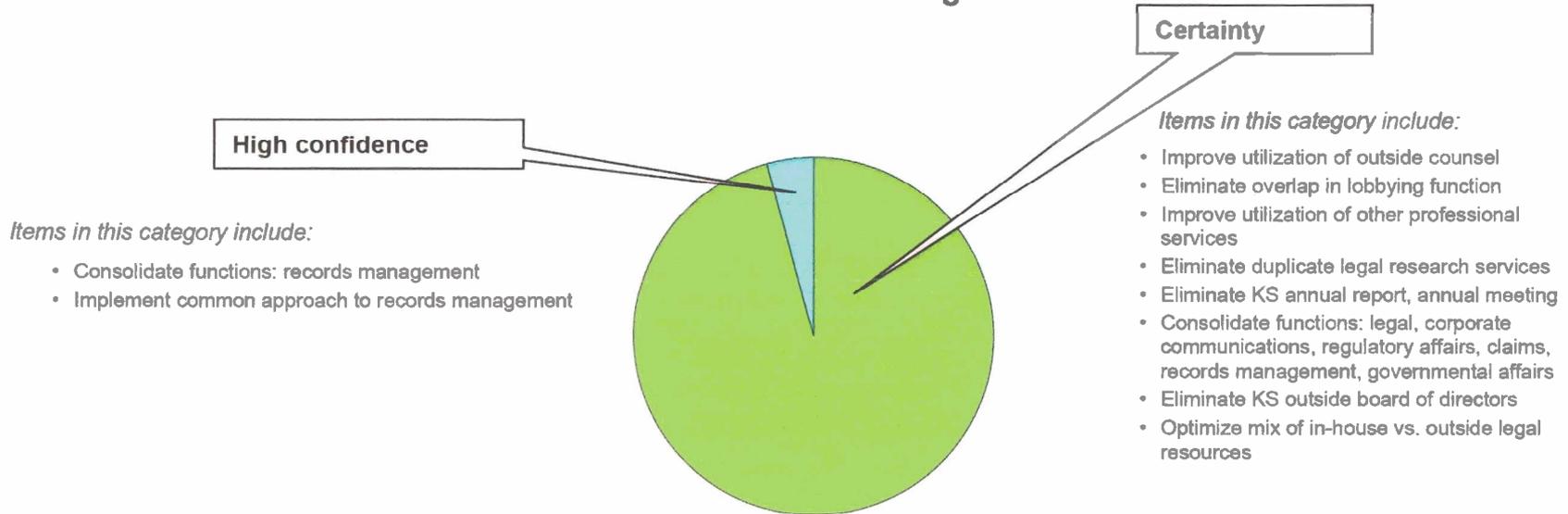


# Corporate Services: Confidence Levels

## Potential O&M Savings



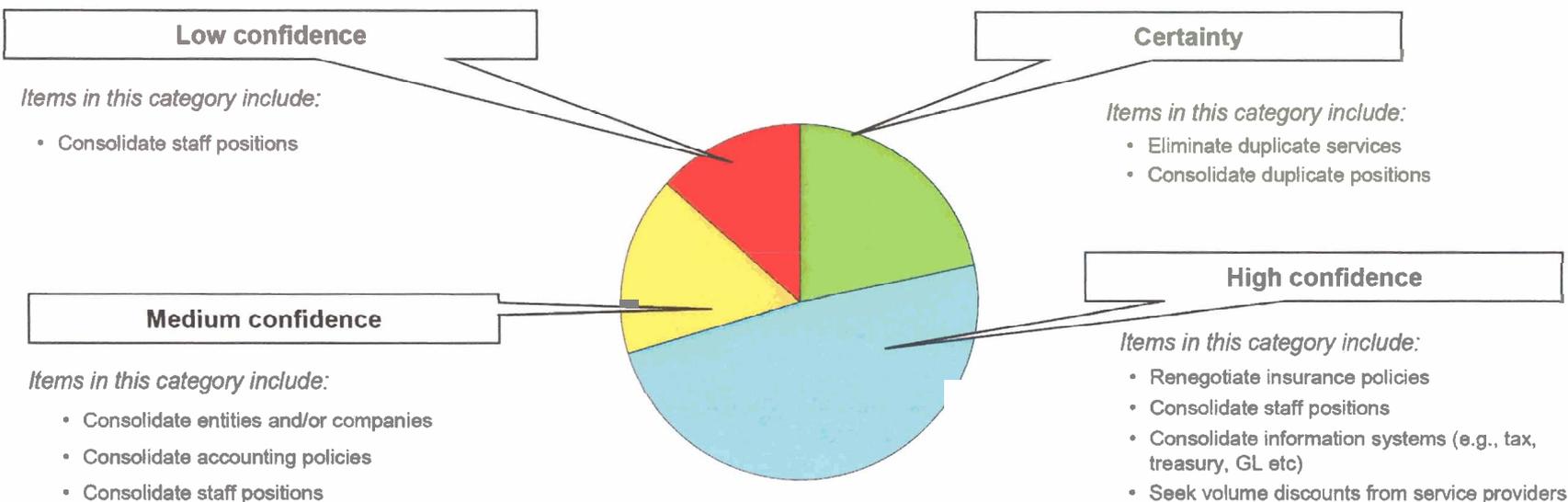
Confidence Levels	Probability to Achieve		FTEs	O&M Savings (\$M)		
				Labor Savings	Non-Labor Savings	Total
Certainty		100%	45	6.5	5.6	12.1
High Level of Confidence		75-100%	2 - 3	0.3 - 0.4	0 - 0	0.3 - 0.4
Medium Level of Confidence		50-75%	0 - 0	0 - 0	0 - 0	0 - 0
Low Level of Confidence		0-50%	0 - 0	0 - 0	0 - 0	0 - 0
<b>TOTAL</b>			47 - 48	6.9 - 7	5.6 - 5.6	12.5 - 12.6

