

REDACTED



Smart. Focused. Done Right.

ScottMadden, Inc.  
2626 Glenwood Avenue  
Suite 480  
Raleigh, NC 27608  
919-781-4191  
scottmadden.com

April 28, 2022

Invoice Number: 020860

Robert B. Hevert  
Unitil Energy Systems  
6 Liberty Lane West  
Hampton, NH 03842

In Reference To: Professional services provided in March 2022 for project 368-012  
UES 2021 Revenue Decoupling Testimony

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	<i>Amount</i>
<b>Professional Fees</b>	\$ 2,250.00
<b>Total Fees and Expenses</b>	<u>\$ 2,250.00</u>
<b>Total Due</b>	<u><u>\$ 2,250.00</u></u>

If you have any questions regarding this invoice, please let me know. Please remit payment in U.S. funds to:  
ScottMadden, PO Box 935955, Atlanta, GA 31193-5955. Thank you for retaining ScottMadden.

Sincerely,

A handwritten signature in blue ink that reads "Timothy Lyons".

Timothy Lyons  
Partner

ScottMadden, Inc.  
Tax ID: 56-1445505

OK TO PAY  
\$2,250.00  
10-20-00-00-182-03-07  
D. Main 4-29-2022

000003

Project UES 2021 Revenue Decoupling Testimony  
In Reference to: Professional services provided in March 2022 for project 368-012

		Current		Current
		<u>Hours</u>	<u>Rate</u>	<u>Amount</u>
<b>Professional Fees</b>				
<b>Timothy Lyons</b>	3/2/2022	████	████	450.00
Post-filing support; preparation for hearing				
<b>Timothy Lyons</b>	3/3/2022	████	████	1,800.00
Post-filing support; preparation and attendance at hearing				
Professional Fees		████		2,250.00



Smart. Focused. Done Right.

ScottMadden, Inc.  
2626 Glenwood Avenue  
Suite 480  
Raleigh, NC 27608  
919-781-4191  
scottmadden.com

April 28, 2022

Invoice Number: 020861

Robert B. Hevert  
Unitil Energy Systems  
6 Liberty Lane West  
Hampton, NH 03842

In Reference To: Professional services provided in March 2022 for project 368-013  
UES 2021 ROE Testimony

---

**Professional Fees**

\$ 2,070.00

**Total Fees and Expenses**\$ 2,070.00**Total Due**\$ 2,070.00

If you have any questions regarding this invoice, please let me know. Please remit payment in U.S. funds to:  
ScottMadden, PO Box 935955, Atlanta, GA 31193-5955. Thank you for retaining ScottMadden.

Sincerely,

A handwritten signature in blue ink that reads "Timothy Lyons".

Timothy Lyons  
Partner

ScottMadden, Inc.  
Tax ID: 56-1445505

OK TO PAY

\$2,070.00

10-20-00-00-182-03-07

D. Main 4-29-2022

**REDACTED**

Project	UES 2021 ROE Testimony
In Reference to:	Professional services provided in March 2022 for project 368-013

## Professional Fees

Jennifer Nelson	3/3/2022			2,070.00
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Settlement Hearing Attendance

Professional Fees	2,070.00
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STATE OF NEW HAMPSHIRE

COMMISSIONER  
Jared S. Chicoine

DEPUTY COMMISSIONER  
Christopher J. Ellms, Jr.



DEPARTMENT OF ENERGY  
21 S. Fruit St., Suite 10  
Concord, N.H. 03301-2429

TDD Access: Relay NH  
1-800-735-2964

Tel. (603) 271-3670

FAX No. 271-1526

Website:  
[www.energy.nh.gov](http://www.energy.nh.gov)

June 9, 2022

Patrick Taylor  
Dan Main  
Unitil Corporation  
325 West Road  
Portsmouth, NH 03801

Dear Patrick and Dan,

We have enclosed an invoice for expenses incurred by Blue Ridge Consulting Services, Inc., a firm contracted by the Department. This is for work performed in the month of May 2022, re Unitil Energy Systems Inc. electric operations of Unitil Docket DE 21-030.

It would be much appreciated if payment could be returned to the Department within 15 days.

If you have any questions, please do not hesitate to contact me at 603-271-6007.

Sincerely,

A handwritten signature in blue ink that reads "Sharon Kask".

Sharon Kask  
Business Office

Enclosures: Invoice #12566  
Copy of Blue Ridge Consulting Invoice# NHUnitil210625-10

000007

**STATE OF NEW HAMPSHIRE**

21 S. Fruit St, Ste 10  
Concord, NH 03301-2429  
Tel. 603-271-3670

**Invoice No. 12566**

**Date: June 9, 2022**

PATRICK TAYLOR and DAN MAIN

UNITIL CORPORATION

325 WEST ROAD

PORTSMOUTH, NH 03801

OK TO PAY  
D. Main 6-9-2022  
\$281.25  
10-20-00-00-182-03-07

**Return Payment To:**  
**DEPARTMENT OF ENERGY**  
**ATTN: BUSINESS OFFICE**

---

We have enclosed an invoice for expenses incurred by Blue Ridge Consulting Services, Inc., a firm contracted by the Department. This is for work performed in the month of May 2022, re Unitil Energy Systems, Inc. electric operations of Unitil Docket DE 21-030.

