

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

STATE OF NEW HAMPSHIRE
PUBLIC UTILITIES COMMISSION

November 9, 2020 - 10:26 a.m.

[Remote hearing conducted via Webex]

RE: DE 20-170
ELECTRIC DISTRIBUTION UTILITIES
ELECTRIC VEHICLE TIME OF USE RATES
(HEARING)

PRESENT: Chairwoman Dianne Martin, Presiding
Commissioner Kathryn M. Bailey

Jody Carmody
Eric Wind, PUC Remote Hearing Host

APPEARANCES: Reptg. Eversource Energy
Matthew J. Fossum, Esq.
Jessica Chiavara, Esq.

Reptg. Unitil Energy Systems, Inc.:
Carleton B. Simpson, Esq.

Reptg. Liberty Utilities:
Michael J. Sheehan, Esq.

Reptg. Clean Energy NH:
Madeleine Mineau

Reptg. Conservation Law Foundation:
Nicholas A. Krakoff, Esq.

Reptg. NH Dept. of Environ.Services:
Rebecca Ohler, Esq.

Reptg. ChargePoint, Inc.:
Melissa E. Birchard, Esq.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

APPEARANCES (CONT'D)

Reptg. City of Lebanon:
Clifton Below

Reptg. NECSEMA:
Brian P. Moran

Reptg. Residential Ratepayers:
D. Maurice Kreis, Esq., Consumer Adv.

Reptg. PUC Staff:
Brian D. Buckley, Esq.

Court Reporter: Susan J. Robidas, NH LCR No. 44

I N D E X

1		
2		
3	MOTIONS TO INTERVENE GRANTED	14
4	STATEMENTS OF PRELIMINARY POSITION BY:	
5	Mr. Fossum	14
6	Mr. Simpson	16
7	Mr. Lambert	19
8	Mr. Sheehan	22
9	Ms. Mineau	23
10	Mr. Krakoff	26
11	Ms. Ohler	31
12	Ms. Birchard	32
13	Mr. Below	34
14	Mr. Moran	36
15	Mr. Kreis	44
16	Mr. Buckley	47
17	QUESTIONS BY COMMISSIONER BAILEY	48
18		
19		
20		
21		
22		
23		
24		

1 P R O C E E D I N G S

2 CHAIRWOMAN MARTIN: Let's go on the
3 record. We're here this morning in Docket
4 DE 20-170 for a prehearing conference
5 regarding the electric vehicle time of use
6 rates. We need to make findings because this
7 is a remote hearing.

8 As Chairwoman of the Public
9 Utilities Commission, I find that due to the
10 State of Emergency declared by the Governor
11 as a result of COVID-19 pandemic, and in
12 accordance with the Governor's Emergency
13 Order No. 12, pursuant to Executive Order
14 2020-04, this public body is authorized to
15 meet electronically. Please note that there
16 is no physical location to observe and listen
17 contemporaneously to this hearing which was
18 authorized pursuant to the Governor's
19 Emergency Order. However, in accordance with
20 the Emergency Order, I am confirming that we
21 are utilizing Webex for this electronic
22 hearing. All members of the Commission have
23 the ability to communicate contemporaneously
24 during this hearing, and the public has

1 access to contemporaneously listen and, if
2 necessary, participate.

3 We previously gave notice to the
4 public of the necessary information for
5 accessing the hearing in the Order of Notice.
6 If anybody has a problem during this hearing,
7 please call (603)271-2431. In the event the
8 public is unable to access the hearing, this
9 hearing will be adjourned and rescheduled.

10 We'll take roll call attendance of
11 the Commission. My name's Dianne Martin.
12 I'm the Chairwoman of the Public Utilities
13 Commission, and I am alone.

14 Commissioner Bailey.

15 COMMISSIONER BAILEY: Good morning.
16 Commissioner Kathryn Bailey, and I am alone.

17 CHAIRWOMAN MARTIN: All right.
18 Thank you.

19 Let's take appearances. And we
20 have quite a group here, so if I miss
21 anybody, please let me know at the end.
22 Let's start with Mr. Fossum.

23 MR. FOSSUM: Flattered I get to go
24 first. Matthew Fossum here for Public

1 Service Company of New Hampshire, doing
2 business as Eversource Energy. And I'm
3 joined this morning by Jessica Chiavara, also
4 with Eversource.

5 CHAIRWOMAN MARTIN: Okay. Thank
6 you.

7 And Mr. Simpson, are you counsel in
8 this case?

9 MR. SIMPSON: Good morning,
10 Chairwoman Martin. Carleton Simpson here on
11 behalf of Unitil Energy Systems,
12 Incorporated.

13 CHAIRWOMAN MARTIN: Okay. Thank
14 you.

15 And Mr. Sheehan, there you are.

16 MR. SHEEHAN: Good morning. I'm
17 Mike Sheehan for Liberty Utilities, Granite
18 State Electric corp.

19 CHAIRWOMAN MARTIN: All right.
20 Thank you.

21 And Ms. Mineau.

22 MS. MINEAU: Thank you,
23 Commissioner. My name is Madeleine Mineau,
24 and I'm executive director of Clean Energy

1 New Hampshire.

2 CHAIRWOMAN MARTIN: Okay. Mr.
3 Krakoff.

4 MR. KRAKOFF: Good morning,
5 Chairwoman. My name is Nick Krakoff. I'm a
6 staff attorney with Conservation Law
7 Foundation, and I'm appearing by myself
8 today.

9 CHAIRWOMAN MARTIN: I apologize for
10 mispronouncing your name.

11 MR. KRAKOFF: No problem. It's not
12 the first time.

13 CHAIRWOMAN MARTIN: And Ms. Ohler.

14 MS. OHLER: Good morning. I'm
15 Rebecca Ohler with the New Hampshire
16 Department of Environmental Services.

17 CHAIRWOMAN MARTIN: Okay. Thank
18 you.

19 Ms. Birchard.

20 MS. BIRCHARD: Yup. Good morning,
21 Chairwoman Martin and Commissioner Bailey.
22 I'm Melissa Birchard from the law firm of
23 Keyes & Fox, representing ChargePoint,
24 Incorporated today. And with me today is

1 Matthew Deal, public policy manager for
2 ChargePoint.

3 CHAIRWOMAN MARTIN: Thank you. And
4 Mr. Below.

5 MR. BELOW: Good morning. I'm
6 Assistant Mayor Clifton Below of the City of
7 Lebanon, here on behalf of the City of
8 Lebanon. And my video seems to have just
9 turned off.