## Corporate Services: Major Recommendations

Savings Strategies	Team Recommendations	Dependencies
Organizational Consolidation and Redesign <ul style="list-style-type: none"> <li>– Eliminate overlaps between company functions</li> <li>– Streamline management structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate functions: legal, corporate communications, regulatory affairs, claims, records management, governmental affairs</li> <li>◆ Eliminate KS outside board of directors</li> </ul>	
Business Process and Practice improvement <ul style="list-style-type: none"> <li>– Incorporate best practices</li> <li>– Streamline processes</li> <li>– Utilize increased scale</li> </ul>	<ul style="list-style-type: none"> <li>◆ Implement common approach to records management</li> <li>◆ Optimize mix of in-house vs. outside legal resources</li> </ul>	
Vendor Consolidation and Rationalization <ul style="list-style-type: none"> <li>– Eliminate duplicate vendors</li> <li>– Reduce unit costs</li> <li>– Improve utilization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Improve utilization of outside counsel</li> <li>◆ Eliminate overlap in lobbying function</li> <li>◆ Improve utilization of other professional services</li> <li>◆ Eliminate duplicate legal research services</li> <li>◆ Eliminate KS annual report, annual meeting</li> </ul>	<ul style="list-style-type: none"> <li>◆ Vendor: contracts</li> </ul>
Technology consolidation and implementation <ul style="list-style-type: none"> <li>– Migrate to common applications</li> <li>– Adopt efficiency improving solutions</li> </ul>		

# Finance and Accounting: Confidence Levels

## Potential O&M Savings



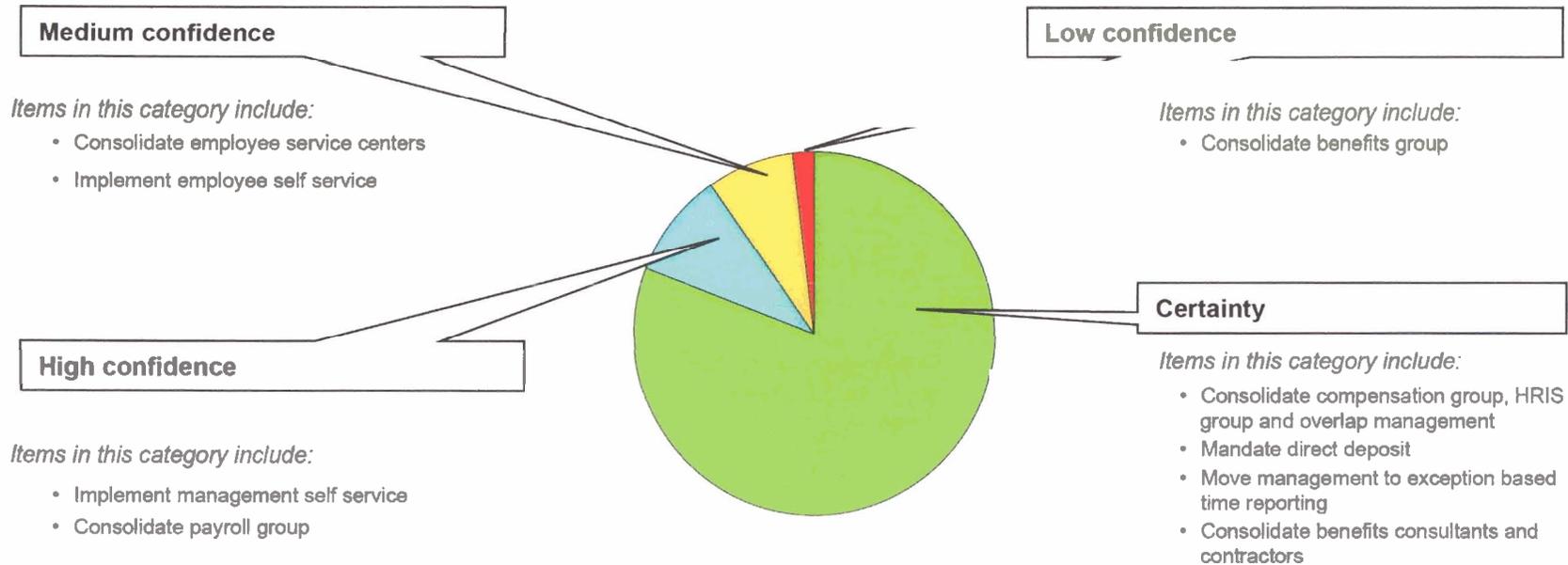
Confidence Levels	Probability to Achieve	FTEs	O&M Savings (\$M)		
			Labor Savings	Non-Labor Savings	Total
<b>Certainty</b>	100%	17	1.9	7.6	9.4
<b>High Level of Confidence</b>	75 – 100%	39 - 52	4.3 - 5.7	2.4 - 3.2	6.7 - 8.9
<b>Medium Level of Confidence</b>	50 – 75%	20 - 30	2.2 - 3.3	0 - 0.1	2.2 - 3.3
<b>Low Level of Confidence</b>	0 – 50%	0 - 12	0 - 1.3	0 - 0	0 - 1.3
<b>TOTAL</b>		76 - 110	8.3 - 12.1	10 - 10.8	18.3 - 22.9

