

Joshua Samuel
President & CEO of the General Partner
150 Connie Crescent, Unit 4
Concord, Ontario L4K 1L9

Direct Line: +1 (416) 848-1165
jsamuel@northeastmidstream.com

November 30, 2016

DELIVERED BY EMAIL AND RESS

Board Secretary
Ontario Energy Board
P.O. Box 2319
2300 Yonge Street, 27th Floor
Toronto, ON M4P 1E4

Attention: Ms. Kirsten Walli, Board Secretary

Dear Ms. Walli:

Subject: EB-2016-0004 – Northeast Cost Claim

Pursuant to the Board's decision in the above-mentioned matter dated November, 17, 2016, please find attached the requested cost award related to the filing of Mr. Gulick's evidence by Northeast Midstream LP ("Northeast").

In its submission of Mr. Gulick's evidence on March 21, 2016, Northeast requested its costs related to the filing of evidence on grounds that such evidence relates directly to public policy issues, and Northeast provided reasons to support its request.

In summary, Northeast was an intervenor in EB-2015-0179, and subsequent to reviewing the IR responses of that case, we identified a policy issue at stake related to how transmission and upstream reinforcement costs were dealt with by Union Gas.

In written correspondence and at the Pre-Hearing Conference relating to EB-2015-0179, Northeast indicated that it intended to submit evidence concerning the type and nature of costs that should be considered by the Board when comparing alternatives to expand service to new customers during leave to construct applications. As the evidence would address a matter of policy, Northeast said it would be requesting cost recovery related to the submission of that evidence. At the end of the Pre-Hearing Conference, all intervening parties supported the rationale for hearing Northeast's evidence, and the Board agreed to consider the cost request.¹

¹ Ontario Energy Board, Transcripts of Pre-Hearing Conference, EB-2015-0179, p. 74.

On January 20, 2016, the Board informed all parties that it intended to proceed with a generic hearing on community expansion (EB-2016-004) in part because the issues raised by Northeast and others extended beyond Union's application and were in fact public policy issues.

On February 10, 2016, the Board issued Procedural Order 1, stating that Northeast and others must file their evidence with the Board and deliver it to all other parties on or before March 4, 2016. This order was superseded by Procedural Order 2, to which Northeast responded with Mr. Gulick's evidence on March 16, 2016, along with a request for a ruling on costs.

In its decision, dated November 17, 2016, the Board appears to have accepted Mr. Gulick's evidence as submitted by Northeast, maintaining:

Any leave to construct application for community expansion projects should provide separate costs for the transmission and distribution segments of the project as well as any upstream reinforcement costs. This information would also allow the OEB to better evaluate alternatives including LNG or compressed natural gas. (p. 20)

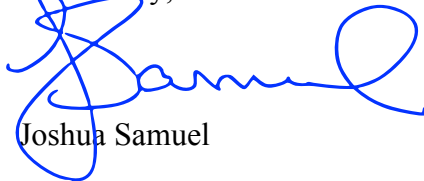
The Board did not, however, provide a ruling on Northeast's request for costs.

It should be noted that Northeast is only claiming costs directly relating to the evidence provided by Mr. Gulick in EB-2016-0004, and that Northeast took great care to contain these costs.

Northeast is grateful for the opportunity afforded by the Board to have present evidence in relation to public policy as part of the generic hearing proceeding.

We thank you and look forward to the Board's further directions in respect of this matter.

Yours truly,



Joshua Samuel

Enclosed

Ontario Energy Board
COST CLAIM FOR HEARINGS



Affidavit and Summary of Fees and Disbursements

This form should be used by a party to a hearing before the Board to identify the fees and disbursements that form the party's cost claim. Paper and electronic copies of this form and itemized receipts must be filed with the Board and served on one or more other parties as directed by the Board in the applicable Board order. Please ensure all required (yellow-shaded) fields are filled in and the Affidavit portion is signed and sworn or affirmed.

Instructions

- Required data input is indicated by yellow-shaded fields. Formulas are embedded in the form to assist with calculations.
- All claims must be in Canadian dollars. If applicable, state exchange rate and country of initial currency.
Rate: 1.28 Country: United States
- A separate "Detail of Fees and Disbursements Being Claimed" (comprising a "Statement of Fees Being Claimed" and a "Statement of Disbursements Being Claimed") is required for each lawyer, analyst/consultant and articling student/paralegal. However, only one "Summary of Fees and Disbursements" covering the whole of the party's cost claim should be provided.
- The cost claim must be supported by a completed Affidavit signed by a representative of the party.
- A CV for each consultant/analyst must be attached unless provided to the Board as prescribed on the Cost Award Tariff.