<b>Total Due \$281.25</b>
---------------------------

010-052-13820000-404989 / **PO# 1082754- BLUE RIDGE**

**PLEASE ENCLOSE DUPLICATE WITH PAYMENT WITHIN 15 DAYS**

000008





# Blue Ridge Consulting Services, Inc.

June 2, 2022

Business Office  
New Hampshire Department of Energy  
21 South Fruit Street, Suite 10  
Concord, NH 03301-2429

(submitted electronically - [ENGY-BusinessOfficeGroup@energy.nh.gov](mailto:ENGY-BusinessOfficeGroup@energy.nh.gov))

SUBJECT: NHPUC Unitil Rate Case Docket DE-21-030  
Federal Tax Identification Number: 27-0019089  
Invoice # NHUnitil210625-10 – May 2022 Due on Receipt:

Thank you for giving us the opportunity to assist you. The following is a summary of the amounts due for the prior months. Time and expense reports are attached that include the hours incurred by task. Should you need any additional information, please let me know.

Name	Title	Hours Invoiced	Rate	Total
Donna H. Mullinax, CPA	PM, Lead Consultant	1.25	\$225.00	\$281.25
Daniel Salter	Senior Consultant	-	\$195.00	\$0.00
Joseph Freedman	Senior Consultant	-	\$195.00	\$0.00
Wen Hudson	Consultant	-	\$175.00	\$0.00
Tracy Klaes	Consultant and Document Manager	-	\$175.00	\$0.00
<b>Total</b>		<b>1.25</b>		<b>\$281.25</b>
Expenses				\$0.00
<b>Total Due This Invoice</b>				<b>\$281.25</b>

Please send your payment to the following address:

Blue Ridge Consulting Services, Inc.  
114 Knightsridge Rd.  
Travelers Rest, SC 29690

Very truly yours,

*Donna Mullinax*

Donna H. Mullinax  
President

C: Elizabeth Nixon & Tom Frantz – NH DOE  
File

### Summary of Amounts Invoiced To Date

Date	Invoice #	Professional Services	Expenses	Total Invoiced	Status
8/5/21	NHUnitil210625-01	\$3,318.75	\$0.00	\$3,318.75	<i>Received 9/14/21</i>
9/3/21	NHUnitil210625-02	\$9,620.00	\$0.00	\$9,620.00	<i>Received 11/2/21</i>
10/5/21	NHUnitil210625-03	\$3,750.00	\$0.00	\$3,750.00	<i>Received 12/13/21</i>
11/3/21	NHUnitil210625-04	\$13,421.25	\$0.00	\$13,421.25	<i>Received 12/2/21</i>
12/2/21	NHUnitil210625-05	\$12,317.50	\$0.00	\$12,317.50	<i>Received 12/16/21</i>
1/4/22	NHUnitil210625-06	\$3,496.25	\$0.00	\$3,496.25	<i>Received 1/26/22</i>
2/2/22	NHUnitil210625-07	\$7,537.50	\$0.00	\$7,537.50	<i>Received 2/17/22</i>
3/2/22	NHUnitil210625-08	\$1,968.75	\$0.00	\$1,968.75	<i>Received 3/15/22</i>
4/4/22	NHUnitil210625-09	\$2,475.00	\$0.00	\$2,475.00	
6/2/22	NHUnitil210625-10	\$281.25	\$0.00	\$281.25	
Totals		\$58,186.25	\$0.00	\$58,186.25	

Not to Exceed

Available Balance

\$74,715.00

\$16,528.75





Client and Project: NHDOE Unittil DE 21-030

Project Number: NH Unittil 210625

Name: Donna H. Mullianx PM/APM Approval: DHM Month: May 2022

114 Knightsridge Road  
Travelers Rest, SC 29690  
Phone: (864) 836-4497  
Fax: (864) 751-5717  
Email: tklaes@blueridgecs.com

Fax: (604) 751-5171  
Email: tklaes@bluendgecs.co

Date	Description	Hours by Task							Expenses				
		Task 1 Project Management	Task 2 Project Startup	Task 3 Discovery	Task 4 Analysis	Task 5 Interview/Field Work	Task 6 Testimony (Draft & Rebuttal)	Task 7 Settlement or Hearings	Unbilled	Transportation Air, Auto, Train, Gas, Parking	Meals Breakfast, Lunch, Dinner	Lodging	Other Provide description
5/1/22													
5/2/22													
5/3/22													
5/4/22													
5/5/22													
5/6/22													
5/7/22													
5/8/22													
5/9/22													
5/10/22													
5/11/22	Review removal of AMP from revenue increase				0.75								
5/12/22													
5/13/22													
5/14/22													
5/15/22													
5/16/22	Discussions w DOE and Unittil, AMP adjustment differences				0.50								
5/17/22													
5/18/22													
5/19/22													
5/20/22													
5/21/22													
5/22/22													
5/23/22													
5/24/22													
5/25/22													
5/26/22													
5/27/22													
5/28/22													
5/29/22													
5/30/22													
5/31/22													
Totals		-	-	-	1.25	-	-	-	-	\$ -	\$ -	\$ -	\$ -

