

Docket 11-0559
Joint Applicants Ex. 5.6
Filed December 15, 2011

Candace C. Bogdan

BUSINESS SUMMARY

Energetic, efficient and detail oriented with 20 years of recognized achievements in natural gas scheduling and accounting. Proven problem solving coupled with flexibility and experience interacting with all parties pertinent to daily gas management and portfolio optimization.

SELECTED ACCOMPLISHMENTS

- Successfully integrated Midwest and New England scheduling and accounting functions.
- Successfully managed the transition of all scheduling and gas supply accounting related functions as a result of the sale of Northern Utilities to Unitil, Inc.
- Established scheduling and nominations training program for all Gas Control personnel.
- Responsible for Sarbanes-Oxley control testing associated with the gas accounting function.
- Strong performer in a team oriented environment establishing integrated strategic planning processes with key internal stakeholders in planning, trading, scheduling, gas control and accounting.
- Integral contributor in establishing the Company's resource optimization program through back office support including the successful tracking and accounting of all asset managed arrangements.

WORK EXPERIENCE

NiSource, Inc., Ludlow, MA

(NiSource (NYSE:NI) a Fortune 500 Company, acquired Bay State Gas Co. in February 1999)

Gas Transportation Analyst

(1999-Present)

Responsible for scheduling and accounting for five LDC's in Indiana and New England with more than 1 million utility customers in four states.

- Responsible for scheduling over 2 Bcf of design day capacity including more than 1 Bcf of underground storage capacity from 14 different providers on as many as 18 pipelines.
- Manage numerous asset managed arrangements establishing strong external relationships.
- Monitor contracts and pipeline tariffs staying abreast of industry and tariff changes and ensuring the most accurate utilization and billing rates are followed.
- Reconcile supplier and transportation invoices, including AMA's.

Nominations Administrator

(1993-1998)

Responsible for scheduling for Bay State Gas and Northern Utilities, as well as managing the LNG and propane inventories and trucking refill operation.

- Responsible for scheduling on 12 pipelines and storage facilities.
- Supervised one assistant and trained others on various job functions.
- Trained 10 Gas Controllers on the nomination, scheduling and confirmation process.
- Monitored LNG and propane inventories and supervised the scheduling, delivery and accounting of all truck transport and rail deliveries to each of the Company's 12 facilities.

Administrative Assistant

(1990-1993)

EDUCATION

Holyoke Community College

Holyoke, MA

F. Chico DaFonte

BUSINESS SUMMARY

Energetic, focused gas industry professional with over 25 years of recognized achievements in:

- Merger integration strategy development and implementation
- Natural gas supply & transportation portfolio management,
- Gas control management,
- Interstate pipeline management and regulatory compliance,
- Contract negotiations and personnel management.

Proven problem solving and business acumen coupled with flexibility and experience interacting with all levels of integrated utility senior management.

SELECTED ACCOMPLISHMENTS

- Strong performer in a team oriented environment gaining valuable experience while supporting and teaming with engineering, operations, sales and marketing, finance, information technology and regulatory affairs.
- Successfully directed and performed gas supply due diligence and post integration for mergers and acquisitions ranging from \$800 million to \$6 billion.
- Successfully constructed and managed \$750 million/year gas utility resource portfolios in Massachusetts, Maine, New Hampshire and Indiana.
- Successfully oversaw the design and implementation of state of the art SCADA systems for Granite State Gas Transmission, Bay State Gas Company and Northern Utilities.
- Successfully managed commercial and gas control functions for Company's FERC-regulated interstate pipeline, Granite State Gas Transmission.
- Company's expert witness before the Federal Energy Regulatory Commission and Public Utility Commissions in Massachusetts, New Hampshire, Maine and Indiana.
- Instrumental in the permitting process at the State and Federal levels resulting in the issuance of all necessary permits to construct a FERC-regulated \$60 million LNG facility in Wells, Maine.

WORK EXPERIENCE

NiSource, Inc, Westborough, MA

(1994 – Present)

(NiSource (NYSE:NI) a Fortune 500 Company, acquired Bay State Gas Co. in February 1999)

Director, Gas Management Services

(2007 – Present)

Responsible for the development, planning and management of the Bay State Gas Company resource portfolio as well as providing safe and reliable gas service to nearly 300,000 utility customers via the management of the gas control process.