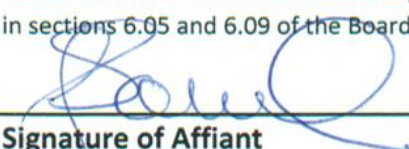
Except as provided in section 7.03 of the Practice Direction on Cost Awards, itemized receipts must be provided.

File # EB- <u>2016-0004</u>	Process: <u>Community Expansion</u>
Party: <u>Northeast Midstream LP</u>	Affiant's Name: <u>Joshua Samuel</u>
HST Number: <u>809048044-RT0001</u>	HST Rate Ontario: <u>13.00%</u>
Full Registrant <input checked="" type="checkbox"/>	Qualifying Non-Profit <input type="checkbox"/>
Unregistered <input type="checkbox"/>	Tax Exempt <input type="checkbox"/>
Other <input type="checkbox"/>	


Affidavit

I, Joshua Samuel, of the City/Town of Toronto
in the Province/State of Ontario, swear or affirm that:

1. I am a representative of the above-noted party (the "Party") and as such have knowledge of the matters attested to herein.
2. I have examined all of the documentation in support of this cost claim, including the attached "Summary of Fees and Disbursements Being Claimed", "Statement(s) of Fees Being Claimed" and "Statement(s) of Disbursements Being Claimed".
3. The attached "Summary of Fees and Disbursements Being Claimed", "Statement(s) of Fees Being Claimed" and "Statement(s) of Disbursements Being Claimed" include only costs incurred and time spent directly for the purposes of the Party's participation in the Ontario Energy Board process referred to above.
4. This cost claim does not include any costs for work done, or time spent, by a person that is an employee or officer of the Party as described in sections 6.05 and 6.09 of the Board's Practice Direction on Cost Awards.


Signature of Affiant

Sworn or affirmed before me at the City/Town of Toronto,
in the Province/State of Ontario, on 29 Nov 2016,
(date)


Commissioner for taking Affidavits

Ontario Energy Board
COST CLAIM FOR HEARINGS



Affidavit and Summary of Fees and Disbursements

File # EB- 2016-0004

Process: Community Expansion

Party: Northeast Midstream LP

Summary of Fees and Disbursements Being Claimed

Legal/consultant/other fees	\$	7,656.00
Disbursements	\$	-
HST	\$	-
Total Cost Claim	\$	7,656.00

Payment Information

Make cheque payable to: Northeast Midstream LP

Send payment to this address: 150 Connie Crescent, Unit 4
Concord, Ontario
L4K 1L9

Ontario Energy Board

COST CLAIM FOR HEARINGS



Detail of Fees and Disbursements Being Claimed

File # EB- <u>2016-0004</u>	Process: <u>Community Expansion</u>
Party: <u>Northeast Midstream LP</u>	Service Provider Name: <u>Christopher Gulick</u>

SERVICE PROVIDER TYPE (check one)	Year Called to Bar	Completed Years Practising/Years of Relevant Experience	
Legal Counsel <input type="checkbox"/>	<input type="text"/>	<input type="text" value="35"/>	
Articling Student/Paralegal <input type="checkbox"/>			
Consultant <input checked="" type="checkbox"/>			Hourly Rate: <input type="text" value="\$330"/>
Analyst <input type="checkbox"/>			
For Consultant/Analyst: <input checked="" type="checkbox"/> CV attached	HST Rate Charged (enter %): <input type="text" value="0.0%"/>		
<input type="checkbox"/> CV provided within previous 24 months			

Statement of Fees Being Claimed

	Hours	Hourly Rate	Subtotal	HST	Total
Pre-hearing Conference					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
Technical Conference					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
Interrogatories					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Responses		\$ 330.00	\$ -	\$ -	\$ -
Issues Conference					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
ADR - Settlement Conference					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
Proposal Preparation		\$ 330.00	\$ -	\$ -	\$ -
Argument					
Preparation	23.20	\$ 330.00	\$ 7,656.00	\$ -	\$ 7,656.00
Oral Hearing					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
Other Conferences					
Preparation		\$ 330.00	\$ -	\$ -	\$ -
Attendance		\$ 330.00	\$ -	\$ -	\$ -
Case Management		\$ 170.00	\$ -	\$ -	\$ -
TOTAL SERVICE PROVIDER FEES			\$ 7,656.00	\$ -	\$ 7,656.00