10 CHAIRWOMAN MARTIN: Yes, I did lose
11 your video. Oh, you're back.

12 And Commissioner Bailey, I don't
13 see you.

14 COMMISSIONER BAILEY: I don't see
15 you anymore either.

16 CHAIRWOMAN MARTIN: So it's
17 probably a feed problem. I'm going to keep
18 going so long as you can hear or see --

19 COMMISSIONER BAILEY: Yeah, I can
20 see everything, and I can see my background,
21 but I don't see myself.

22 CHAIRWOMAN MARTIN: Okay. Now I
23 can see your background, but not you.

24 And Mr. Moran.

1 MR. MORAN: Good morning, Chairman
2 Martin, Commissioner Bailey. My name's Brian
3 Moran with the New England Convenience Store
4 and Energy Marketers Association, and I am
5 alone on the second floor of my house.

6 CHAIRWOMAN MARTIN: Okay. Thank
7 you.

8 And Mr. Kreis.

9 MR. KREIS: Good morning,
10 Chairwoman Martin, Commissioner Bailey,
11 colleagues. I am D. Maurice Kreis, the
12 Consumer Advocate, here on behalf of
13 residential utility customers.

14 CHAIRWOMAN MARTIN: Okay. Thank
15 you.

16 And Mr. Buckley.

17 MR. BUCKLEY: Thank you, Chairwoman
18 Martin and Commissioner Bailey. My name is
19 Brian D. Buckley, and I am appearing on
20 behalf of Commission Staff. I am joined
21 virtually by my colleagues from the Electric
22 Division, Elizabeth Nixon and Richard
23 Chagnon. And I might be mistaken, but I'm
24 not sure if we addressed DES yet.

1 CHAIRWOMAN MARTIN: Yes, we did.

2 MR. BUCKLEY: Okay. Thank you.

3 CHAIRWOMAN MARTIN: Did I miss
4 anybody else?

5 [No verbal response]

6 CHAIRWOMAN MARTIN: Okay.

7 MR. SIMPSON: Chairwoman Martin, I
8 would also note that on behalf of Unitil
9 Energy Systems, Incorporated, we're also
10 joined by Justin Eisfeller, our
11 vice-president of information technology;
12 Mark Lambert, our vice-president of customer
13 operations; and Chris Goulding, our director
14 of rates and revenue requirements. Thank
15 you.

16 CHAIRWOMAN MARTIN: Okay. Welcome.
17 Thank you for that.

18 Okay. Any preliminary matters
19 before we give initial positions?

20 [No verbal response]

21 MR. BUCKLEY: None that Staff is
22 aware of.

23 CHAIRWOMAN MARTIN: Okay. I just
24 want to make sure Commissioner Bailey can

1 still hear.

2 Commissioner Bailey, can you hear
3 me?

4 [No verbal response]

5 CHAIRWOMAN MARTIN: Mr. Wind, have
6 you heard from her?

7 MR. WIND: I have not.

8 CHAIRWOMAN MARTIN: Let's go off
9 the record for a minute, please.

10 (Discussion off the record.)

11 CHAIRWOMAN MARTIN: Let's go back
12 on the record.

13 Mr. Sheehan, you had an issue to
14 raise?

15 MR. SHEEHAN: I just wanted the
16 Commission to address the motions to
17 intervene. I don't think anyone's going to
18 object, but we should probably check that
19 box.

20 CHAIRWOMAN MARTIN: We have a
21 number of motions to intervene, and I think
22 some have been very recently filed. I have
23 CLF, DES, Clean Energy New Hampshire,
24 ChargePoint, New England Convenience Store

1 and Energy Marketers Association, and the
2 City of Lebanon. Have I missed any? Does
3 anybody wish to be heard on those?

4 MR. KRAKOFF: Sorry, Chairwoman.
5 Did you mention Conservation Law Foundation?
6 I'm not sure I heard that.

7 CHAIRWOMAN MARTIN: They were first
8 on my list. So if I didn't mention them, it
9 was an oversight when I was reading the list.

10 MR. KRAKOFF: Okay. I guess I just
11 didn't hear you.

12 CHAIRWOMAN MARTIN: Okay.

13 MS. CARMODY: Chairwoman Martin,
14 can I have you read those off again, please?

15 CHAIRWOMAN MARTIN: Sure. CLF,
16 DES, Clean Energy New Hampshire, ChargePoint,
17 New England Convenience Store and Energy
18 Marketers Association and City of Lebanon.

19 MS. CARMODY: Thank you.

20 CHAIRWOMAN MARTIN: Did I miss any?

21 MR. BUCKLEY: Staff doesn't believe
22 so.

23 CHAIRWOMAN MARTIN: Can you still
24 hear me, everyone?

1 ATTENDING PARTIES: Yes.

2 CHAIRWOMAN MARTIN: Okay. I'm
3 going to continue. Everyone has frozen. I'm
4 going to --

5 MR. WIND: It appears to me we have
6 fully lost Commissioner Bailey.

7 CHAIRWOMAN MARTIN: Why don't we go
8 off the record. I'm going to try to come
9 back in because I also have a "circle of
10 death" as they call it. So I'll go out and
11 come back in.

12 (Pause in proceedings)

13 CHAIRWOMAN MARTIN: Let's go back
14 on the record.

15 Mr. Sheehan, you had raised the
16 issue of the motions to intervene. I had
17 read the list of what I had currently filed.
18 Is there anyone present who intervened that I
19 did not mention?

20 [No verbal response]

21 CHAIRWOMAN MARTIN: Okay. Hearing
22 none, any objections to the interventions
23 that have been filed?

24 [No verbal response]

1 CHAIRWOMAN MARTIN: Okay. Hearing
2 none, the Commission will grant the pending
3 motions to intervene, finding that it would
4 be in the interest of justice and would not
5 impair the orderly and prompt conduct of the
6 proceeding.

7 With that, any other preliminary
8 matters we need to discuss?

9 [No verbal response]

10 CHAIRWOMAN MARTIN: Okay. Hearing
11 none, let's take initial positions and start
12 with Eversource. Mr. Fossum.

13 MR. FOSSUM: Yes. Good morning
14 again. So, speaking on behalf of Eversource,
15 we have reviewed the Commission's Order of
16 Notice, as well as the underlying order, and
17 recognize this docket as the follow-up to
18 continue work on the EV time of use issues.
19 And we're here prepared to work with the
20 Staff and others on the items identified.
21 Ultimately, the time lines for what gets
22 accomplished in this docket will depend on
23 the scope of the evaluation and the level of
24 details sought. And so we will be looking at

1 those. While some things may be able to
2 happen relatively quickly, some will
3 certainly take longer. We'll work to
4 understand what information and analysis
5 we've provided in the short term to support
6 the move toward longer-term goals.