## Finance and Accounting: Major Recommendations

Savings Strategies	Team Recommendations	Dependencies
<p>Organizational Consolidation and Redesign</p> <ul style="list-style-type: none"> <li>– Eliminate overlaps between company functions</li> <li>– Streamline management structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate functions: accounting, tax, treasury, financial planning, internal audit, SOX</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Business Process and Practice improvement</p> <ul style="list-style-type: none"> <li>– Incorporate best practices</li> <li>– Streamline processes/policies</li> <li>– Utilize increased scale</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate accounting policies</li> <li>◆ Convert manual to automated billing</li> <li>◆ Consolidate lock boxes</li> <li>◆ Simplify bank accounts</li> <li>◆ Consolidate entities and/or companies</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Vendor Consolidation and Rationalization</p> <ul style="list-style-type: none"> <li>– Eliminate duplicate vendors</li> <li>– Reduce unit costs</li> <li>– Improve utilization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Eliminate duplicate services (e.g., auditors, tax consultants, insurance)</li> <li>◆ Seek volume discounts from service providers</li> </ul>	<ul style="list-style-type: none"> <li>◆ Vendor: contract negotiations</li> </ul>
<p>Technology consolidation and implementation</p> <ul style="list-style-type: none"> <li>– Migrate to common applications</li> <li>– Adopt efficiency improving solutions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Implement common systems: general ledger, treasury workstation, PAWS, tax software</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>

# Human Resources: Confidence Levels

## Potential O&M Savings



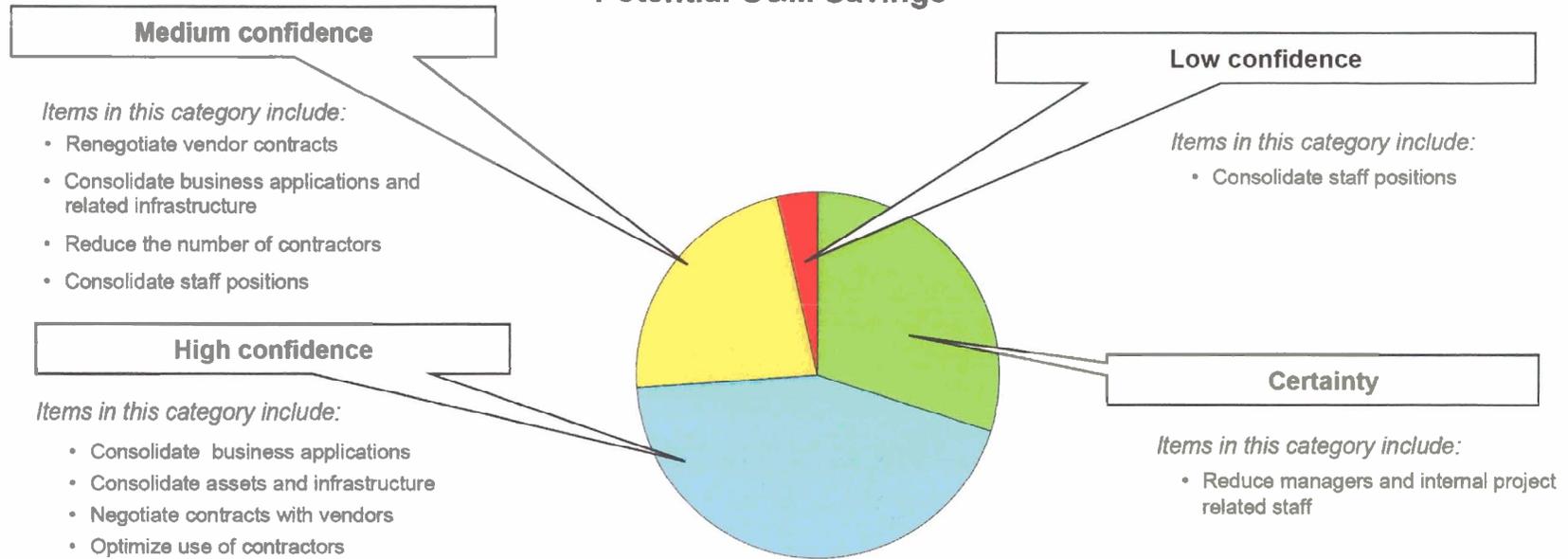
Confidence Levels	Probability to Achieve	FTEs	O&M Savings (\$M)		
			Labor Savings	Non-Labor Savings	Total
Certainty	100%	28	4.1	1.5	5.6
High Level of Confidence	75-100%	4 - 5	0.3 - 0.5	0 - 0	0.3 - 0.5
Medium Level of Confidence	50-75%	2 - 3	0.2 - 0.3	0 - 0	0.2 - 0.3
Low Level of Confidence	0-50%	0 - 1	0 - 0	0 - 0	0 - 0
<b>TOTAL</b>		34 - 37	4.6 - 4.9	1.5 - 1.5	6.1 - 6.4

## Human Resources: Major Recommendations

Savings Strategies	Team Recommendations	Dependencies
<p>Organizational Consolidation and Redesign</p> <ul style="list-style-type: none"> <li>– Eliminate overlaps between company functions</li> <li>– Streamline management structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate functions: compensation, labor relations, HRIS, organizational development, recruiting, employee services, benefits, payroll</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Business Process and Practice improvement</p> <ul style="list-style-type: none"> <li>– Incorporate best practices</li> <li>– Streamline processes</li> <li>– Utilize increased scale</li> </ul>	<ul style="list-style-type: none"> <li>◆ Standardize approach to performance management and organizational development</li> <li>◆ Mandate direct deposit</li> <li>◆ Require management to use electronic payroll advices</li> <li>◆ Move management to exception based time reporting</li> <li>◆ Implement employee self service</li> </ul>	
<p>Vendor Consolidation and Rationalization</p> <ul style="list-style-type: none"> <li>– Eliminate duplicate vendors</li> <li>– Reduce unit costs</li> <li>– Improve utilization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate duplicate service providers (benefits, recruiting, actuarial, consulting)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> <li>◆ Vendor: contracts</li> </ul>
<p>Technology consolidation and implementation</p> <ul style="list-style-type: none"> <li>– Migrate to common applications</li> <li>– Adopt efficiency improving solutions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate systems: HRIS, time entry, organization chart, employee inquiries and associated staffing</li> </ul>	