Ontario Energy Board
COST CLAIM FOR HEARINGS
Detail of Fees and Disbursements Being Claimed



File # EB- 2016-0004

Process: Community Expansion

Party: Northeast Midstream LP

Service Provider Name: Christopher Gulick

Statement of Disbursements Being Claimed			
	Net Cost	HST	Total
Scanning/Photocopy		\$ -	\$ -
Printing		\$ -	\$ -
Courier		\$ -	\$ -
Telephone/Fax		\$ -	\$ -
Transcripts		\$ -	\$ -
Travel: Air		\$ -	\$ -
Travel: Car		\$ -	\$ -
Travel: Rail		\$ -	\$ -
Travel (Other):		\$ -	\$ -
Parking		\$ -	\$ -
Taxi		\$ -	\$ -
Accommodation		\$ -	\$ -
Meals		\$ -	\$ -
Other:		\$ -	\$ -
Other:		\$ -	\$ -
Other:		\$ -	\$ -
TOTAL DISBURSEMENTS:			
	\$ -	\$ -	\$ -



Gulick Consulting, Inc.
120 North Auburn St., Ste. 213
Grass Valley, CA 95945

INVOICE

Date: April 1, 2016
Invoice # NEM 2016 - 01

Bill To:
Mr. Joshua Samuel
Northeast Midstream LP
150 Connie Crescent, Unit 4
Concord, Ontario L4K 1L9
CANADA

DESCRIPTION	AMOUNT
Expert witness services related to providing an independent analysis regarding LDC expansion costs and drafting evidence for submission to the Ontario Energy Board.	\$5,826.25
Total	<u>\$5,826.25</u>
Fee Cap	<u>\$5,000.00</u>
Total Amount Due (\$US)	\$5,000.00

Please see page 2 for the hourly billing details.

Please remit payment to Gulick Consulting, Inc.

If by wire transfer:

Account Number: 3250 4535 4865
Routing Number: 121000358
Account Name: Gulick Consulting, Inc.

If by check, made payable to Gulick Consulting, Inc. and mailed to:

Gulick Consulting, Inc.
120 North Auburn St., Ste. 213
Grass Valley, CA 95945

Gulick Consulting, Inc.
Time Detail for Northeast Midstream

Month February and March 2016

Date	Description of Tasks	Hours
18-Feb-16	Review OEB Procedural Order and related Union Gas materials.	3.00
19-Feb-16	Provide comments to NEM regarding the questions posed by the OEB in the Draft Issues List.	1.25
22-Feb-16	Research expansion approaches in other jurisdictions; talk with other LDCs.	3.00
25-Feb-16	Telcon with client re: comments on Draft Issues List.	0.50
26-Feb-16	Work on testimony/evidence.	3.50
27-Feb-16	Work on testimony/evidence.	2.75
28-Feb-16	Work on testimony/evidence; forward draft to Client.	1.50
Sub-total February 2016		15.50
1-Mar-16	Review Client's comments; telcon with Client and consultant.	1.50
2-Mar-16	Review additional materials; update evidence and forward to Client.	1.50
4-Mar-16	Review additional comments and respond; forward clean and RL versions to Client.	1.25
Sub-total March 2016		4.25
Total Evidence Hours		19.75
Hourly Rate (\$US)		\$ 295.00
Total Fee before Cap		\$ 5,826.25



Gulick Consulting, Inc.
120 North Auburn St., Ste. 213
Grass Valley, CA 95945

INVOICE

Date: April 30, 2016
Invoice # NEM 2016 - 02

Bill To:
Mr. Joshua Samuel
Northeast Midstream LP
150 Connie Crescent, Unit 4
Concord, Ontario L4K 1L9
CANADA

DESCRIPTION	AMOUNT
Review and draft responses to interrogatories; discussion with J. Samuel.	\$1,017.75
Total	<u>\$1,017.75</u>
Amount Outstanding	<u>\$5,000.00</u>
Total Amount Due (\$US)	\$6,017.75

Please see page 2 for the hourly billing details.

Please remit payment to Gulick Consulting, Inc.

If by wire transfer:

Account Number: 3250 4535 4865
Routing Number: 121000358
Account Name: Gulick Consulting, Inc.

If by check, made payable to Gulick Consulting, Inc. and mailed to:

Gulick Consulting, Inc.
120 North Auburn St., Ste. 213
Grass Valley, CA 95945



Gulick Consulting, Inc.