7 I'll note also that there's a
8 measure of overlap between this case and the
9 rate case settlement that is pending before
10 the Commission now regarding Eversource's
11 rate case. Assuming ultimately that that
12 settlement would be approved, that settlement
13 contains a provision relating to an advanced
14 metering functionality study. While the
15 focus of that study may not overlap entirely
16 with what is anticipated in this docket,
17 there may be some degree of overlap. And so
18 we'll want to be sure to understand how these
19 relate to each other and whether the work on
20 one may be leveraged to help with the other.
21 As part of that study, we've already been
22 looking at some hearing alternatives
23 potentially and considering other system
24 issues as we look at EV TOU rates.

1 Additionally, as part of the rate
2 case settlement, Eversource has made a
3 commitment to make a EV rate proposal within
4 the next few months. There is a provision on
5 the rates side for that proposal, and that
6 provision also references this docket. So
7 much as with the metering functionality,
8 we'll want to work to understand the parties'
9 degree of overlap and impact of each docket
10 and each proposal on the other. Once we have
11 been able to do that, I think we'll be able
12 to move forward efficiently and productively
13 with this docket, and we stand ready to do
14 so. Thank you. That's what I have.

15 CHAIRWOMAN MARTIN: Okay. Why
16 don't we move on to Mr. Simpson.

17 MR. SIMPSON: Once again, good
18 morning, Chairwoman Martin, Commissioner
19 Bailey. I'm Carleton Simpson, the attorney
20 representing Until Energy Systems. And as I
21 mentioned earlier, I'm joined by Mark
22 Lambert, our vice-president of customer
23 operations; Justin Eisfeller, vice-president
24 of information technology; Chris Goulding,

1 director of rates and revenue requirements.
2 We appreciate the opportunity to speak with
3 you today regarding the development of
4 electric vehicle time of use rates.

5 The Company believes that the
6 electric distribution utilities represent a
7 central participant in the development of EV
8 infrastructure and the adoption of electric
9 vehicles to enable customer choice in the
10 transportation market. We look forward to
11 working with Staff and all the other
12 participants in this docket.

13 As requested by Staff and the
14 Commission in Order 26,394 following the
15 investigation in IR 20-004, the Company's
16 comments today will be focused on
17 recommendations for time line filing EV time
18 of use rate proposals, and further
19 development of the alternative metering
20 feasibility assessment.

21 In regards to a time line, Unitil
22 believes that it's appropriate to develop
23 stand-alone and whole facility electric
24 vehicle rates within the context of a general

1 rate case. This will ensure that the level
2 of the rate reflects the utility's most
3 current and representative level of embedded
4 costs and alignment with revenues for rates
5 from all classes. The rate structure and
6 rate level of an EV service should be
7 sustained using the same types of cost and
8 non-cost considerations that are used in
9 determining the level of class revenues and
10 rates for the utilities' other rate and
11 tariff offerings. Unitil strongly supports
12 the availability of a suite of rate offerings
13 for EV customers, including time of rate,
14 time of use rate options. Therefore, Unitil
15 Energy Systems intends to file a general rate
16 case during the first half of 2021 which will
17 definitely include an EV TOU rate proposal.

18 In preparation for this effort, the
19 Company's begun the process of performance
20 testing for time of use rates integrated in
21 the internal systems and processes that
22 account for different tiered structure
23 options, weekends, holidays, seasonality and
24 energy supply.

1 With regards to the alternative
2 metering feasibility assessment, in addition
3 to preliminary testing for rate design
4 integration, the Company's metering group is
5 working to consider metering alternatives
6 within the upcoming rate case. The Company
7 recommends that the alternative metering
8 feasibility assessment within this proceeding
9 should continue to investigate efforts in
10 other jurisdictions regarding alternative
11 electric vehicle charging station metering;
12 how alternative metering costs would be
13 implemented in rates, including the
14 integration in the utility systems;
15 incentives for off-peak charging and demand
16 reduction; and metered data sharing, quality
17 reliability and security.

18 I will now let Mark Lambert offer
19 some further comments on this matter and
20 would be glad to answer any questions. Thank
21 you.

22 CHAIRWOMAN MARTIN: Thank you.

23 MR. LAMBERT: Thanks, Carleton.

24 Mark Lambert, vice-president of

1 customer operations for Unitil. And not to
2 take too much more of the Commissioners'
3 time, but from a customer service
4 perspective, you know, everybody talks about
5 the utility of the future, and we believe
6 that our utility customers are looking to
7 engage more with the Company. And while that
8 began with just simple self-service customer
9 facing tools on the web or mobile apps, we
10 believe that the utility's customer of the
11 future seeks to go further than that. And we
12 believe our customers want choice, which is
13 why these comments I think are relative to
14 customers having choice with different
15 personalized rate plans. We're working to
16 understand our customers better. And through
17 that understanding, we think the relationship
18 that we'll have with our customers is one
19 that will go beyond just one customer that
20 receives and pays a bill.

21 We have as a company formed several
22 vision teams, one of which is one that I am
23 chairing, the transformative customer
24 solutions vision team, and it looks at

1 customer-facing opportunities. But one
2 thing, one part of our mission in this as we
3 build towards this longer-term vision is
4 looking at personalized rate plans for
5 customers. This is something we're focused
6 on. And we believe that as we look at time
7 of use and distributed generation rate
8 programs, what they may look like in the
9 future for Unitil, an electric vehicle time
10 of use rate is something specifically focused
11 on a customer group that is rapidly growing.
12 So when we look at evolving rate designs, as
13 we look at evaluating delivering alternatives
14 to those traditional tariffs, we call them,
15 we're focusing on personalized rate options
16 for specific groups. And, again, that most
17 immediate group is for those EV customers
18 that are seeking to charge their vehicles
19 during times that are economically beneficial
20 to them. So, you know, from the strategy
21 side, that's where we're looking to go. And
22 certainly we'll do that as a first step in an
23 upcoming rate case in 2021.

24 So with that, I'll turn it back

1 over to the Commission.

2 CHAIRWOMAN MARTIN: All right.

3 Thank you.

4 Mr. Sheehan.

5 MR. SHEEHAN: Thank you. And good
6 morning again. As the Commission is aware,
7 Liberty has in place now an electric vehicle
8 time of use rate tariff which was approved
9 this summer in our recent rate case. Those
10 time of use rates were -- those we adopted in
11 the EV docket were those that were approved
12 in the battery storage program a couple years
13 ago. Those rates are fairly sophisticated
14 time of use rates that have three time
15 periods during the week, two over the
16 weekend, and adjust distribution transmission
17 and supply. So those are now in place.

18 The Company has turned its focus to
19 EV time of use rates for commercial
20 customers. The existing tariff is just
21 residential, and we will focus on that.

22 And the Company's also willing to
23 support and participate in the metering
24 feasibility study that is probably going to

1 be addressed and conducted in this docket.

