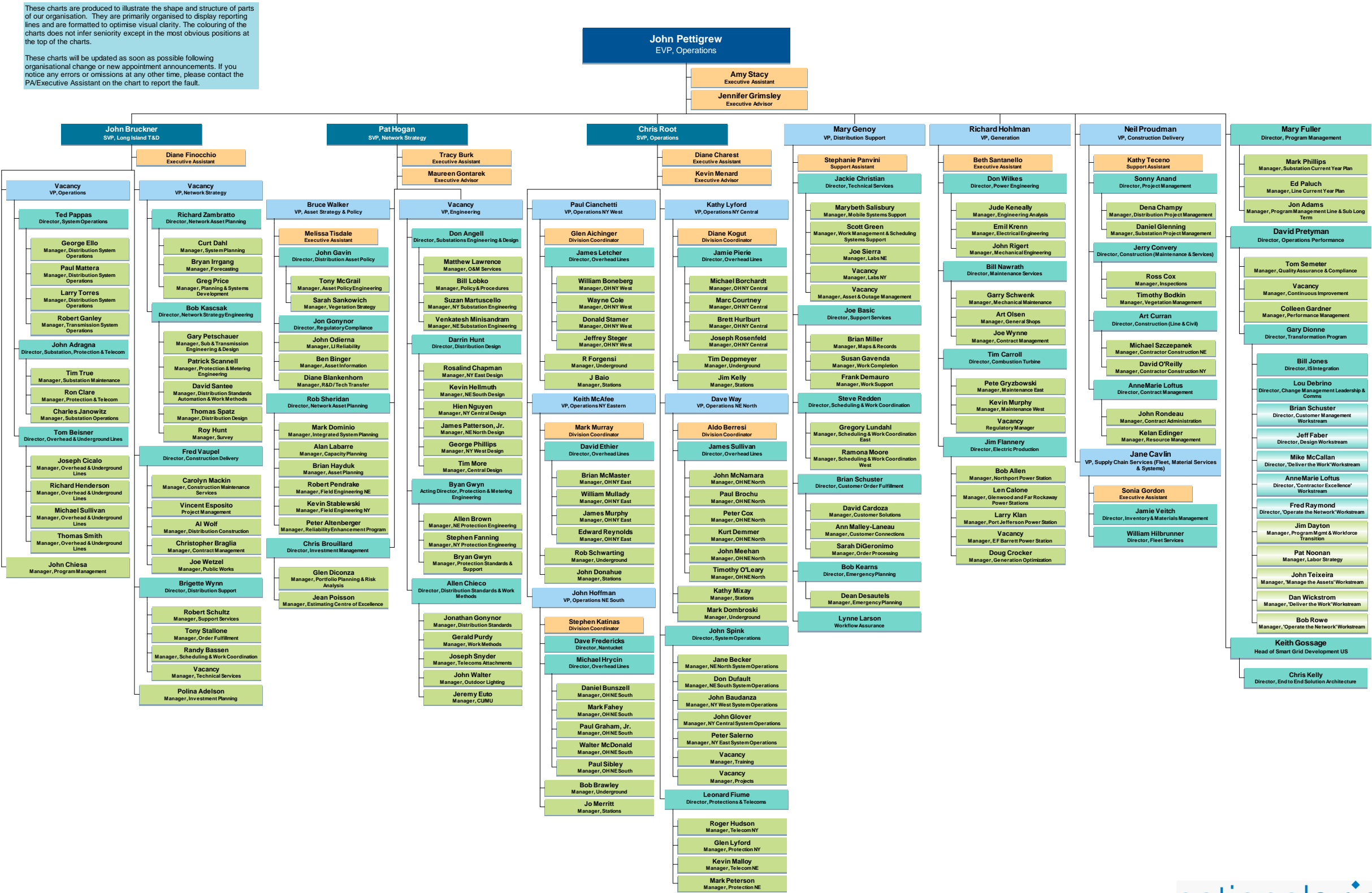
Refreshed 17-Jan-2011

These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



# ED&G - Operations & Generation

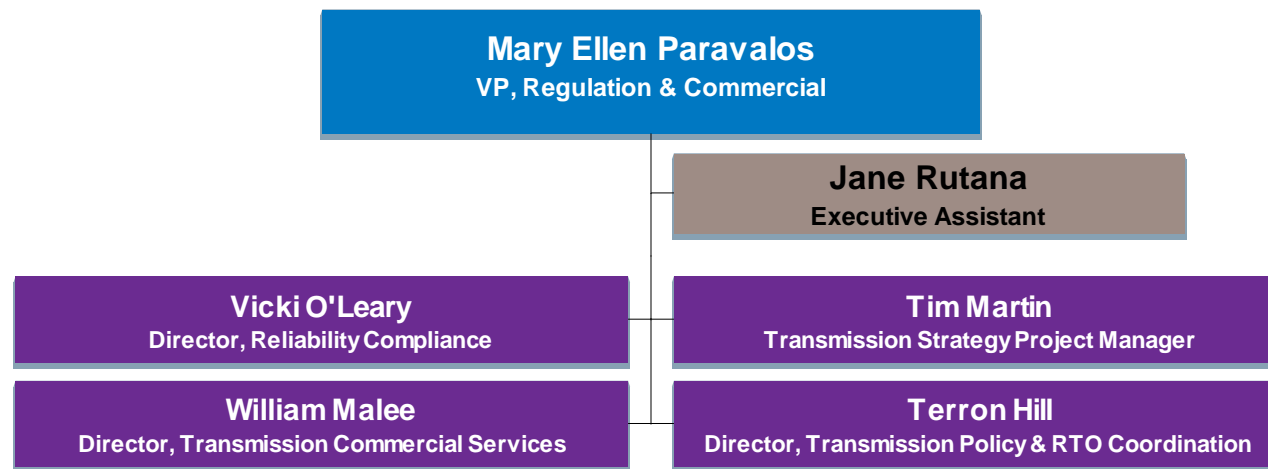
Refreshed 2-Feb-2010



# Transmission - US Regulation & Commercial

Refreshed 20-Jan-2010

These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.

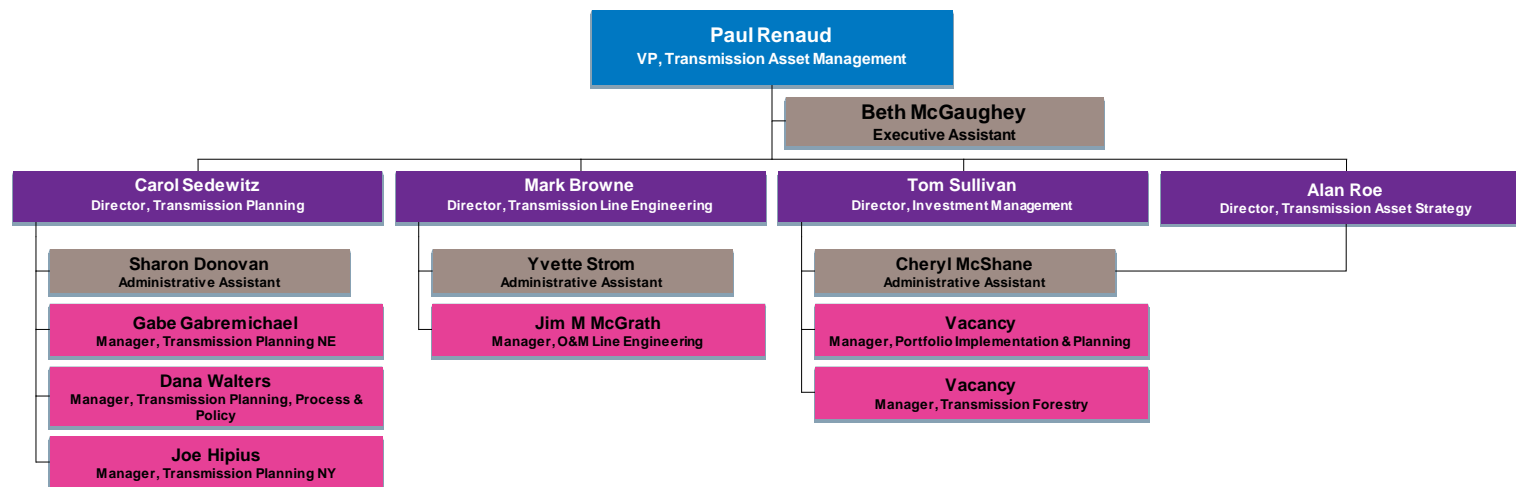




# Transmission - US Tx Asset Management

Refreshed 19-Jan-2011

These charts are produced to illustrate the shape and structure of parts of our organisation. They are primarily organised to display reporting lines and are formatted to optimise visual clarity. The colouring of the charts does not infer seniority except in the most obvious positions at the top of the charts.



Commission 2-48-ELEC/GAS

Request:

Why has the Company chosen to enlist the services of two separate law firms (Keegan & Werlin and Hinkley Allen) for this rate case?

Response:

Within a base-rate proceeding, there are several skill sets that are needed in order to provide cost-effective counsel to the Company. In this case, the two law firms retained by the Company each bring a complementary set of skills that will allow them, in combination, to conduct the case in an effective and cost-efficient manner.

Keegan Werlin has substantial institutional knowledge of National Grid's New England gas and electric distribution companies, having participated in the most recent rate case for the Rhode Island electric operations, and the two most recent rate cases for the Rhode Island gas operations. Keegan Werlin also has substantial expertise in ratemaking matters before this Commission and others. Along with its experience in the logistical side of producing the large volumes of filings necessary to support the proceeding, the firm's regulatory experience has enabled the Company to develop its initial filing and conduct discovery in a high-quality and cost-effective manner.

Hinckley Allen and Snyder is a local Rhode Island firm with deep familiarity and knowledge of the Company's numerous important constituencies in Rhode Island. In addition, Hinckley Allen and Snyder has substantial experience in complex administrative, trial and appellate litigation and has worked with the Company on many matters both before the Commission and in other significant judicial forums. As a result, Hinckley Allen and Snyder has developed a strong skill set for the hearing and briefing phase of the proceeding, which will assist in the efficient conduct of evidentiary hearings.

The complementary skill sets that each law firm possesses are necessary and appropriate to complete this proceeding.