- Achieved lowest gas costs of the 4 major utilities in Massachusetts in 3 of the past 4 years.
- Developed, managed and implemented short and long-term strategy for the optimization of utility owned assets resulting in the most successful asset optimization program of any utility in Massachusetts.
- Oversaw the development and implementation of a state of the art SCADA system.
- Responsible for the management of 18 employees in 4 regional offices.

Director, Energy Supply Services

(1996 – 2007)

Responsible for the development and management of five LDC portfolio's in New England and Indiana with more than \$750 million in combined resource portfolio assets as well as being responsible for the provision of safe and reliable gas service to more than 1 million utility customers in four States.

- Reduced costs, improved earnings and increased bottom line net revenues over a ten year period.
- Developed and implemented short and long-term strategy for the optimization of utility owned assets in four states through comprehensive RFP processes resulting in numerous individual asset management arrangements.
- Successfully integrated a regionally diverse gas supply group of 20 employees in 2 states and 5 regional offices managing capacity on 18 pipelines with over 2 Bcf of design day capacity.
- Developed and managed the sale and lease of a variety of services utilizing the Company's five LNG and four propane facilities resulting in over \$1 million in annual net revenues.

Manage commercial and gas control functions for Company's FERC-regulated interstate pipeline, Granite State Gas Transmission.

- Responsible for commercial, operational and regulatory activities for affiliated interstate (Maine, Massachusetts and New Hampshire)
- Successfully negotiated capacity contracts in excess of 200,000 Dth/d.
- Responsible for gas control and scheduling and nominations functions.
- Oversaw the development and implementation of Granite's state of the art SCADA system.

- Oversaw the development and implementation of Granite’s Electronic Bulletin Board ensuring full FERC compliance.

Direct due diligence process and formulate and implement integration strategy as it relates to Gas Supply for various mergers and acquisitions.

- Successfully co-managed gas supply due diligence process for NiSource acquisition of Columbia Energy for \$6 billion.
- Co-managed and performed various aspects of acquisition process for two additional multi-billion dollar bids for energy companies.
- Successfully developed and implemented gas supply integration strategy as a result of the NiSource merger with Bay State Gas Company and the subsequent merger with Columbia Energy Group.

Responsible for the development and communication of the Company’s gas supply and gas control position on various State and Federal regulatory issues.

- Negotiated a four year extension of Northern Indiana Public Service Company’s Alternative Regulatory Plan, resulting in increased ratepayer and shareholder benefits.
- Key contributor in establishing residential pilot program in Springfield, MA through collaborative process with various external stakeholders including: MA, ME and NH Commission staff, Division of Energy Resources, MA Attorney General’s office and many retail and wholesale natural gas marketers.
- Company’s key witness before the Federal Energy Regulatory Commission, which resulted in the issuance of a certificate to construct \$60 million LNG facility.

Gas Resource Marketing Analyst (1994 – 1996)

Responsible for analyzing, developing and implementing strategies to maximize the Company’s gas resource portfolio through purchasing, capacity release and off-system marketing activity.

- Developed and implemented asset optimization strategies resulting in incremental revenues in excess of \$5 million annually.
- Developed and managed business relationships with wholesale marketers/producers in the U.S. and Canada.

Commonwealth Gas Company, Southborough, MA (1985 – 1994)
(Acquired by NSTAR (NYSE:NST) in February 1999)

Senior Forecast Analyst (1993 –1994)

Responsible for the development, planning and management of the Commonwealth Gas Company resource portfolio.

- Successfully managed the Company's contractual and operational transition as a result of FERC order 636.
- Responsible for the management of the Company's capacity release and off-system sales programs post FERC order 636.
- Responsible for the management of all gas accounting processes within the gas supply function.

Gas Control Supervisor

(1988 – 1993)

Responsible for the operation of the Company's SCADA system and providing safe and reliable service to nearly 300,000 customers.