# Information Services: Confidence Levels

## Potential O&M Savings

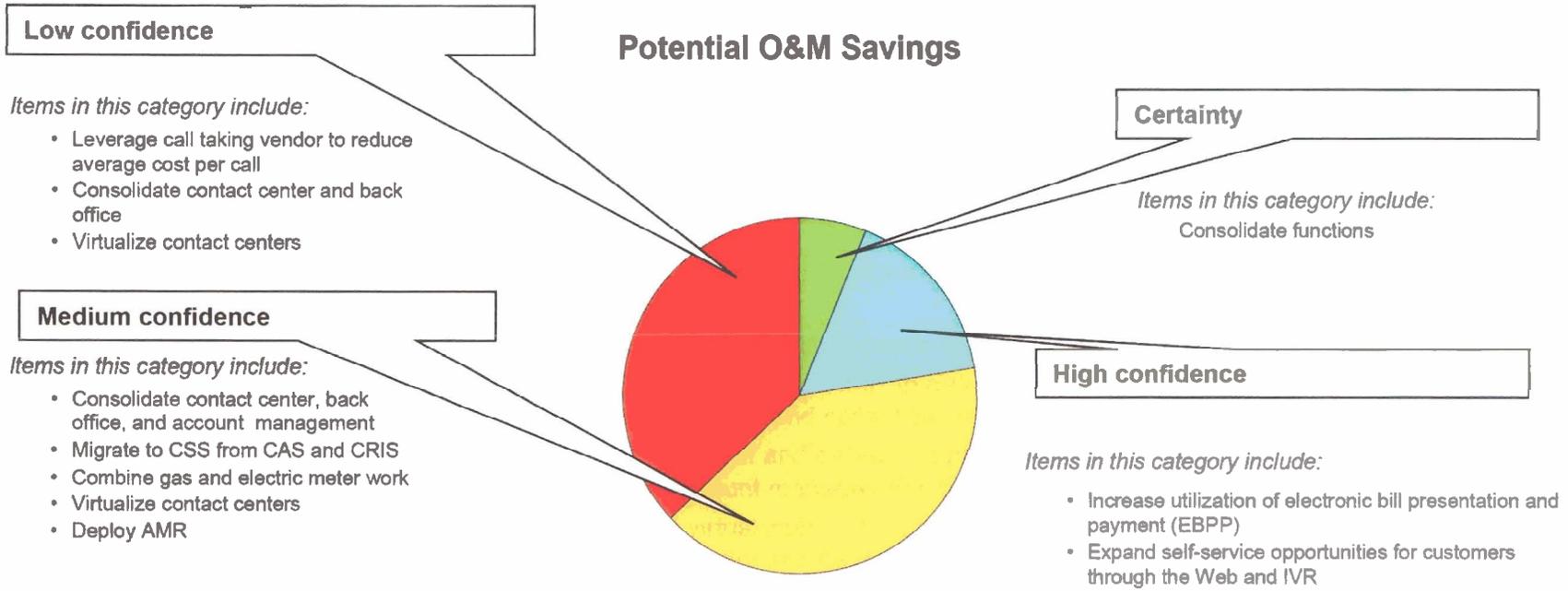


Confidence Levels	Probability to Achieve	FTEs	O&M Savings (\$M)		
			Labor Savings	Non-Labor Savings	Total
<b>Certainty</b>	100%	91	8.6	0.0	8.6
<b>High Level of Confidence</b>	75 – 100%	69 - 91	8.4 - 11.1	7.2 - 9.6	15.6 - 20.7
<b>Medium Level of Confidence</b>	50 – 75%	18 - 27	2.3 - 3.5	2.9 - 4.4	5.3 - 7.9
<b>Low Level of Confidence</b>	0 – 50%	0 - 8	0 - 0.7	0 - 0	0 - 0.7
<b>TOTAL</b>		177 - 217	19.3 - 23.9	10.1 - 14	29.4 - 37.9

## Information Services: Major Recommendations

Savings Strategies	Team Recommendations	Dependencies
<p>Organizational Consolidation and Redesign</p> <ul style="list-style-type: none"> <li>– Eliminate overlaps between company functions</li> <li>– Streamline management structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate organization based on optimizing reporting structure and supporting infrastructure,                             <ul style="list-style-type: none"> <li>– e.g., managers, supervisors, staff redundancies, help desk, data center etc.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Business Process and Practice improvement</p> <ul style="list-style-type: none"> <li>– Incorporate best practices</li> <li>– Streamline processes</li> <li>– Utilize increased scale</li> </ul>	<ul style="list-style-type: none"> <li>◆ Standardize application development processes, user-support, infrastructure design, desktop support, project management, and contract management</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Vendor Consolidation and Rationalization</p> <ul style="list-style-type: none"> <li>– Eliminate duplicate vendors</li> <li>– Reduce unit costs</li> <li>– Improve utilization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Optimize use of and negotiate global volume discounts with key vendors                             <ul style="list-style-type: none"> <li>– e.g., software, hardware, contractor/consultants</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◆ Vendor: contracts</li> </ul>
<p>Technology consolidation and implementation</p> <ul style="list-style-type: none"> <li>– Migrate to common applications</li> <li>– Adopt efficiency improving solutions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate business applications to eliminate redundancy and improve company-wide performance:                             <ul style="list-style-type: none"> <li>– Corporate applications</li> <li>– Customer applications</li> <li>– Operations applications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◆ LIPA: service agreement</li> <li>◆ Collective bargaining</li> </ul>