Invoiced Hours 1.25  
 Unbilled Hours -  
 Total Hours 1.25  
 Total Expenses \$ -

000011

## Kask, Sharon

---

**From:** Nixon, Elizabeth  
**Sent:** Thursday, June 2, 2022 5:07 PM  
**To:** ENGY - Business Office Group  
**Cc:** Frantz, Tom  
**Subject:** Re: NHUnitil210625-10 May 2022 Invoice

I approve payment of this invoice.

Thank you,

Liz

*Elizabeth R. Nixon  
Electric Director  
NH Department of Energy  
21 S. Fruit St., Suite 10  
Concord, NH 03301-2429*

*Voice: 603-271-6018  
E-mail: [Elizabeth.R.Nixon@energy.nh.gov](mailto:Elizabeth.R.Nixon@energy.nh.gov)*

---

**From:** Tracy Mullinax Klaes <[tklaes@blueridgecs.com](mailto:tklaes@blueridgecs.com)>  
**Sent:** Thursday, June 2, 2022 4:48 PM  
**To:** ENGY - Business Office Group <[ENGY-BusinessOfficeGroup@energy.nh.gov](mailto:ENGY-BusinessOfficeGroup@energy.nh.gov)>  
**Cc:** Donna Mullinax <[dmullinax@blueridgecs.com](mailto:dmullinax@blueridgecs.com)>; Nixon, Elizabeth <[Elizabeth.R.Nixon@energy.nh.gov](mailto:Elizabeth.R.Nixon@energy.nh.gov)>; Frantz, Tom <[Thomas.C.Frantz@energy.nh.gov](mailto:Thomas.C.Frantz@energy.nh.gov)>  
**Subject:** NHUnitil210625-10 May 2022 Invoice

**EXTERNAL:** Do not open attachments or click on links unless you recognize and trust the sender.

---

Please find the attached May invoice from Blue Ridge. Let us know if you have any questions. Thanks!

---

Tracy Klaes  
Consultant & Office Manager  
Blue Ridge Consulting Services, Inc.  
Mobile: 864-420-4922  
Fax: 864-751-5717  
[tklaes@blueridgecs.com](mailto:tklaes@blueridgecs.com)



STATE OF NEW HAMPSHIRE

COMMISSIONER  
Jared S. Chicoine

DEPUTY COMMISSIONER  
Christopher J. Ellms, Jr.



DEPARTMENT OF ENERGY  
211 S. Fruit St., Suite 100  
Concord, NH 03301-2429  
(603) 271-6007

TDD Access: Relay NH  
1-800-735-2964  
TDD Access: Relay NH  
Tel: 603-271-6007

FAX (603) 271-6006

FAX Website: 1526  
www.energy.nh.gov  
Website:  
www.energy.nh.gov

June 14, 2022

Patrick Taylor  
Unitil Corporation  
325 West Road  
Portsmouth, NH 03801

Dear Patrick,

We have enclosed an invoice for expenses incurred by Transform Consulting LLC, a firm contracted by the Department. This is for work performed in the months of July 2021 through March 2022, re Unitil Energy Systems Inc. electric operations of Unitil Docket DE 21-030.

It would be much appreciated if payment could be returned to the Department within 15 days.

If you have any questions, please do not hesitate to contact me at 603-271-6007.

Thank you,

A handwritten signature in blue ink that reads "Sharon Kask".

Sharon Kask  
Accountant II, Business Office

Enclosures: Invoice #12568  
Copy of Transform Consulting Invoice# Unitil-2021-001

000013

**STATE OF NEW HAMPSHIRE**  
**21 S. Fruit St, Ste 10**  
**Concord, NH 03301-2429**  
**Tel. 603-271-3670**

**Invoice No. 12568**

**Date: June 14, 2022**

PATRICK TAYLOR

UNITIL CORPORATION

325 WEST ROAD

PORTSMOUTH, NH 03801

**OK TO PAY**

**D. Main 6-14-2022**

**\$34,293.80**

**10-20-00-00-182-03-07**

**Return Payment To:**  
**DEPARTMENT OF ENERGY**  
**ATTN: BUSINESS OFFICE**

---

We have enclosed an invoice for expenses incurred by Transform Consulting LLC, a firm contracted by the Department. This is for work performed in the months of July 2021 through March 2022, re Unitil Energy Systems, Inc. electric operations of Unitil Docket DE 21-030.