Time Detail for Northeast Midstream

Month April 2016

Date	Description of Tasks	Hours
18-Apr-16	Draft response to DRs.	1.70
20-Apr-16	Revise responses to DRs; discission with J. Samuel.	0.75
22-Apr-16	Revise responses to DRs; discission with J. Samuel.	1.00
Total Hours		3.45
Hourly Rate		\$295.00
Total Professional Fees		<u>\$1,017.75</u>

FINANCIAL MARKETS DEPARTMENT

MONTHLY AVERAGE OF EXCHANGE RATES

Ottawa, April 2016, Average of 21 days

Country	Monetary Unit	Present Value in Canadian Currency
Argentina	Peso	0.08901
Australia	Dollar	0.9823
Bahamas	Dollar	1.2819
Brazil	Real	0.3597
Chile	Peso	0.001916
China	Renminbi	0.1979
Colombia	Peso	0.000429
Communauté Financière Africaine	Franc	0.002217
Comptoirs Français du Pacifique	Franc	0.01219
Croatia	Kuna	0.1941
Czech Republic	Koruna	0.05381
Denmark	Krone	0.1954
East Caribbean	Dollar	0.4765
Europe	Euro	1.4543
Fiji	Dollar	0.6218
Ghana	Cedi	0.3353
Guatemala	Quetzal	0.1628
Honduras	Lempira	0.05692
Hong Kong	Dollar	0.165275
Hungary	Forint	0.004670
Iceland	Krona	0.01036
India	Rupee	0.01929
Indonesia	Rupiah	0.000097
Israel	New shekel	0.3399
Jamaica	Dollar	0.01051
Japan	Yen	0.01170
Malaysia	Ringgit	0.3287
Mexico	Peso	0.07332
Morocco	Dirham	0.1328
Myanmar (Burma)	Kyat	0.00109

Netherlands Antilles	Guilder	0.7179
New Zealand	Dollar	0.8833
Norway	Krone	0.1561
Pakistan	Rupee	0.01224
Panama	Balboa	1.2819
Peru	New sol	0.3885
Philippines	Peso	0.02764
Poland	Zloty	0.3373
Romania	New leu	0.3252
Russia	Ruble	0.01928
Serbia	Dinar	0.01184
Singapore	Dollar	0.9496
South Africa	Rand	0.08783
South Korea	Won	0.001118
Sri Lanka	Rupee	0.008798
Sweden	Krona	0.1580
Switzerland	Franc	1.3306
Taiwan	New Taiwan dollar	0.03965
Thailand	Baht	0.03655
Trinidad & Tobago	Dollar	0.1943
Tunisia	Dinar	0.6374
Turkey	Lira	0.4524
United Arab Emirates	Dirham	0.3490
United Kingdom	Pound	1.83504762
United States	Dollar	1.28185714
Venezuela	Bolivar fuerte	0.1282
Vietnam	Dong	0.000058

Nominal quotations based on official parities or market rates in terms of United States dollars, converted into Canadian dollars around noon Ottawa time.

Christopher Gulick

Experience Summary

Chris Gulick provides independent expert analyses of commercial transactions and disputes in domestic and international energy markets, with a focus on natural gas, liquefied natural gas (LNG), and oil markets. He has applied his experience and training to the evaluation of a number of complex transactions, including the acquisition of natural gas (LDCs), propane, and oil distribution companies; analyzing the competitive position of energy-related projects; providing due diligence assessments of energy-related assets and businesses; the analysis of utility rates and rate filings; and the evaluation and development of fuel supply portfolios. Mr. Gulick has served as a consulting and testifying expert in a number of litigation matters and regulatory proceedings, providing expert testimony at deposition, arbitration, and trial.