# Customer Service and Marketing: Confidence Levels



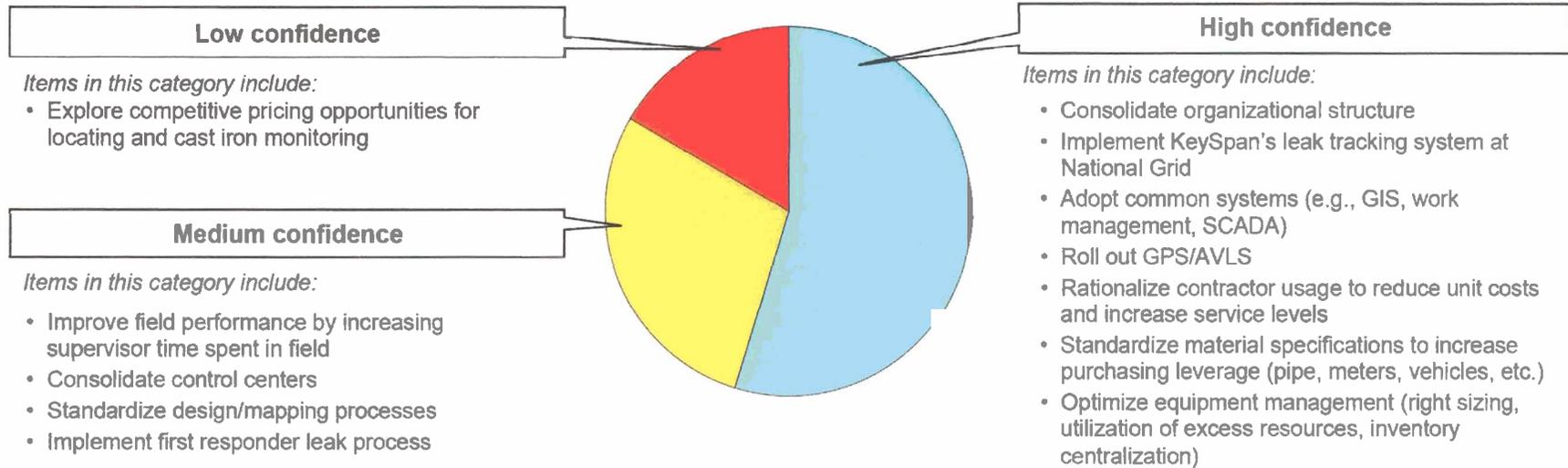
Confidence Levels	Probability to Achieve	FTEs	O&M Savings (\$M)		
			Labor Savings	Non-Labor Savings	Total
<b>Certainty</b>	100%	30	3.1	0.4	3.5
<b>High Level of Confidence</b>	75-100%	32 - 42	3.9 - 5.2	3.1 - 4.2	7 - 9.4
<b>Medium Level of Confidence</b>	50-75%	177 - 265	12.7 - 19.1	-1.1 - -1.7	11.6 - 17.4
<b>Low Level of Confidence</b>	0-50%	0 - 180	0 - 13.6	0 - -3.1	0 - 10.5
<b>TOTAL</b>		238 - 517	19.7 - 40.9	2.5 - -0.1	22.1 - 40.8

## Customer Service and Marketing: Major Recommendations

Savings Strategies	Team Recommendations	Dependencies
<p>Organizational Consolidation and Redesign</p> <ul style="list-style-type: none"> <li>- Eliminate overlaps between company functions</li> <li>- Streamline management structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate functions: contact centers, customer systems support, credit &amp; collections, back office, large account management</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Business Process and Practice improvement</p> <ul style="list-style-type: none"> <li>- Incorporate best practices</li> <li>- Streamline processes</li> <li>- Utilize increased scale</li> </ul>	<ul style="list-style-type: none"> <li>◆ Expand self-service opportunities for customers through the Web and IVR</li> <li>◆ Combine electric and gas meter work</li> <li>◆ Expand deployment of AMR to reduce meter-reading costs and reduce billing and collection costs</li> <li>◆ Adopt best credit and collections practices in account initiation, account management, field collections and final bill</li> <li>◆ Implement virtualization of contact centers to enhance disaster recovery and better manage call peaking</li> <li>◆ Increase utilization of electronic bill presentation and payment (EBPP) to expand customer options and reduce billing and mailing costs</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> <li>◆ Customer: changing payment behavior</li> </ul>
<p>Vendor Consolidation and Rationalization</p> <ul style="list-style-type: none"> <li>- Eliminate duplicate vendors</li> <li>- Reduce unit costs</li> <li>- Improve utilization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Leverage call taking vendor to reduce average cost per call</li> <li>◆ Consolidate other contact center vendors to capture volume discounts</li> </ul>	<ul style="list-style-type: none"> <li>◆ Vendor: contracts</li> <li>◆ Collective bargaining</li> </ul>
<p>Technology consolidation and implementation</p> <ul style="list-style-type: none"> <li>- Migrate to common applications</li> <li>- Adopt efficiency improving solutions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate customer applications (migrate from CAS and CRIS to CSS)</li> </ul>	<ul style="list-style-type: none"> <li>◆ LIPA: service agreement</li> <li>◆ Resource availability</li> </ul>