2 Thank you.

3 CHAIRWOMAN MARTIN: Okay. Thank
4 you.

5 Ms. Mineau.

6 MS. MINEAU: Thank you,
7 Commissioners, for the opportunity to make
8 opening remarks before you today.

9 Clean Energy was an intervenor in
10 the IR docket looking at rate design
11 standards for electric vehicle charging. And
12 we appreciate the opportunity to continue
13 working on this important issue for our
14 members. Clean Energy New Hampshire supports
15 time of use rates as a rate design mechanism
16 for EV charging, especially for residential
17 customers, because this creates many benefits
18 for the grid and EV, as well as non-EV
19 customers. By using time of use rates, EV
20 customers are able to make informed decisions
21 about when to charge their vehicles, adapt
22 their charging schedules in order to reduce
23 their energy costs, and provide grid benefits
24 by shifting demand to off-peak hours when

1 supply is more plentiful and affordable, and
2 this improves load factor.

3 Specifically, Clean Energy New
4 Hampshire continues to support Staff's
5 recommendation in the IR docket, which
6 included a three-part rate with off-peak,
7 mid-peak and critical peak periods in any
8 time of use rate proposal considered in this
9 docket. When compared to a two-part rate
10 with only peak and off-peak periods,
11 three-part rates offer significantly more
12 incentive for customers to adopt a time of
13 use rate and send more accurate price signals
14 based on system costs. In addition, we
15 strongly support a price differential of at
16 least three to one between critical peak and
17 off peak, as this is also an important factor
18 for customers to adopt this type of rate. We
19 have evidence here in New Hampshire that a
20 simpler rate may not serve the customers'
21 needs. For example, only 39 customers took
22 part in Eversource's previous time of use
23 rate, which represents a very small
24 percentage of their customer base. Their TOU

1 rate is only two parts, and the price
2 differential should have been much stronger,
3 in our opinion. As the Company stated, there
4 is improvement on its way, thanks to the rate
5 case settlement.

6 On the other hand, Liberty's
7 current offering for their battery storage
8 and electric vehicle charging customers has
9 the three-part -- peak, off peak and
10 critical -- peak period system with a price
11 differential roughly 3.5 to 1 between the
12 critical peak and off-peak period. We think
13 it is important to highlight this time of use
14 offering as beneficial for Liberty's
15 customers and a good model for the other
16 utilities to consider offering their
17 customers as well. We find it critical that
18 all utility customers have access to
19 well-designed time of use rates, regardless
20 of which utility service territory they live
21 in. We look forward to conversations with
22 the other parties in this docket to achieve
23 this goal.

24 CENH also would like to highlight

1 that the development of TOU rates for EV
2 charging can have other applications and
3 broader benefits, such as whole house or
4 whole service time of use rates. We
5 encourage this docket to consider these
6 applications and whether development of these
7 rates can be extended beyond the initial use
8 solely for EV charging, especially for EV
9 drivers that may want to adopt TOU rates for
10 all their energy needs.

11 In conclusion, CENH supports
12 development of EV TOU rates that provides
13 customers with an opportunity to make
14 informed charging decisions and that benefit
15 the grid by shifting demand to off-peak
16 hours. We also look forward to seeing the
17 outcome of the alternative metering studies
18 by the utilities.

19 Thank you. And we look forward to
20 participating in this docket.

21 CHAIRWOMAN MARTIN: Okay. Thank
22 you.

23 Mr. Krakoff.

24 MR. KRAKOFF: Yes. Thank you,

1 Chairwoman Martin. CLF thanks the Commission
2 for the opportunity to make a preliminary
3 statement in this docket today. CLF looks
4 forward to constructively participating in
5 this docket as the Commission begins
6 evaluating the utilities' upcoming EV TOU
7 rate proposals. We have a few points we'd
8 like to make at this time.

9 First, CLF believes that prior to
10 the utilities submitting plans, the
11 Commission should better clarify the scope of
12 this docket. In particular, in the EV
13 investigatory docket, DE 20-004, which
14 preceded this docket, the Commission received
15 a number of comments regarding load
16 management techniques. Typically load
17 management techniques are separate and not in
18 the same category as TOU rates. However,
19 Order No. 26,394 states that load management
20 techniques may be an appropriate strategy for
21 EV rate design, especially when offered in
22 conjunction with EV TOU rate offerings.
23 Because load management techniques are
24 generally in a separate category from TOU

1 rates, the Commission's order directing the
2 utilities to submit TOU rate proposals does
3 not make clear if load management techniques
4 should also be considered as part of TOU rate
5 proposals.

6 So, you know, because Order 26,394
7 stated that load management techniques may be
8 an appropriate strategy for EV rate design,
9 CLF generally believes that the Commission
10 should clarify its directive to the utilities
11 that they file TOU rate proposals also
12 encompasses potential load management
13 techniques that are appropriate when offered
14 in conjunction with TOU rate design.

15 We also note that for
16 administrative efficiency purposes, it makes
17 sense for the utilities to include load
18 management techniques that they conclude are
19 appropriate to be offered in conjunction with
20 the TOU rates in this docket rather than any
21 sort of separate docket or separate matter.

22 So in sum, CLF urges the Commission
23 to clarify that its order allows the
24 utilities to consider load management

1 techniques when developing EV TOU rates.

2 Second, in the event the Commission
3 clarifies that its order permits the
4 utilities to consider load management
5 techniques, CLF strongly encourages the
6 utilities to do so. Load management
7 techniques advance the public interest in the
8 beneficial electrification of the
9 transportation sector and provides
10 significant system benefits and system-wide
11 cost savings. Accordingly, CLF urges the
12 utilities to consider and include load
13 management techniques when devising the TOU
14 rate proposals.

15 On a similar note, you know, the
16 Commission's order that preceded this docket,
17 you know, also generally, you know, clarified
18 my opinion whether, you know, demand charges
19 should be considered in this docket. You
20 know, as CLF did in the prior docket, you
21 know, we wish to express our continuing
22 opposition to the consideration of demand
23 charges as part of TOU rate proposals. Order
24 No. 26,394 stated that demand charges may be

1 an appropriate rate design for high-demand
2 draw EVSE. You know, it was a little bit
3 unclear whether that should be considered in
4 this docket. You know, as we said before,
5 demand charges limit the economic feasibility
6 of certain charging stations, such as DCFC
7 stations, you know, especially when DCFC
8 stations have low utilization rates. It can
9 lead to high electricity bills which can
10 deter investments in DCFC stations. And this
11 is generally because when utilization is low,
12 demand charges incurred can be greater than
13 the revenue generated at substations, which
14 can dramatically affect the economic
15 viability of higher demand DCFC charging
16 stations. While the Commission's order
17 limits the utilities' consideration of demand
18 charges to high-demand draw EVSE, CLF
19 recommends that utilities avoid consideration
20 of demand charges altogether in this docket.