<b>Total Due \$34,293.80</b>
------------------------------

**010-052-13820000-404989 / PO# 1082759- TRANSFORM**

**PLEASE ENCLOSE DUPLICATE WITH PAYMENT WITHIN 15 DAYS**

000014

## Transform Consulting

8701 Camden St.  
Alexandria, Virginia 22308  
703.795.7895

# Invoice

July 2021

### Invoice for

ATTN: Elizabeth Nixon  
New Hampshire Dept. of Energy  
21 Fruit St., Ste. 10  
Concord, NH 03301-2429

### Payable to

Transform Consulting

### Invoice #

Unitil-2021-001

### Project

Unitil

### Due date

7/9/2022

Consultant	All Dates	Qty	Unit price	Subtotal	Description
Dr. Larry Blank	July 10, 13, 18, 26	9.5	\$191.00	\$1,814.50	Kickoff Meeting with Staff; Technical Meeting with Staff; Review of decoupling testimony and proposed tariff schedule and preparation of questions for technical session; Discovery review and edits; Technical session with Unitil; preparing to draft testimony with recommendations on the design of the proposed decoupling mechanism
Jason Ball	July 10, 13, 18, 26	9.85	\$185.00	\$1,822.25	Participating and listening in the July technical session; participating in July initial scoping meeting; reviewing the utilities filing; preparing data requests and interrogatories; reading historical filings by Unitil and the NHPUC for context; reviewed and identified key areas of focus for cost of service and rate spread issues including major policy differences between the Company and Staff
Maureen Reno	July 12, 13, 23, 26	20	\$185.00	\$3,700.00	Kickoff Meeting with DOE; Technical Meeting with DOE; read company filing and past responses to interrogatories; write discovery for DOE Sets 3 & 4; attended July 27 & 28 technical sessions with Unitil; drafted data requests pertaining to decoupling, identified past commission precedent on decoupling and differences compared to Unitil's proposal, and provided tech session notes to team members
Aimee Higby	N/A	0	\$125.00	\$0.00	N/A
Mathew Dunne	July 13, 23, 26	7.5	\$125.00	\$937.50	Kickoff meeting with Staff; reviewing utility filing; assisting with data requests and interrogatories

Notes

Subtotal

\$8,274.25

Adjustments

**Total \$8,274.25**

000015

## Transform Consulting

8701 Camden St.  
Alexandria, Virginia 22308  
703.795.7895

# Invoice

August 2021

**Invoice for**

ATTN: Elizabeth Nixon  
New Hampshire Dept. of Energy  
21 Fruit St., Ste. 10  
Concord, NH 03301-2429

**Payable to**

Transform Consulting

**Invoice #**

Unitil-2021-001

**Project**

Unitil

**Due date**

7/9/2022

Consultant	All Dates	Qty	Unit price	Subtotal	Description
Dr. Larry Blank	Aug. 14, 25	3.5	\$191.00	\$668.50	Technical Meeting with Staff and review proposed rate design.
Jason Ball	Aug. 14	2.8	\$185.00	\$518.00	Examined model and found missing links between COS and Revenue Requirement Model. Prepared interrogatories and data requests
Maureen Reno	Aug. 2, 3, 19, 20	10	\$185.00	\$1,850.00	Wrote, edited, submitted discovery questions, and managed/read discovery responses.
Aimee Higby	N/A	0	\$125.00	\$0.00	N/A
Mathew Dunne	N/A	0	\$125.00	\$0.00	N/A

Notes:

Subtotal

\$3,036.50

Adjustments

**Total \$3,036.50**

000016



## Transform Consulting

8701 Camden St.  
Alexandria, Virginia 22308  
703.795.7895

# Invoice

September 2021

**Invoice for**

ATTN: Elizabeth Nixon  
New Hampshire Dept. of Energy  
21 Fruit St., Ste. 10  
Concord, NH 03301-2429

**Payable to**

Transform Consulting

**Invoice #**

Unitil-2021-001

**Project**

Unitil

**Due date**

7/9/2022

Consultant	All Dates	Qty	Unit price	Subtotal	Description
Dr. Larry Blank	Sept. 8, 9, 27	7.25	\$191.00	\$1,384.75	Technical session and review of revenue decoupling.
Jason Ball	Sept. 9	2.5	\$185.00	\$462.50	Examined model and reviewed responses to interrogatories and data requests. Participated in technical sessions
Maureen Reno	N/A	0	\$185.00	\$0.00	N/A
Aimee Higby	N/A	0	\$125.00	\$0.00	N/A
Mathew Dunne	N/A	0	\$125.00	\$0.00	N/A

Notes

Subtotal

\$1,847.25

Adjustments

**Total \$1,847.25**

000017

## Transform Consulting

8701 Camden St.  
Alexandria, Virginia 22308  
703.795.7895

# Invoice

October 2021

**Invoice for**

ATTN: Elizabeth Nixon  
New Hampshire Dept. of Energy  
21 Fruit St., Ste. 10  
Concord, NH 03301-2429