# Gas Operations: Confidence Levels

## Potential O&M Savings



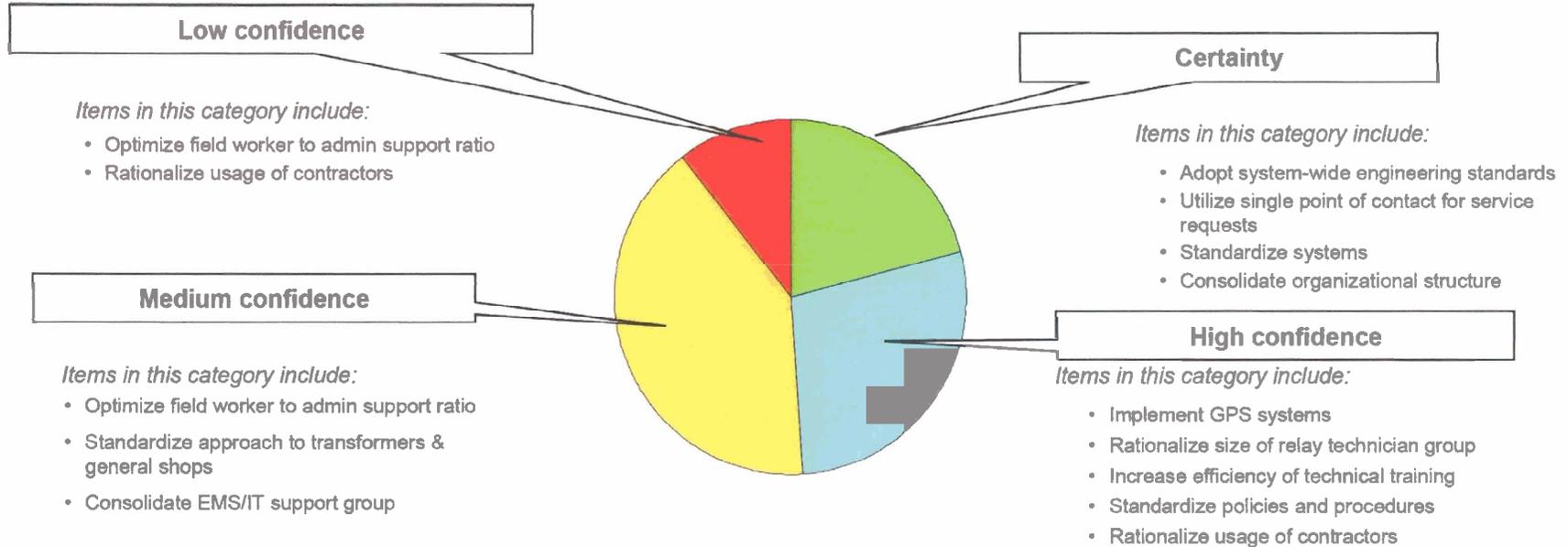
Confidence Levels	Probability to Achieve		FTEs	O&M Savings (\$M)		
	█	%		Labor Savings	Non-Labor Savings	Total
Certainty	█	100%	0	0.0	0.0	0.0
High Level of Confidence	█	75-100%	22 - 29	1.8 - 2.4	6.3 - 8.3	8.1 - 10.8
Medium Level of Confidence	█	50-75%	25 - 38	1.4 - 2.1	1.4 - 2.1	2.8 - 4.2
Low Level of Confidence	█	0-50%	0 - 16	0 - 1.6	0 - 0	0 - 1.6
<b>TOTAL</b>			<b>47 - 82</b>	<b>3.2 - 6.2</b>	<b>7.6 - 10.4</b>	<b>10.9 - 16.6</b>

## Gas Operations: Major Recommendations

Savings Strategies	Team Recommendations	Dependencies
<p>Organizational Consolidation and Redesign</p> <ul style="list-style-type: none"> <li>– Eliminate overlaps between company functions</li> <li>– Streamline management structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate functions: asset management, control centers</li> </ul>	
<p>Business Process and Practice Improvement</p> <ul style="list-style-type: none"> <li>– Incorporate best practices</li> <li>– Streamline processes</li> <li>– Utilize increased scale</li> </ul>	<ul style="list-style-type: none"> <li>◆ Standardize level of detail for design/mapping work</li> <li>◆ Adopt common approach to first response (crew size, process)</li> <li>◆ Explore competitive pricing for new and replacement main services, DigSafe, cast iron monitoring</li> <li>◆ Improve field performance by increasing supervisor time spent in field</li> <li>◆ Optimize equipment management (right sizing, utilization of excess resources, inventory centralization)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Vendor Consolidation and Rationalization</p> <ul style="list-style-type: none"> <li>– Eliminate duplicate vendors</li> <li>– Reduce unit costs</li> <li>– Improve utilization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Standardize on material specifications to increase purchasing leverage (e.g., pipe, meters, vehicles, etc.)</li> <li>◆ Rationalize contractor usage to reduce unit costs and increase service levels</li> </ul>	<ul style="list-style-type: none"> <li>◆ Vendor: contracts</li> </ul>
<p>Technology consolidation and implementation</p> <ul style="list-style-type: none"> <li>– Migrate to common applications</li> <li>– Adopt efficiency improving solutions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Adopt common systems (e.g., GIS, work management, SCADA)</li> <li>◆ Implement KeySpan's leak tracking system at National Grid</li> <li>◆ Roll out GPS/AVLS</li> </ul>	