Selected Expert Testifying Experience

- **Gas Transportation Rate Dispute** On behalf of a shipper on an intrastate pipeline, submitted direct and rebuttal testimony in a private arbitration that addressed the typical costs included in transportation rates and the proper consideration of *ad valorem* surcharges on the value of the transportation service provided. Subsequent testimony before the Maine Public Utilities Commission involved the appropriate rate to be charged for transportation service. (This latter case is MPUC 2012-00598.)
- **Natural Gas Royalty Dispute** On behalf of a consortium of producers, provided expert analysis and a report, in a matter before ICSID, regarding the appropriate method for determining the reference price necessary to calculate the royalty payments for natural gas produced and exported as LNG.
- **Gas Procurement Matters** On behalf of Nicor Gas, submitted rebuttal and surrebuttal testimony in support of the Company's natural gas management and procurement practices during 2000 – 2002, when it operated under performance based regulation, and for the 2003 gas cost reconciliation.
- **Force Majeure Dispute** On behalf of Eni Gas Marketing, submitted an expert report and testified in deposition and at trial regarding the appropriate declaration of *force majeure* under a firm NAESB contract.
- **Pipeline Rate Cases** Served as a rebuttal witness in the Portland Natural Gas Transmission System (PNGTS) rate cases (RP08-306-000 and RP10-729-000) filed at the Federal Energy Regulatory Commission on behalf of the PNGTS Shippers Group. Provided competitive analyses of the pipeline systems serving the northeastern United States, risk faced by PNGTS due to market conditions, and testified that the decline in natural gas exports from Canada would be replaced by additional production from the United States.

- **Class Certification** Submitted an expert report and deposition testimony in support of the defendants' opposition to the plaintiffs' motions for class certification in the matter *In re Western States Wholesale Natural Gas Antitrust Litigation* MDL1566.
- **LNG Contract Price Arbitration** Served as an expert witness on behalf of an LNG supplier seeking a price adjustment under an LNG supply agreement. Analyses and testimony covered netback calculations, loss estimates, and the calculation of the embedded option value of the buyer's right to divert cargoes.
- **Forward Sales Contract Litigation** On behalf of JPMorgan Chase, provided expert testimony in a civil litigation regarding the enforcement of guarantees of Enron's performance under a number of forward crude oil and natural gas sales contracts. *JPMorgan Chase v. Liberty Mutual Insurance Co.*, No. 01 Civ. 11523 (S.D.N.Y.)
- **Integrating Gas Portfolios and Operations** For the New England Gas Company (a division of Southern Union), provided expert testimony in regard to integrating the gas portfolios and operations of four recently acquired local distribution companies (LDCs). *In re New England Gas Company's Rate Consolidation Filing*, Docket No. 3401, State of Rhode Island and Providence Plantations, Public Utilities Commission.
- **Gas Marketing Dispute** Served as an expert witness in a gas marketing dispute on behalf of an energy marketer. Provided analyses that quantified the forward margins lost by the client due to a dispute with its supplier.
- **Regulatory Proceedings** While employed by Bay State Gas Company and Boston Gas Company, served as a company-sponsored witness in regulatory proceedings regarding integrated resource plans, natural gas portfolio management, natural gas costs, and transportation rates.

Selected Consulting Experience

- **Natural Gas Price Manipulation** On behalf of a natural gas marketer accused of attempting to manipulate natural gas prices, provided expert consulting services, analyses of plaintiff's expert's reports, and estimates of alleged damages.
- **Market Analysis for Proposed LNG Terminals** On behalf of multiple project sponsors, analyzed the natural gas markets and expected market impacts associated with the development of new LNG receiving and re-gasification terminals located on the U.S. West Coast. Estimated changes in gas prices and relevant basis values, and developed strategies for penetrating target markets. Estimated the price indifference boundaries for each terminal as a proxy for estimating the likely market penetration.
- **Fueling Equipment** On behalf of an equipment manufacturer, evaluated market penetration of client's versus competitor's vehicle fueling equipment following allegations of lost market share due to false advertising.

- **Natural Gas Advisory Services** Provided analyses, recommendations, and staff support to various entities in conjunction with their natural gas purchasing and risk management activities, and in support of related disputes.
- **Natural Gas Storage Investment Assessment** For an institutional client, estimated the revenue potential associated with the planned acquisition of underground gas storage fields. Using a probabilistic modeling approach in conjunction with an analysis of existing contracts, estimated the intrinsic and potential extrinsic revenue of the storage fields.
- **Power Plant Transactions Due Diligence** Provided fuel market and infrastructure support to sellers and buyers of electric generation facilities. Evaluated fuel requirements and infrastructure commitments, and provided gas and oil price forecasts for use in developing forward power curves for valuation purposes.
- **Natural Gas Integrated Resource Plans** On behalf of multiple natural gas utilities, assisted in the development of Integrated Resource Plans for natural gas resource portfolios. Assignments typically focused on identifying least-cost portfolios, describing methods for determining the avoided cost of gas, and modeling demand-side management measures as supply-side resources. The costs and risks associated with buying various combinations of gas, storage, and transportation resources were evaluated.
- **Fuel Procurement Risk Management Strategy** For Comisión Federal de Electricidad, co- led a team that provided advice on integrating fuel (natural gas, oil, and coal) procurement and risk management functions. Defined a risk management function and identified business models (and related software), as well as methods of transferring risk-managed benefits to customers. Reviewed fuel purchase and sales contracts, and made recommendations regarding the appropriate price references, indices, and structures, with a particular focus on basis differentials.
- **Energy Trading Litigation Damages** For a large energy trading company sued by a partner alleging mismanagement of a joint venture energy trading operation, the team calculated summary profit and loss across risk and hedge books by segment and entity, and generally tied these to audited financials. Demonstrated that a financial loss was not due to the client's actions. There were no financial damages allowed by the arbitrators against the client.
- **Regional LNG Market Assessment** Served as principle author of a comprehensive assessment of the Atlantic Basin LNG markets. This study assessed the potential demand, logistical costs and considerations, price forecasts, and longer-term development concerns, including the political stability associated with revitalizing the Atlantic Basin LNG market.