Gas Load Dispatcher

(1985 – 1988)

EDUCATION

University of Massachusetts

Amherst, MA

PROFESSIONAL ORGANIZATIONS

Northeast Gas Association
New England – Canada Business Council
American Gas Association
Northeast Energy and Commerce Association

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PROFESSIONAL WORK EXPERIENCE

NATIONAL GRID (formally Keyspan Energy), Waltham, Massachusetts Date: 2008 – Present

Lead Analyst Project Management Office (PMO) (2008-present)

This role was developed as a result of the merger between Keyspan Energy and National Grid. Working in conjunction with Mercer consultant group initially, PMO identified projects within US Gas Distribution which would incur OPEX savings in excess of 20 million dollars annual total. Projects were categorized and prioritized in an effort to create one list of viable projects which projected the savings to meet the goal. The final list included approximately 95 projects.

- Created tools to track projects, using Access database with advanced querying.
- Established good contacts with VP's, Directors, and Process Owners, by assisting them in managing their projects.
- Created templates and guides for initial set up of projects
- Reported project information to Sr. Level Executives in US and UK including benefits, costs, and scheduled completion.
- Created the reporting and attended the newly established Sr. Executive PIC (Process Improvement Committee).
 - This committee was created to allow for governance of the projects allowing Executives visibility to review all the projects within US Gas Distribution.
 - The committee established project rules which govern new, on-hold, on-going and completed projects.

KEYSPAN ENERGY TRADING, Waltham, Massachusetts Date: 2004 –2008

Sr. Resource Management Analyst (2004 – 2008)

Management of back-office functions for New England operations, including gas cost reporting of over 100 million dollars monthly. My function was the liaison between the Planning group and the Accounting group, who ensured that gas costs were categorized and booked properly in the general ledger. These costs were subject to audit and were the basis for which our rates were determined, after approval and scrutiny by the Massachusetts Public Utility Commission.

- Led the New England closing process each month
- Created reports and models to support the business plans including profit and loss reporting, benchmark pricing analyses, and deferred gain or loss analyses
- Worked with internal and external auditors to ensure compliance with both Sarbanes Oxley and Massachusetts regulations
- Formed alliances across many functions within Keyspan to gain the benefit of good working relationships and strong communications, thus ensuring accuracy in the closing process each month
- **Utilized Nucleus**, Oracle, Great Plains and Microsoft products as tools to set up processes which supported my efforts

SMARTENERGY, Woburn, Massachusetts Date: 2000 – 2003

Sr. Energy Analyst

Responsible for mid-office operations, including forecasting, scheduling, procurement analysis, technical analysis, market analysis, tracking and reporting substantial amounts of data relevant to our energy market. Worked together with Vice President (VP) of Energy Supply and Director of Risk Management (DRM)

- Tracked and analyzed load shapes. Analyzed potential scheduling scenarios between day-ahead market (DAM) and real-time market (RTM) to assess potential risk and gains related to over or under scheduling in each market.
- Tracked and reported 'position' to the VP and DRM for mark-to-market reporting and pricing
- Set up tools for data capture and deal capture in relational database (MS Access) which allowed for analysis of portfolio performance and higher level decision making
- Worked with IT personnel to develop tools for our Energy Supply Department using an Oracle server. (i.e. Deal capture system, pricing system, scheduling tool)

RELIANT ENERGY, Houston, Texas Date: 1999 – 2000

Operations Analyst, N.E. Office

Responsible for managing the New England customer base of over 4,000 industrial customers. Configured savings analysis and consolidated bills for customers with multiple accounts (i.e. municipalities and housing authorities). Managed supply deliveries for customers behind several different Local Distribution Companies including forecasting, nominations and balancing to within 10 % of actual usage, while avoiding penalties associated with inaccurate scheduling.

TEXAS OHIO GAS/E'PRIME, Houston, Texas Date: 1997 – 1999

Transportation Analyst, N.E. Office

Total responsibility for forecasting natural gas usage for over 3,000 New England industrial customers on a daily basis. Worked with over 10 Local Distribution Companies in the N.E. area. Transported approximately 70,000 Dth's daily. Tracked weather and costs. Initiated and executed commodity trades with other suppliers to mitigate costs. Created reports and documentation. Reconciled commodity invoices from local distribution companies. Resolved discrepancies and inconsistencies. Interfaced with our Houston and Denver offices.