**Payable to**

Transform Consulting

**Invoice #**

Unitil-2021-001

**Project**

Unitil

**Due date**

7/9/2022

Consultant	All Dates	Qty	Unit price	Subtotal	Description
Dr. Larry Blank	Oct. 18, 20, 27, 30	6.75	\$191.00	\$1,289.25	Review of Unitil testimony workpapers on rate design.
Jason Ball	Oct. 18, 20, 27, 30	5.5	\$185.00	\$1,017.50	Reviewed company models and proposed COS studies. Examined workpapers. Attended meetings with DOE
Maureen Reno	N/A	0	\$185.00	\$0.00	N/A
Aimee Higby	Oct. 27	3.5	\$125.00	\$437.50	Reviewed and organized data responses and workpapers; attended meetings with the DOE
Mathew Dunne	Oct. 20, 27	3	\$125.00	\$375.00	Meetings with DOE; preparation of materials for Aimee Higby

Notes

Subtotal

\$3,119.25

Adjustments

**Total \$3,119.25**

000018

## Transform Consulting

8701 Camden St.  
Alexandria, Virginia 22308  
703.795.7895

# Invoice

November 2021

**Invoice for**

ATTN: Elizabeth Nixon  
New Hampshire Dept. of Energy  
21 Fruit St., Ste. 10  
Concord, NH 03301-2429

**Payable to**

Transform Consulting

**Invoice #**

Unitil-2021-001

**Project**

Unitil

**Due date**

7/9/2022

Consultant	All Dates	Qty	Unit price	Subtotal	Description
Dr. LARRY Blank	Nov. 8, 9, 15, 20, 23	12.5	\$191.00	\$2,387.50	Prepare written testimony for filing.
Jason Ball	Nov. 2, 4, 8, 9, 11, 12, 14, 17, 18, 20, 22	35.31	\$185.00	\$6,532.35	Updated new models. Created link between revenue requirement and COS model. Meet with DOE. Reviewed interrogatories and data requests. Prepared responsive testimony. Prepared attachments.
Maureen Reno	N/A	0	\$185.00	\$0.00	N/A
Aimee Higby	Nov. 17	1	\$125.00	\$125.00	Attended meeting with DOE, reviewed and organized data requests
Mathew Dunne	N/A	0	\$125.00	\$0.00	N/A

Notes:

Subtotal

\$9,044.85

Adjustments

**Total \$9,044.85**

000019

## Transform Consulting

8701 Camden St.  
Alexandria, Virginia 22308  
703.795.7895

# Invoice

December 2021

**Invoice for**

ATTN: Elizabeth Nixon  
New Hampshire Dept. of Energy  
21 Fruit St., Ste. 10  
Concord, NH 03301-2429

**Payable to**

Transform Consulting

**Invoice #**

Unitil-2021-001

**Project**

Unitil

**Due date**

7/9/2022

Consultant	All Dates	Qty	Unit price	Subtotal	Description
Dr. Larry Blank	Dec. 17	0.75	\$191.00	\$143.25	Discovery review.
Jason Ball	Dec. 12, 15, 19	2.2	\$185.00	\$407.00	Respond to data requests. Meet with DOE.
Maureen Reno	N/A	0	\$185.00	\$0.00	N/A
Aimee Higby	Dec. 15, 17	3	\$125.00	\$375.00	Decoupling research
Mathew Dunne	N/A	0	\$125.00	\$0.00	N/A

Notes:

Subtotal	\$925.25
Adjustments	
<b>Total</b>	<b>\$925.25</b>

000020

## Transform Consulting

8701 Camden St  
Alexandria, Virginia 22308  
703.795.7895

# Invoice

January 2022

**Invoice for**

ATTN: Elizabeth Nixon  
New Hampshire Dept. of Energy  
21 Fruit St., Ste. 10  
Concord, NH 03301-2429

**Payable to**

Transform Consulting

**Invoice #**

Unitil-2021-001

**Project**

Unitil

**Due date**

7/9/2022

Consultant	All Dates	Qty	Unit price	Subtotal	Description
Dr. Larry Blank	Jan. 15, 18, 20	5.75	\$191.00	\$1,098.25	Settlement discussions and review.
Jason Ball	Jan. 15, 19	1.2	\$185.00	\$222.00	Review Settlement agreements. Meet with DOE.
Maureen Reno	N/A	0	\$185.00	\$0.00	N/A
Aimee Higby	N/A	0	\$125.00	\$0.00	N/A
Mathew Dunne	N/A	0	\$125.00	\$0.00	N/A

Notes:

Subtotal

\$1,320.25

Adjustments

**Total \$1,320.25**

000021

## Transform Consulting

8701 Camden St.  
Alexandria, Virginia 22308  
703.795.7895

# Invoice

February 2022

**Invoice for**

ATTN: Elizabeth Nixon  
New Hampshire Dept. of Energy  
21 Fruit St., Ste. 10  
Concord, NH 03301-2429