# Electric Transmission and Distribution: Confidence Levels

## Potential O&M Savings

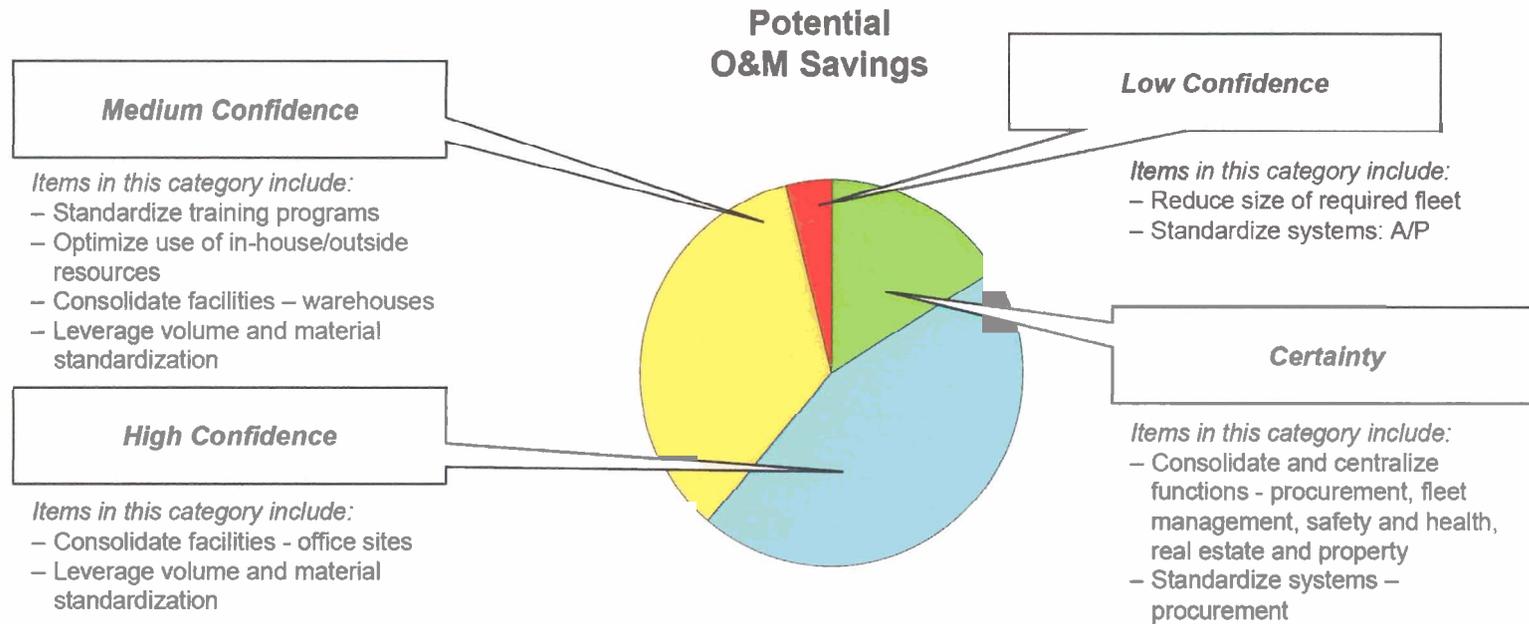


Confidence Levels	Probability to Achieve	FTEs	O&M Savings (\$M)		
			Labor Savings	Non-Labor Savings	Total
Certainty	100%	14	2.3	1.1	3.4
High Level of Confidence	75 – 100%	19 - 25	0.9 - 1.2	2.6 - 3.4	3.5 - 4.6
Medium Level of Confidence	50 – 75%	47 - 70	3.1 - 4.6	0.3 - 0.5	3.4 - 5.1
Low Level of Confidence	0 – 50%	0 - 8	0 - 0.5	0 - 0.4	0 - 0.9
<b>TOTAL</b>		79 - 117	6.3 - 8.7	4 - 5.4	10.3 - 14.1

## Electric Transmission and Distribution: Major Recommendations

Savings Strategies	Team Recommendations	Dependencies
<p>Organizational Consolidation and Redesign</p> <ul style="list-style-type: none"> <li>– Eliminate overlaps between company functions</li> <li>– Streamline management structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate functions: control centers, dispatch centers, EMS/IT support</li> </ul>	
<p>Business Process and Practice improvement</p> <ul style="list-style-type: none"> <li>– Incorporate best practices</li> <li>– Streamline processes</li> <li>– Utilize increased scale</li> </ul>	<ul style="list-style-type: none"> <li>◆ Adopt system-wide engineering standards</li> <li>◆ Utilize single point of contact for service requests</li> <li>◆ Rationalize size of relay technician group</li> <li>◆ Standardize approach to transformers &amp; general shops</li> <li>◆ Optimize the field worker to admin support ratio</li> <li>◆ Increase efficiency of technical training</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Vendor Consolidation and Rationalization</p> <ul style="list-style-type: none"> <li>– Eliminate duplicate vendors</li> <li>– Reduce unit costs</li> <li>– Improve utilization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Standardize on material specifications to increase purchasing leverage (e.g., transformers, wire, vehicles)</li> <li>◆ Rationalize contractor usage to reduce unit costs and increase service levels (e.g., tree trimming)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Vendors: contracts</li> </ul>
<p>Technology consolidation and implementation</p> <ul style="list-style-type: none"> <li>– Migrate to common applications</li> <li>– Adopt efficiency improving solutions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Implement Distribution Automation (DA) system at National Grid to improve reliability</li> <li>◆ Implement GPS at KeySpan</li> <li>◆ Standardize systems (e.g., GIS/design, work management, contractor invoicing)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>

# Shared Services: Confidence Levels



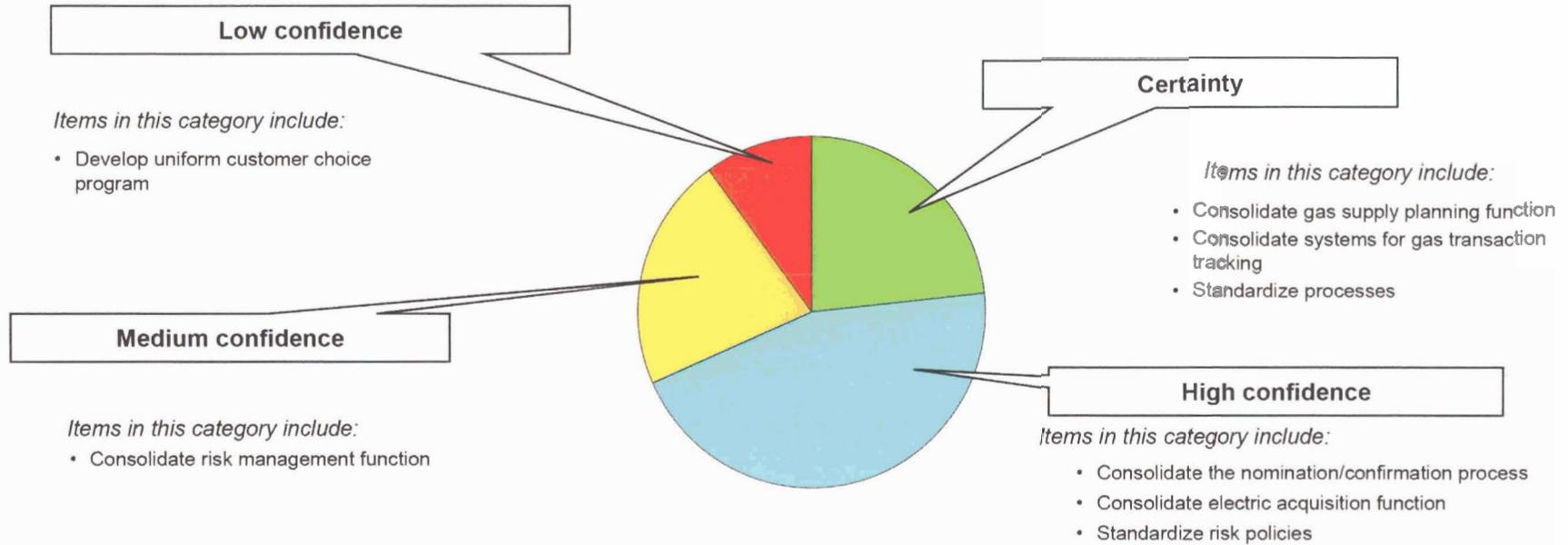
Confidence Levels	Probability to Achieve		FTE	O&M Savings (\$M)		
				Labor Savings	Non-Labor Savings	Total
Certainty		100%	96	8.7	1.6	10.3
High Level of Confidence		75 – 100%	67 - 89	4.7 - 6.3	16.4 - 21.8	21.1 - 28.1
Medium Level of Confidence		50 – 75%	8 - 11	0.4 - 0.5	10.7 - 16.1	11.1 - 16.6
Low Level of Confidence		0 – 50%	0 - 1	0 - 0.1	0 - 1	0 - 1.1
<b>TOTAL Unadjusted</b>			170 - 197	13.8 - 15.6	28.7 - 40.5	42.4 - 56.1