EDUCATION

BENTLEY COLLEGE, Waltham, Massachusetts, Bachelor of Science, Business Management 1996

MARTIN C. DEBRUIN

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Tyngsboro, MA 01879
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EXPERIENCE

4/2004 to present **Transgas Inc, Lowell, MA** **Director, Customer Relations**

Responsibilities include:

- * Market Transportation Agreements to both existing and new customers; this includes initial contact with customers, negotiation and execution of Agreement and then monitoring and following up with customers as needed;
- * Market Portable Pipeline Projects to both existing and new customers; this includes initial contact with customers, preparation of proposal and negotiations, execution of Agreement and then monitoring of services performed, invoicing and following up as needed;
- * Maintain and enhance Marketing Programs as necessary and required;
- * Maintain, analyze and develop rate programs to ensure profitability and competitiveness;
- * Forecast weekly, monthly and quarterly cash flow;
- * Report the budget process, prepare variance analysis and budget to actual on a monthly basis;
- * Perform analysis on cost of sales, gross margins and other financial metrics;
- * Perform reports for corporate; and
- * Directly responsible for attracting and maintaining over 75% of the potential customer base in the Northeast and Mid-Atlantic regions.

3/2001 to 4/2004 **Suez (Tractebel) LNG NA, Boston, MA** **Manager, LDC Sales**
(now GDF Suez Energy NA)

Responsibilities included:

- * Marketed natural gas and utilize gas transportation contracts to the LDC customers in order to achieve budgeted revenues by negotiating natural gas (vapor and liquid) contracts;
- * Reviewed natural gas contracts to maximize opportunities and assured that customers performed their obligations in accordance with contractual provisions;
- * Analyzed the customer's take profile to potentially augment future agreements that better patterned their take profile through the creation of detailed analysis that examined customer history, including pricing and weather related factors;
- * Conducted and promoted relationships outside the Company with current and potential customers and represent the Company as needed; and
- * Maintained a working knowledge of competitor's gas markets and maintained a familiarity with Federal and State regulations, which can impact the Company's ability to sell gas.

7/1998-3/2001 **Bay State Gas Company, Westboro, MA** **Manager, Supply Planning & Analysis**

Responsibilities included:

- * Developed and prepared financial analysis in support of Department's short and long term plan and strategy process for presentation to senior management;
- * Managed, analyzed and maintained the budgetary processes and design forward matrices utilized within the portfolio's distribution of sendout and directed the execution of the process while ensuring firm commitments;
- * Coordinated targets and analysis for Company's revenues and analyze distribution preparation of expense components and recommended changes and controls; reviewed preparation of journal entries and adjustments for spending and cost of gas;
- * Compiled regulatory compliance filings and prepared expert testimony, particularly regarding resources and requirements in support of regulatory filings;
- * Performed cost/benefit analysis, trend analysis, variance analysis and actual to budget comparisons on various projects and issue appropriate reports;
- * Assisted in the development and implementation of accounting, financial and IS systems and procedures;
- * Coordinated successful completion of the transition in responsibilities of Corporate Gas Supply between Bay State Gas and its parent, NiSource; and
- * Managed two direct reports.

7/1990-6/1998 **Colonial Gas Company, Lowell, MA** **Manager, Supply Planning and Demand Forecasting**

Responsibilities included:

- * Prepared, analyzed and presented financial results of portfolio to financial and operational management;
- * Prepared, analyzed and presented forecasts, budgets and five year plans to financial and operational management;
- * Developed, recommended and reviewed discussed plans to reach forecasted, budgeted and planned goals;
- * Ensured accountability to Asset and Expense Management team;
- * Compiled regulatory compliance filings and prepared expert testimony, particularly regarding resources and requirements in support of various regulatory filings;
- * Assisted in the development and implementation of accounting, financial and IS systems and procedures; and
- * Managed three direct reports.

1987 to 1990 **NE Apple Products, Littleton, MA** **Financial Analyst**

1984 to 1987 **GCA Corporation, Bedford, MA** **Accounting Analyst**

1982 to 1984 **University of Lowell, Lowell, MA** **Accounting Assistant**

EDUCATION Master of Science in Finance, Bentley College, Waltham, MA, December 1988.

 Bachelor of Science in Accounting, University of Lowell, Lowell, MA May 1984. Graduated Cum Laude.

SKILLS Proficient in Windows XP, Microsoft Excel, Microsoft Word, Microsoft Outlook and Microsoft Power Point