21 CLF thanks the Commission for the
22 opportunity to make a statement today and
23 looks forward to participating in the docket
24 as the utilities file their TOU rate

1 proposals in the next few months. Thank you.

2 CHAIRWOMAN MARTIN: Okay. Thank
3 you, Mr. Krakoff.

4 Ms. Ohler.

5 MS. OHLER: Thank you,
6 Commissioner -- I'm sorry -- Chairwoman
7 Martin. The Department of Environmental
8 Services feels that electrification of the
9 transportation sectors, the major source of
10 greenhouse gas emissions in the region, is a
11 key strategy to reduce emissions that
12 contribute to climate change. In order to
13 realize overall emissions reductions,
14 charging must occur in a way that does not
15 increase peak demand when the older and --
16 (connectivity issue)

17 CHAIRWOMAN MARTIN: Ms. Ohler, I
18 think we're losing -- we lost a little bit of
19 the last sentence. Can you just repeat that,
20 please?

21 MS. OHLER: Yes. Can you hear me?

22 CHAIRWOMAN MARTIN: I can hear you,
23 but it's just a little choppy.

24 MS. OHLER: In order to realize

1 overhaul emissions reductions, charging must
2 occur in a way that does not increase our
3 peak demand when the older and more polluting
4 power plants are called on to meet that
5 demand.

6 Residential time of use rates can
7 help encourage smart charging practices by
8 making it less expensive to charge when
9 overall demand is lower and can also thereby
10 help grow the electric vehicle market by
11 lowering the cost to own and operate an EV,
12 which will spur the rate of adoption.

13 DES also looks forward to exploring
14 options for effective use of time of use
15 rates for commercial charging applications,
16 as well as addressing the demand charges
17 which were previously discussed, to see how
18 those can be structured in a way that will
19 enable cost-effective fast charging. Thank
20 you.

21 CHAIRWOMAN MARTIN: Okay. Ms.
22 Birchard.

23 MS. BIRCHARD: Thank you,
24 Chairwoman.

1 ChargePoint looks forward to
2 participating in this important proceeding.
3 We appreciate the work that the Commission,
4 its staff, and many of the parties here today
5 completed in Docket IR 202-004, which
6 preceded this docket.

7 As the utilities have not yet filed
8 proposals in this proceeding, ChargePoint
9 adopts no position today. We look forward to
10 working with the other parties and providing
11 input into the development of the rate design
12 proposals. We also appreciate the
13 opportunity to consider the proposals that
14 are ultimately put forward by the utilities.

15 We are additionally interested to
16 contribute to the conversation on alternative
17 metering. We have seen this subject
18 addressed in other states through the
19 adoption of standardized and effective
20 screening criteria. In IR 20-004, we
21 indicated our support for providing the
22 opportunity for New Hampshire's utilities to
23 conduct pilot programs that employ
24 alternative metering that has been

1 appropriately screened in accordance with
2 minimum criteria. Such criteria would
3 include, for example, a high degree of meter
4 accuracy and secure data transfer
5 capabilities.

6 We look forward to further
7 discussions on these topics and other
8 subjects in this proceeding and thank you
9 very much for the opportunity to speak today.

10 CHAIRWOMAN MARTIN: Okay. Thank
11 you.

12 Mr. Below.

13 MR. BELOW: Thank you, Chairwoman
14 Martin. On behalf of the City of Lebanon, I
15 collaborated closely with Liberty Utilities
16 and the Consumer Advocate's consultant, Lon
17 Huber, in developing the top three-part time
18 of use rates for Liberty's battery pilot. I
19 would note that that was developed outside of
20 a rate case by simply designing the rates to
21 be revenue neutral relative to a class
22 average load shape, though recognizing that
23 the time of use rates structure would likely
24 cause customers to shift their load more to

1 the off-peak times in the future. So that is
2 an issue to be addressed over time.

3 The City itself now has a Level 2
4 charging station for its electric vehicle.
5 It plans to procure more electric vehicles
6 over time; that is, of course, behind a
7 commercial meter. So we're interested in
8 collaborating with Liberty and other parties
9 to develop cost causation-based three-part
10 time of use rates for commercial customers as
11 well. And as sort of shown in Liberty's last
12 distribution rate case, it was -- those rates
13 were developed for the battery storage pilot.
14 They I think were sufficiently robust, and
15 there was consensus that they were also
16 appropriate for EV charging. And the City
17 believes that they should be considered on an
18 opt-in basis for customers who want to use
19 the rates for whole building or whole account
20 applications as well. But, you know, that's
21 a step down the road.

22 Thank you. So we look forward to
23 working with all the parties throughout the
24 proceeding. Thank you.

1 CHAIRWOMAN MARTIN: All right.

2 Thank you.

3 And Mr. Moran.

4 MR. MORAN: Yes. My name is Brian
5 Moran, and I represent the New England
6 Convenience Store and Energy Marketers
7 Association. For those of you who are not
8 familiar with us, we participated in the IR
9 20-004 docket, and our members represent
10 approximately 900 convenience stores in
11 Massachusetts [sic], 655 of which sell motor
12 fuels.

13 NECSEMA members recognize the
14 changing transportation fuels landscape and
15 acknowledge the significant role EV will
16 play. As owners of the busiest corners of
17 the most highly trafficked roadways and
18 commercial areas, our role in providing EV
19 charging equipment where and when it is
20 needed on the go will be essential. Our
21 members offer the products and services
22 people use, want and need. To that end, we
23 provide gasoline and diesel because those are
24 the transportation fuels our customers use,

1 not due to an obligation to fossil fuels. As
2 the public's fuel choice evolves, we will
3 continue to meet their needs, whatever their
4 fuel choice is, be it electric, fuel cells or
5 other renewable alternative fuels.

6 As the work of the Commission, its
7 staff and public utilities proceeds, we
8 respectfully offer the following comments on
9 development of time of use charging proposals
10 as ordered:

11 As an initial matter, the Commission
12 should clearly establish the goals that it
13 seeks to achieve through TOU rate designs for
14 EV charging. Only by first establishing such
15 goals and objectives can specific designs,
16 feasibility evaluations or policy options be
17 evaluated based on their effectiveness and
18 overall cost of benefits. In particular, the
19 Commission should state with specificity its
20 goals with respect to data collection, impact
21 on customer behavior, and impact on EV
22 adoption metrics, such as EV miles traveled
23 and, in accordance with RSA 378:5 and 7,
24 ensure any rate impacts are fully

1 investigated by the Commission for
2 reasonableness.

3 Other goals, such as reduced peak usage
4 of the distribution system, should also be
5 clearly identified, measured and implemented
6 in the best interest of all ratepayers before
7 new policies are adopted. Further, the
8 Commission should clearly outline the metrics
9 by which it will evaluate the effectiveness
10 of various rate designs proposed for
11 deployment. When determining whether rate
12 design proposals for EV customers is
13 appropriate, the Commission's decision-making
14 should be governed by certain core principles
15 that have previously guided its policy with
16 respect to grid modernization and development
17 of EV charging infrastructure.