**Payable to**

Transform Consulting

**Invoice #**

Unitil-2021-001

**Project**

Unitil

**Due date**

7/9/2022

Consultant	All Dates	Qty	Unit price	Subtotal	Description
Dr. Larry Blank	Feb. 4, 7, 10, 11, 18, 27	17.2	\$191.00	\$3,285.20	Settlement Discussions, Review Settlement Documents, Meetings with Clients, Coordinate schedules
Jason Ball	Feb. 4, 10, 11, 27	7.4	\$185.00	\$1,369.00	Review Settlement Documents, Coordinate Schedules, Prepare for Hearing
Maureen Reno	N/A	0	\$185.00	\$0.00	N/A
Aimee Higby	N/A	0	\$125.00	\$0.00	N/A
Mathew Dunne	N/A	0	\$125.00	\$0.00	N/A

Notes:

Subtotal

\$4,654.20

Adjustments

**Total \$4,654.20**

000022



# Transform Consulting

8701 Camden St.  
Alexandria, Virginia 22308  
703.795.7895

## Invoice

March 2022

<b>Invoice for</b>	<b>Payable to</b>	<b>Invoice #</b>
ATTN: Elizabeth Nixon	Transform Consulting	Unitil-2021-001
New Hampshire Dept. of Energy		
21 Fruit St., Ste. 10	<b>Project</b>	<b>Due date</b>
Concord, NH 03301-2429	Unitil	7/9/2022

Consultant	All Dates	Qty	Unit price	Subtotal	Description
Dr. Larry Blank	N/A	0	\$191.00	\$0.00	N/A
Jason Ball	March 1, 2, 3	11.2	\$185.00	\$2,072.00	Prepare for Hearing, Meet with Client, Hearing
Maureen Reno	N/A	0	\$185.00	\$0.00	N/A
Aimee Higby	N/A	0	\$125.00	\$0.00	N/A
Mathew Dunne	N/A	0	\$125.00	\$0.00	N/A

Notes

Subtotal \$2,072.00  
Adjustments  
**Total \$2,072.00**

**Kask, Sharon**

---

**From:** Patterson, Rorie  
**Sent:** Friday, June 10, 2022 3:08 PM  
**To:** Nixon, Elizabeth; ENGY: Business Office Group  
**Cc:** Frantz, Tom  
**Subject:** RE: 21-030 - Transform Consulting LLC - Request for Payment

Hi Liz – Could you please use [ENGY-BusinessOfficeGroup@energy.nh.gov](mailto:ENGY-BusinessOfficeGroup@energy.nh.gov) for non-inventory emails? Thank you. 😊

Rorie E. Patterson  
Director of Administration  
NH Department of Energy  
21 S. Fruit St., Ste. 10  
Concord, NH 03301  
(603) 271-5189  
[rorie.e.patterson@energy.nh.gov](mailto:rorie.e.patterson@energy.nh.gov)

**From:** Nixon, Elizabeth <[Elizabeth.R.Nixon@energy.nh.gov](mailto:Elizabeth.R.Nixon@energy.nh.gov)>  
**Sent:** Friday, June 10, 2022 9:51 AM  
**To:** ENGY: Business Office <[ENGY.businessoffice@energy.nh.gov](mailto:ENGY.businessoffice@energy.nh.gov)>  
**Cc:** Frantz, Tom <[Thomas.C.Frantz@energy.nh.gov](mailto:Thomas.C.Frantz@energy.nh.gov)>; Patterson, Rorie <[Rorie.E.Patterson@energy.nh.gov](mailto:Rorie.E.Patterson@energy.nh.gov)>  
**Subject:** Fw: 21-030 - Transform Consulting LLC - Request for Payment

I approve these invoices. This should be billed to Unitil for assistance with DE 21-030.

The total listed below is correct (\$34,293.80). The total for July is \$8274.25, as shown on the attached invoice.

I hope this is the correct group email. It is the only one that popped up.

Thank you,

Liz

*Elizabeth R. Nixon*  
*Electric Director*  
*NH Department of Energy*  
*21 S. Fruit St., Suite 10*  
*Concord, NH [03301-2429](tel:6032712429)*

*Voice: [603-271-6018](tel:6032716018)*  
*E-mail: [Elizabeth.R.Nixon@energy.nh.gov](mailto:Elizabeth.R.Nixon@energy.nh.gov)*

**From:** Matt Dunne <[mateo@transformconsulting.com](mailto:mateo@transformconsulting.com)>

**Sent:** Thursday, June 9, 2022 3:47 PM

**To:** Pelletier, Julianne <[Julianne.Pelletier@energy.nh.gov](mailto:Julianne.Pelletier@energy.nh.gov)>; Dr. Larry Blank <[larry@transformconsulting.com](mailto:larry@transformconsulting.com)>; Jason Ball <[jason@transformconsulting.com](mailto:jason@transformconsulting.com)>; Aimee Higby <[aimee@transformconsulting.com](mailto:aimee@transformconsulting.com)>; Maureen Reno <[maureen@transformconsulting.com](mailto:maureen@transformconsulting.com)>; Nixon, Elizabeth <[Elizabeth.R.Nixon@energy.nh.gov](mailto:Elizabeth.R.Nixon@energy.nh.gov)>

**Subject:** 21-030 - Transform Consulting LLC - Request for Payment

**EXTERNAL:** Do not open attachments or click on links unless you recognize and trust the sender.

Dear Ms. Pelletier,

I am writing to ensure that you are in receipt of the invoices for Transform Consulting LLC's work in 21-030 Unitil's petition for electric rate increase. We were informed by Liz Nixon that she is out of the office until June 21, and the close of the fiscal year is June 30. Accordingly, I am writing to request your confirmation that we are on track to be paid the full amount due.