## Shared Services: Major Recommendations

Savings Strategies	Team Recommendations	Dependencies
<p>Organizational Consolidation and Redesign</p> <ul style="list-style-type: none"> <li>– Eliminate overlaps between company functions</li> <li>– Streamline management structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate and centralize functions: procurement, facility management, fleet management, inventory management, accounts payable, technical training, real estate and property, safety and health, business systems support services</li> <li>◆ Consolidate facilities (e.g., office sites, data centers, warehouses, training centers)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> <li>◆ Vendor: lease contracts</li> </ul>
<p>Business Process and Practice improvement</p> <ul style="list-style-type: none"> <li>– Incorporate best practices</li> <li>– Streamline processes</li> <li>– Utilize increased scale</li> </ul>	<ul style="list-style-type: none"> <li>◆ Fleet: reduce size of required fleet, standardize fleet auction process, standardize company-supplied vehicle policy</li> <li>◆ Inventory: Adopt MMT process to reduce inventory</li> <li>◆ Training: standardize training programs</li> <li>◆ Optimize use of in-house/outside resources</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Vendor Consolidation and Rationalization</p> <ul style="list-style-type: none"> <li>– Eliminate duplicate vendors</li> <li>– Reduce unit costs</li> <li>– Improve utilization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Leverage volume and material standardization to reduce unit costs of purchased materials and services (e.g., direct gas and electric materials, SIR contractors, security technology, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Collective bargaining</li> </ul>
<p>Technology consolidation and implementation</p> <ul style="list-style-type: none"> <li>– Migrate to common applications</li> <li>– Adopt efficiency improving solutions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Standardize systems: procurement, AP Systems</li> <li>◆ Utilize best technologies: e-Invoicing from KeySpan, Inventory management from National Grid</li> </ul>	

# Generation and Energy Supply: Confidence Levels

## Potential O&M Savings



Confidence Levels	Probability to Achieve	FTEs	O&M Savings (\$M)		
			Labor Savings	Non-Labor Savings	Total
<b>Certainty</b>	100%	2	0.2	0.0	0.2
<b>High Level of Confidence</b>	75 – 100%	3 - 4	0.4 - 0.5	0 - 0	0.4 - 0.5
<b>Medium Level of Confidence</b>	50 – 75%	1 - 1	0.1 - 0.2	0 - 0	0.1 - 0.2
<b>Low Level of Confidence</b>	0 – 50%	0 - 1	0 - 0.1	0 - 0	0 - 0.1
<b>TOTAL</b>		6 - 7	0.7 - 0.9	0 - 0	0.7 - 0.9

## Generation and Energy Supply: Major Recommendations

Savings Strategies	Team Recommendations	Dependencies
<p>Organizational Consolidation and Redesign</p> <ul style="list-style-type: none"> <li>– Eliminate overlaps between company functions</li> <li>– Streamline management structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate functions: electric supply acquisition and planning, gas supply planning, risk management, customer choice program management (nomination/confirmation process), gas transactions &amp; portfolio optimization</li> </ul>	
<p>Business Process and Practice improvement</p> <ul style="list-style-type: none"> <li>– Incorporate best practices</li> <li>– Streamline processes</li> <li>– Utilize increased scale</li> </ul>	<ul style="list-style-type: none"> <li>◆ Standardize tracking, reporting and billing processes</li> <li>◆ In-source all portfolio optimization to create revenue opportunity</li> <li>◆ Develop uniform customer choice program</li> <li>◆ Standardize risk policies</li> </ul>	
<p>Vendor Consolidation and Rationalization</p> <ul style="list-style-type: none"> <li>– Eliminate duplicate vendors</li> <li>– Reduce unit costs</li> <li>– Improve utilization</li> </ul>	<ul style="list-style-type: none"> <li>◆ Rationalize spend on services and subscriptions (e.g., send out, weather services)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Vendor: contracts</li> </ul>
<p>Technology consolidation and implementation</p> <ul style="list-style-type: none"> <li>– Migrate to common applications</li> <li>– Adopt efficiency improving solutions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate systems for gas transaction tracking, customer choice, ISO bid management and billing</li> </ul>	