18 The Commission should only approve such
19 programs if they're demonstrated to be in the
20 public interest; second, the Commission
21 should not approve any rate designs, policies
22 or programs that will hinder the development
23 of competitive markets. These guiding
24 principles are further developed in the

1 specific considerations I'm going to describe
2 below.

3 Policies aimed at supporting EV growth
4 should be based on the best available data
5 and best practices. The Commission should
6 consider the data and information currently
7 available for New Hampshire and other
8 jurisdictions. It should also ensure that it
9 reviews and continues to review a complete
10 and balanced record of such information and
11 is not overly reliant on theoretical
12 information provided by electric distribution
13 companies and EV infrastructure providers.
14 That may require the Commission to
15 periodically review TOU EV rates as more
16 actual as opposed to theoretical data
17 collected by the utility and analyzed. The
18 Commission must ensure that: TOU rate
19 effectiveness is benefiting ratepayers; price
20 signals in the time of use rates lead to
21 increased EV adoption and economical charging
22 discipline; and time of use rates and EV use
23 lead to the desired environmental benefit to
24 society.

1 Any benefit cost analysis put forth in
2 support of those time of use EV charging rate
3 design proposals should consider the
4 benefits, costs and risks, to include, but
5 not limited to, the following stakeholders:
6 Electric utility customers, residential and
7 commercial; EV drivers; competitive EV market
8 participants providing Level 2 and direct
9 current fast chargers as site hosts; and the
10 electric distribution companies'
11 shareholders.

12 When evaluating whether a proposal is in
13 the public interest, the Commission should
14 consider its finding that it is in the public
15 interest for the distribution companies to
16 prioritize EVSE site locations that are
17 publicly accessible and that serve the public
18 at large.

19 In addition, the Commission should
20 review any proposed time of use rates in the
21 context of the current hypercompetitive
22 vehicle fuels market, with emphasis on
23 customer adaptation and ratepayer benefits.

24 Regulatory policy, including the methods

1 by which rate designs are authorized, should
2 not favor particular technologies, charging
3 locations, market participants, rate classes
4 or EVSE ownership models, especially utility
5 ownership models, over others.

6 For any use of ratepayer funds, the
7 Commission should ensure that such use does
8 not displace market activity and that it is
9 not used to advantage electric distribution
10 companies and their shareholders over market
11 participants or certain technologies, sectors
12 or business approaches over others.

13 The Commission should consider ways in
14 which time of use rates, one, impact
15 competitive transportation markets, including
16 EVSE; provides consistent treatment and
17 opportunities across rate classes, charging
18 locations, and EVSE hosts. While consistent
19 treatment may be accomplished by offering
20 equivalent rates across rate classes, the
21 distribution companies might also develop
22 proposals that offer equivalent ratepayer
23 benefits to different groups of ratepayers
24 according to their specific needs. For

1 example, where design options may provide
2 benefits to residential customers with EVs,
3 the distribution companies should be
4 encouraged to also develop offerings that
5 would provide comparable benefits to
6 commercial and industrial ratepayers and to
7 site hosts who support different EVSE
8 charging technologies. Proposed direct
9 current fast-charging demand charge
10 discounts, for example, are provided and
11 described in National Grid's rate case DPU
12 18-150 at 340. Further, there should be no
13 special rates or utility investment
14 incentives that would unfairly benefit
15 utility shareholders at the expense of other
16 competing EVSE providers, even on a limited
17 or pilot basis.

18 If the Commission authorizes time of use
19 rates in connection with the targeted
20 deployment of metering capabilities, it
21 should only make those rates available to
22 customers with separate EV meters, metering
23 technology embedded in EV smart chargers, or
24 otherwise implement procedures that would

1 allow the distribution companies to measure
2 EV-specific electricity use. EV segregated
3 usage information is critical to evaluate the
4 effectiveness of time of use rate design and
5 actual load profiles in connection with EV
6 use and assess transportation-specific
7 charges and taxes similar to gasoline taxes
8 that currently fund roadway infrastructure.

9 NECSEMA notes that utility rate
10 structure is only one component of the
11 comprehensive statewide strategy to
12 facilitate private investment and EV public
13 charging infrastructure. The cost of
14 installation and operation of the EV charging
15 facility is the primary barrier for private
16 investment in DCFCs. Demand charges are an
17 important cost causation component, but
18 initial infrastructure investment and
19 installation costs, including any new time of
20 use metering requirement, are upfront charges
21 that impact decision-making.

22 The measured dissemination of local --
23 of locational grid sweet spots, areas on the
24 utility's grid that might host electric

1 charging stations without requiring
2 distribution system upgrades, could be
3 matched with current NECSEMA member sites
4 which determine the best locations for
5 electric charging. This encourages the
6 electric utilities industry to work jointly
7 with the current transportation retail fuel
8 providers to make smart EVSE investments both
9 upstream and downstream of the meter. Better
10 investment principles will likely lead to
11 more EVSE equipment where both the grid can
12 support load and consumers would use the
13 charging equipment. The economic and
14 environmental benefits associated with this
15 cooperation should improve EV adoption rates.
16 Thank you.

17 CHAIRWOMAN MARTIN: Okay. Thank
18 you, Mr. Moran.

19 Mr. Kreis.

20 MR. KREIS: Thank you. As we
21 typically do in a proceeding of this type,
22 the Office of the Consumer Advocate intends
23 to participate enthusiastically and serve as
24 the State's conscience with respect to the

1 matters to be determined here. And by that,
2 I mean that we intend to assure that whatever
3 rates or rate designs emerge from this docket
4 adhere to the classic principles of rate
5 design that are familiar to most of the
6 participants here; that is to say, the rates
7 should reflect principles of cost causation
8 and thereby avoid one rate class from
9 subsidizing another unreasonably. They
10 should adhere to basic principles of
11 fairness, and rates should deliver
12 appropriate price signals to those customers
13 subject to those rates so that the public
14 policy objectives of the State are thereby
15 achieved.

16 Now, given all of that, the Office
17 of the Consumer Advocate is quite
18 enthusiastic about the advent of time of use
19 rates for electric vehicle customers. I
20 listened carefully to what Ms. Mineau said on
21 behalf of Clean Energy New Hampshire, and I
22 believe that I agreed with everything she
23 said about the particulars of time of use
24 rate design that she identified: The

1 importance of having a three-part rate and
2 the importance of rate differentials that are
3 adequate to truly send meaningful price
4 signals to customers so that they actually do
5 use the grid in a way that achieves
6 appropriate public policy objectives.