Please find attached an Excel workbook including all of Transform Consulting's invoices. (I have also attached the invoices in PDF format.)

Consistent with the terms of the contract, Transform Consulting LLC is requesting payment in full for the services rendered. The amounts due are as follows, as reflected in the attached invoices:

\* July 2021: \$8,247.25 *6 8 274.25*  
\* August 2021: \$3,036.50  
\* September 2021: \$1,847.25  
\* October 2021: \$3,119.25  
\* November 2021: \$9,044.85  
\* December 2021: \$925.25  
\* January 2022: \$1,320.25  
\* February 2022: \$4,654.20  
\* March 2022: \$2,072.00  
**TOTAL: \$34,293.80** ✓

Please note that the total amount due of \$34,293.80 is below the maximum contract amount of \$44,343.00.

Can you please advise if the payment will be made by wire transfer? If so, I will provide you with our bank account info.

We prefer wire transfer if possible, but if you intend to send a check (preferably by Fedex because USPS is not secure), please send the check for the full amount at your earliest convenience to:

Transform Consulting LLC  
c/o Matthew Dunne  
8701 Camden St  
Alexandria, Virginia 22308

I look forward to your response. Thank you in advance for your assistance with this matter.

Please do not hesitate to contact me at [703-795-7895](tel:703-795-7895) if I can provide additional information or documentation.

V/r,  
Matt Dunne

STATE OF NEW HAMPSHIRE

COMMISSIONER  
Jared S. Chicoine

DEPUTY COMMISSIONER  
Christopher J. Ellms, Jr.



DEPARTMENT OF ENERGY  
21 S. Fruit St., Suite 10  
Concord, N.H. 03301-2429

TDD Access: Relay NH  
1-800-735-2964

Tel. (603) 271-3670

FAX No. 271-1526

Website:  
[www.energy.nh.gov](http://www.energy.nh.gov)

September 7, 2022

Patrick Taylor  
Dan Main  
Unitil Corp.  
325 West Road  
Portsmouth, NH 03801

Email: [taylorp@unitil.com](mailto:taylorp@unitil.com)  
[maind@unitil.com](mailto:maind@unitil.com)

Dear Patrick:

We have enclosed an invoice for expenses incurred by J. Randall Woolridge, Ph.D., a firm contracted by the Department. This is for work performed from July 2021 to March 2022.

It would be much appreciated if payment could be returned to the Department within 15 days.

If you have any questions, please do not hesitate to contact me at 603-271-6007.

Very truly yours,

A handwritten signature in cursive script that reads "Sharon Kask".

Sharon Kask  
Business Office

Enclosures: Invoice #12584  
Copy of Woolridge Invoice

000026



**STATE OF NEW HAMPSHIRE**

21 S. Fruit St, Ste 10  
Concord, NH 03301-2429  
Tel. 603-271-2431

**Invoice No. 12584**

Date: September 7, 2022

PATRICK TAYLOR AND DAN MAIN

UNITIL CORPORATION

325 WEST ROAD

PORTSMOUTH NH 03801

**OK TO PAY**

**D. Main 9-7-2022**

**\$38,000.00**

**10-20-00-00-182-03-07**

**Return Payment To:**  
**DEPARTMENT OF ENERGY**  
**ATTN: BUSINESS OFFICE**

We have enclosed an invoice for expenses incurred by J. Randall Woolridge, Ph.D., a firm contracted by the Department. This is for work performed from July 1, 2021 through March 31, 2022.

**Total Due \$38,000.00**

**( 010-052-13820000-404989 ) - PO# 1082751 Woolridge**

**PLEASE ENCLOSE DUPLICATE WITH PAYMENT WITHIN 15 DAYS**

000027



# INVOICE

**FROM:** J. Randall Woolridge, Ph.D.  
120 Haymaker Circle  
State College, PA 16801

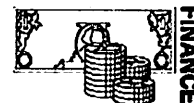
**TO:** New Hampshire Public Utility Commission  
21 S. Fruit Street, Suite 10  
Concord, NH 03301