- **Alleged Price Gouging in Retail Gasoline Markets** On behalf of a provincial regulator, provided analyses that benchmarked gasoline prices at various sized, retail gasoline stations against prices derived from an empirical cost analysis. Demonstrated that higher prices were to be expected at gasoline stations with lower throughput, and that suspect prices were in line with expectations.

Selected Operating Experience

- **FTC Auditor** Tasked by the Federal Trade Commission to ensure that a third-party, natural gas marketer had non-discriminatory access to certain portions of the MichCon distribution system. Ensured that the LDC's policies and procedures did not create barriers to the third party, who held an easement to use the MichCon system, and that access was maintained.
- **Business Strategy, Gas and Oil Operations** While at Eastern Enterprises (then-parent company of Boston Gas and A//Energy), served as a member of the officer team that developed and implemented the retail energy concept that became A//Energy Marketing Company, LLC.
- **Strategy Development** Identified and advocated strategies that supported growth of A//Energy from startup to \$470 million in sales and 700+ employees in three years. Set up initial natural gas management function, including an asset management agreement covering gas deliveries and capacity management with an upstream partner. Led efforts to acquire retail oil and propane companies across the Mid-Atlantic and New England regions. Served as a member of the executive risk management committee responsible for overseeing risk management activities across all fuels. Served as an LLC member and officer of a joint venture engaged in the acquisition of retail oil and propane distribution companies.
- **Natural Gas Operations and Strategy** While at Boston Gas Company, participated in the development and evaluation of strategies related to the consolidation of natural gas utilities in Massachusetts. Also held responsibility for the safe and reliable operation of the distribution systems (Gas Control), natural gas portfolio management, restructuring the portfolio in response to FERC Order No. 636, and transactions with large end-users.
 - Responsible for gas system operations, including the safe and efficient operation of the gas distribution system, and management of pipeline transportation, gas supply, and LNG storage contracts and inventories.
 - Managed all natural gas and transportation and supply agreements to large end users and electric generation facilities.
 - Participated in the restructuring of the interstate pipeline sales, transportation, and storage services on a number of interstate pipelines, including the development of park-and-lease and pooling services.

- Negotiated gas supply, transportation, and storage contracts across 10 interstate pipelines transporting gas supplies to New England from Mobile Bay, south Texas, and the Mid-continent in conjunction with the implementation of FERC Order No. 636.
- Developed natural gas resource plans used to support company objectives; served as a company witness in a number of regulatory proceedings.
- **Gas LDC Management** Held successive staff positions at Bay State Gas Company in natural gas demand forecasting, supply planning, price forecasting, interruptible sales, project management, and market development for the company and its subsidiaries in three states.

Professional Experience

- President, Gulick Consulting, Inc. (2015-present)
- Managing Director, Berkeley Research Group (2013-2015)
- Principal, Bates White, LLC (2007-2013)
- Director, Navigant Consulting, Inc. (1999-2007)
- Vice President–Hydrocarbons, AllEnergy Marketing Company, LLC (1996-1999)
- Vice President, Eastern Enterprises (1995-1996)
- Manager, Gas Supply Planning & Acquisition, Boston Gas Company (1991-1995)
- Manager, Market Analysis, J. Makowski Associates, Inc. (1989-1991)
- Manager, Market Development, Bay State Gas Company (1981-1989)

Education

- MBA, Carroll School of Management, Boston College (finance concentration)
- BA, Economics, University of Massachusetts at Boston (*magna cum laude*)

Professional Affiliations

- Western Energy Institute
- International Association of Energy Economists
- American Bar Association
- Energy Bar Association