7 The thing that makes me
8 particularly enthusiastic about EV rates, or
9 time of use rates for electric vehicles, is
10 that this is a very large foot in the door of
11 totally embraced by the State of New
12 Hampshire time of use rates. They are
13 appropriate in most, if not all, settings
14 when we're talking about using the electric
15 grid. And so we look forward to electric
16 vehicles basically smashing through all of
17 the barriers of time of use rates and
18 ultimately delivering the benefit of such
19 rates to all customers in most every
20 situation.

21 I think that's all I have to say.
22 We look forward to working with all of the
23 other parties to this docket. This is a
24 really interesting and challenging subject,

1 and I'm confident that when we're done, we
2 will have some excellent new initiatives for
3 the Commission to consider. Thank you.

4 CHAIRWOMAN MARTIN: Okay. Thank
5 you.

6 And Mr. Buckley.

7 MR. BUCKLEY: Thank you, Madam
8 Chair. Staff won't repeat the introductory
9 information you've already heard from the
10 parties today, but would note that, as may
11 have been evident in the initial
12 investigation, Staff is optimistic about
13 opportunities for ratepayer savings
14 associated with electric vehicle time of use
15 rate offerings, while also acknowledging the
16 importance of aligning such rates with cost
17 causation and the other guidelines the
18 Commission affirmed in Order No. 26,394.
19 Staff looks forward to working with the
20 parties in the technical session that follows
21 this hearing to develop an initial procedural
22 schedule that addresses the time line for the
23 initial filings and provides an opportunity
24 to further develop the concept of the

1 alternative net metering feasibility
2 assessment. Thank you.

3 CHAIRWOMAN MARTIN: Okay. Did I
4 miss anybody?

5 [No verbal response]

6 CHAIRWOMAN MARTIN: All right.
7 Hearing none, Commission Bailey, did you have
8 any questions?

9 QUESTIONS BY COMMISSIONERS:

10 BY COMMISSIONER BAILEY:

11 COMMISSIONER BAILEY: I do have a
12 question. My understanding was that one of
13 the first orders of business in the technical
14 session was to come up with a procedural
15 schedule that would determine when the time
16 line for filing electric vehicle time of use
17 rates would be. And I heard Mr. Simpson say
18 they don't plan to file it until sometime in
19 the first half of next year.

20 And so I don't know who should
21 respond to this, but does anybody -- can
22 anybody tell me whether there are any
23 concerns with doing individual time of use
24 rates for each company separately? I know

1 Liberty already has them. And I thought one
2 of the goals of this docket was to do it
3 together so that the rates were developed
4 sort of consistently. So does anybody have
5 anything they want to say about that?

6 CHAIRWOMAN MARTIN: I saw Mr.
7 Buckley's hand up. Commissioner Bailey, if
8 you want to recognize him, go right ahead.

9 COMMISSIONER BAILEY: Okay. Mr.
10 Buckley, please.

11 MR. BUCKLEY: Yes. From Staff's
12 perspective, we had the same understanding,
13 that the intention of having this singular
14 proceeding to address all of the proposed
15 separately metered time of use rates would
16 provide some degree of administrative
17 efficiency that doing so in the various rate
18 cases probably wouldn't. And there's sort of
19 a unique factor here, in that these time of
20 use rates would be, you know, entirely
21 forward-looking and based on cost causation,
22 not necessarily based on the peak coincidence
23 of an existing rate class. So that's what
24 kind of makes it something that we can

1 consider outside of a rate case.

2 Having said that, I understand that
3 Unitil is on a trajectory that is unique to
4 the other utilities here, where Liberty and
5 Eversource recently or are still in the
6 process of completing rate cases and won't be
7 back in to consider rates for at least a few
8 years, or a couple of years.

9 I know that in the Staff
10 recommendation, Staff had initially proposed
11 120 days. And I'm not exactly certain of,
12 you know, if that type of number will stick
13 or exactly when Unitil is planning on filing
14 its rate case. But we do still continue to
15 see the administrative efficiency of covering
16 electric vehicle time of use rates in a
17 single proceeding as valuable, and we would
18 look forward to continuing that discussion
19 with Unitil at the technical session that
20 follows this proceeding.

21 COMMISSIONER BAILEY: Thank you.

22 Mr. Simpson, can you tell me why it
23 needs to be in the rate case or why it would
24 be better to include it in the rate case than

1 in this proceeding?

2 MR. SIMPSON: We've been internally
3 planning for some time to include electric
4 vehicle rates within our upcoming rate case.
5 It's something that, as my comments had
6 provided, we feel that taking a look at all
7 of our classes of rates, and including a new
8 class, it's best served to do that within our
9 rate case. We certainly look forward to this
10 proceeding and look forward to working on
11 development of EV time of use rates with the
12 other parties, and that would certainly
13 inform our planning for that rate case.

14 In terms of the time line, I
15 believe it's our view that the timing is
16 actually -- would be quite good, given that
17 Liberty has a rate right now, Eversource
18 should be working on one within the coming
19 months, and that the rate case would be filed
20 I would say closer to the middle of that
21 first half of the year. So it wouldn't be
22 six months from now. It should be closer
23 than that. So we would -- this has been our
24 trajectory, and we're certainly open to

1 having further discussions about that. But
2 we do plan to definitely include a time of
3 use electric vehicle rate in that rate case.

4 COMMISSIONER BAILEY: Ms. Birchard.

5 MS. BIRCHARD: Yes. Thank you. I
6 just wanted to ask a clarifying question.

7 It sounds like Mr. Simpson is
8 suggesting that any subsequent proposal would
9 be based on the development of policies in
10 this docket.

11 Is that correct, Mr. Simpson?

12 MR. SIMPSON: The work and efforts
13 and outcomes of this docket would certainly
14 inform any rate design for electric vehicle
15 time of use that we would provide in that
16 rate case and that the principles offered by
17 the Commission in IR 20-004 would be part of
18 those considerations in developing the time
19 of use electric vehicle rate.

20 MS. BIRCHARD: I guess I would
21 just --

22 MR. SIMPSON: We don't view those
23 as counter or working against each other, but
24 that this would be part of a suite of rates

1 that we would be looking to develop within
2 that proceeding.

3 MS. BIRCHARD: If I may, yeah, I
4 really appreciate Unitil's interest in time
5 of use rates. We've heard about this
6 interest in the past, and we're very glad to
7 hear about your interest in EV TOU rates.
8 But I don't -- you know, I hesitate to enter
9 into a discussion that won't meaningfully
10 inform the ultimate development of rate
11 design. I would want to have -- I think the
12 Commission would want to have clarity on that
13 subject.