**RE:** Unitil Energy Systems  
Cost of Capital Testimony  
Docket No. DE 21-030

**DATE:** 6/28/2022  
First and Final Billing

I. PROFESSIONAL SERVICES AND OVERHEAD					
A. J. RANDALL WOOLRIDGE					
DATE			LOCATION	DESCRIPTION	HOURS
7 /	1 /	2021	State College	Review Documents	
				Review Data Responses	
				Review Testimonies - Nelson - Diggins	
				Prepare -Send Interrogatories - 2X	
Various				Review Email and Related Documents	
Various				Research Rate of Return Issues	
Various				Review Case with Counsel and Consultants	
HOURS					16.0
8 /	1 /	2021		Review Documents	
				Prepare -Send Interrogatories - 1X	
				Review DR Responses	
Various				Review Email and Related Documents	
Various				Research Rate of Return Issues	
Various				Review Case with Counsel and Consultants	
HOURS					14.0
9 /	1 /	2021		Review Documents	
				Review Capital Market Data	
				Review DR Responses	
				Collect Cost of Capital Data	
				Update Electric Company Financial Data	
				Review SEC 10-Ks	
				Prepare NH ROE Study	
				Review Nelson ROE Testimonies	
Various				Review Email and Related Documents	
Various				Research Rate of Return Issues	
Various				Review Case with Counsel and Consultants	
HOURS					20.0
10 /	1 /	2021		Review Documents	
				Review Capital Market Data	
				Review DR Responses	
				Collect Cost of Capital Data	
				Update Electric Company Financial Data	
Various				Review Email and Related Documents	
Various				Research Rate of Return Issues	
Various				Review Case with Counsel and Consultants	
HOURS					18.0





# INVOICE

**FROM:** J. Randall Woolridge, Ph.D.  
120 Haymaker Circle  
State College, PA 16801

**TO:** New Hampshire Public Utility Commission  
21 S. Fruit Street, Suite 10  
Concord, NH 03301

**RE:** Unitil Energy Systems  
Cost of Capital Testimony  
Docket No. DE 21-030

**DATE:** 6/28/2022  
First and Final Billing

## I. PROFESSIONAL SERVICES AND OVERHEAD A. J. RANDALL WOOLRIDGE

DATE	LOCATION	DESCRIPTION	HOURS
11 / 1 / 2021		Review Documents Review Capital Market Data Collect Cost of Capital Data Prepare Exhibits - 5X Prepare Capital Structure Study Develop Electric Proxy Group Prepare DCF Study - Gas Proxy Group Prepare CAPM Study - Gas Proxy Group Update Capital Market Data - Exhibits - - Gas Proxy Group Update/Prepare S&P and Moody's Risk Analysis Study Prepare S&P 500 Profit - GDP Study Prepare/Send Testimony/Exhibits - 4X Prepare Rebuttal Testimony - 2X Finalize Testimony/Exhibits/Appendices - 5X Prepare Workpapers - 3X Review Email and Related Documents Research Rate of Return Issues Review Case with Counsel and Consultants	45.0
12 / 1 / 2021		Prepare Data Responses - 4X Prepare/Send Workpapers - 2X Prepare/Send Workpapers Review Testimony of other Parties Review Settlement Terms Review Email and Related Documents Research Rate of Return Issues Review Case with Counsel and Consultants	15.0
1 / 1 / 2022		Review Settlement and Testimony Update Capital Cost Data Review Email and Related Documents Research Rate of Return Issues Review Case with Counsel and Consultants	2.0
2 / 1 / 2022		Review Settlement and Testimony Update Capital Cost Data Review Email and Related Documents Research Rate of Return Issues Review Case with Counsel and Consultants	2.0
3 / 1 / 2022		Prepare Follow-up Summary Prepare DR Responses Settlement Hearing Update Capital Cost Summary Review Email and Related Documents Research Rate of Return Issues Review Case with Counsel and Consultants	12.0
<b>TOTAL HOURS</b>			<b>144.0</b>
<b>PROFESSIONAL SERVICES @ \$285.00/HOUR</b>			<b>\$41,040.00</b>
<b>II. EXPENSES</b>			
<b>TOTAL EXPENSES</b>			<b>\$ -</b>
<b>III. TOTAL BILLING</b>			
<b>TOTAL PROFESSIONAL SERVICES PLUS EXPENSES</b>			<b>\$41,040.00</b>
<b>TOTAL BILLING PER PROPOSAL</b>			<b>\$38,000.00</b>

000029

**Kask, Sharon**

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**From:** Nixon, Elizabeth  
**Sent:** Tuesday, September 6, 2022 4:19 PM  
**To:** ENGY: Business Office Group  
**Cc:** Frantz, Tom  
**Subject:** DE 21-030 Unitil rate case - Woolridge invoices  
**Attachments:** NH - Unitil - NH Billing 2022 - JR Woolridge - 6-28-22 (1).pdf; 2021-010 Woolridge Contract Documents - Fully Executed.pdf

I approve the payment of \$38,000, the maximum allowed per the contract, which I have also attached.

Please note that he invoiced an additional sum of \$3,040, but he realizes that he will not get paid for that amount since it exceeds the contract limitation.

*Elizabeth R. Nixon  
Electric Director  
NH Department of Energy  
21 S. Fruit St., Suite 10  
Concord, NH 03301-2429*

Voice: 603-271-6018

E-mail: [Elizabeth.R.Nixon@energy.nh.gov](mailto:Elizabeth.R.Nixon@energy.nh.gov)