

July 6, 2018

Kathleen H. Burgess
Secretary to the Public Service Commission
New York State Public Service Commission
3 Empire State Plaza
Albany, NY 12223-1350

Re: NorthStar's proposal to perform a Management and Operations Audit of
National Grid USA's New York Electric and Gas Utilities
Case Number 18-M-0195

Dear Ms. Burgess:

NorthStar Consulting Group (NorthStar) is pleased to provide our proposal to the New York State Department of Public Service (Department) to perform a Management and Operations Audit of National Grid USA's New York Electric and Gas Utilities -- Case Number 18-M-0195.

We have responded to your Request for Proposal (RFP) in all respects and our proposal is detailed as to the scope and approach to be employed during this engagement. As requested, NorthStar has provided our proposal in PDF to the Department of Public Service (DPS) Records Access Officer at recordsaccessofficer@dps.ny.gov. In addition, we have provided an electronic copy of the cover letter *only* to the Secretary of the Commission at secretary@dps.ny.gov.

As evidenced by my signature below, I certify that:

- All the information in the proposal is accurate;
- NorthStar is committed and able to perform all the work contained in the proposal;
- NorthStar is in compliance with all RFP requirements; and
- The proposal is valid for 180 days from this date.

I will act as the primary contact for this proposal if you have any questions. My contact information is as follows:

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The NorthStar project team is available to meet with the evaluation committee to elaborate on this proposal and to give you a better basis on which to judge our capabilities.

Yours truly,



Douglas A. Bennett

Managing Director