14 MR. SIMPSON: I would just say that
15 the intention is not to sidestep this process
16 or the work that was done in the
17 investigation, but purely to provide
18 efficiency in the context of our other rate
19 offerings within that rate case and to
20 definitively demonstrate to all stakeholders
21 that electric vehicle time of use rates is
22 something that the Company is committed to
23 offering and that we want to do that sooner
24 rather than later.

1 CHAIRWOMAN MARTIN: Commissioner
2 Bailey, any other questions?

3 COMMISSIONER BAILEY: No. I guess
4 I would just encourage the parties to talk
5 about this at the technical session and see
6 if you can reach agreement on the filing
7 time.

8 Mr. Simpson, it seems to me like
9 your rate case time schedule is a little bit
10 farther out than what we had anticipated for
11 this proceeding, but maybe not far enough out
12 so that if you wait until the end of this,
13 that your rate case would be filed before
14 decisions are made in this case about time of
15 use rates. And my understanding was that we
16 were going to do it together in one case so
17 that it would be consistent among utilities.
18 So if you could just talk about that at your
19 tech session and see if there's any room for
20 moving on that, I would appreciate it. Thank
21 you.

22 MR. SIMPSON: Absolutely.

23 CHAIRWOMAN MARTIN: Okay. Thank
24 you. Anything else that we need to cover

1 before the technical session?

2 [No verbal response]

3 CHAIRWOMAN MARTIN: Okay. Hearing
4 none, I just want to thank everyone for all
5 the thoughtful comments we received today.
6 It was very helpful. And we will let you get
7 off to the technical session. We're
8 adjourned. Thank you.

9 COMMISSIONER BAILEY: Thanks,
10 everyone.

11 (Whereupon the hearing was adjourned at 11:43 a.m.)

12

13

14

15

16

17

18

19

20

21

22

23

24

C E R T I F I C A T E

I, Susan J. Robidas, a Licensed Shorthand Court Reporter and Notary Public of the State of New Hampshire, do hereby certify that the foregoing is a true and accurate transcript of my stenographic notes of these proceedings taken at the place and on the date hereinbefore set forth, to the best of my skill and ability under the conditions present at the time.

I further certify that I am neither attorney or counsel for, nor related to or employed by any of the parties to the action; and further, that I am not a relative or employee of any attorney or counsel employed in this case, nor am I financially interested in this action.

The foregoing certification of this transcript does not apply to any reproduction of the same by any means unless under the direct control and/or direction of the certifying reporter.

Susan J. Robidas, LCR/RPR
Licensed Shorthand Court Reporter
Registered Professional Reporter
N.H. LCR No. 44 (RSA 310-A:173)

	Additionally (2) 16:1;33:15	aligning (1) 47:16	Assistant (1) 8:6	22:12;25:7;34:18; 35:13
[[No (8) 10:5,20;11:4; 13:20,24;14:9;48:5; 55:2 [sic] (1) 36:11	address (2) 11:16;49:14 addressed (4) 9:24;23:1;33:18; 35:2 addresses (1) 47:22 addressing (1) 32:16	alignment (1) 18:4 allow (1) 43:1 allows (1) 28:23 alone (3) 5:13,16;9:5 alternative (10) 17:19;19:1,7,10, 12;26:17;33:16,24; 37:5;48:1	associated (2) 44:14;47:14 Association (4) 9:4;12:1,18;36:7 Assuming (1) 15:11 assure (1) 45:2 attendance (1) 5:10 ATTENDING (1) 13:1	began (1) 20:8 begins (1) 27:5 begun (1) 18:19 behalf (8) 6:11;8:7;9:12,20; 10:8;14:14;34:14; 45:21
A	adequate (1) 46:3 adhere (2) 45:4,10 adjourned (3) 5:9;55:8,11 adjust (1) 22:16 administrative (3) 28:16;49:16;50:15 adopt (3) 24:12,18;26:9 adopted (2) 22:10;38:7 adoption (6) 17:8;32:12;33:19; 37:22;39:21;44:15 adopts (1) 33:9 advance (1) 29:7 advanced (1) 15:13 advantage (1) 41:9 advent (1) 45:18 Advocate (3) 9:12;44:22;45:17 Advocate's (1) 34:16 affect (1) 30:14 affirmed (1) 47:18 affordable (1) 24:1 again (5) 12:14;14:14;16:17; 21:16;22:6 against (1) 52:23 ago (1) 22:13 agreed (1) 45:22 agreement (1) 54:6 ahead (1) 49:8 aimed (1) 39:3	altogether (1) 30:20 among (1) 54:17 analysis (2) 15:4;40:1 analyzed (1) 39:17 anticipated (2) 15:16;54:10 anymore (1) 8:15 apologize (1) 7:9 appearances (1) 5:19 appearing (2) 7:7;9:19 appears (1) 13:5 applications (4) 26:2,6;32:15;35:20 appreciate (6) 17:2;23:12;33:3, 12;53:4;54:20 approaches (1) 41:12 appropriate (11) 17:22;27:20;28:8, 13,19;30:1;35:16; 38:13;45:12;46:6,13 appropriately (1) 34:1 approve (2) 38:18,21 approved (3) 15:12;22:8,11 approximately (1) 36:10 apps (1) 20:9 areas (2) 36:18;43:23 assess (1) 43:6 assessment (4) 17:20;19:2,8;48:2	attendant (1) 5:10 ATTENDING (1) 13:1 attorney (2) 7:6;16:19 authorized (3) 4:14,18;41:1 authorizes (1) 42:18 availability (1) 18:12 available (3) 39:4,7;42:21 average (1) 34:22 avoid (2) 30:19;45:8 aware (2) 10:22;22:6	behavior (1) 37:21 behind (1) 35:6 believes (5) 17:5,22;27:9;28:9; 35:17 Below (6) 8:4,5,6;34:12,13; 39:2 beneficial (3) 21:19;25:14;29:8 benefit (5) 26:14;39:23;40:1; 42:14;46:18 benefiting (1) 39:19 benefits (11) 23:17,23;26:3; 29:10;37:18;40:4,23; 41:23;42:2,5;44:14
ability (1) 4:23 able (4) 15:1;16:11,11; 23:20 Absolutely (1) 54:22 access (3) 5:1,8;25:18 accessible (1) 40:17 accessing (1) 5:5 accomplished (2) 14:22;41:19 accordance (4) 4:12,19;34:1;37:23 according (1) 41:24 Accordingly (1) 29:11 account (2) 18:22;35:19 accuracy (1) 34:4 accurate (1) 24:13 achieve (2) 25:22;37:13 achieved (1) 45:15 achieves (1) 46:5 acknowledge (1) 36:15 acknowledging (1) 47:15 across (2) 41:17,20 activity (1) 41:8 actual (2) 39:16;43:5 actually (2) 46:4;51:16 adapt (1) 23:21 adaptation (1) 40:23 addition (3) 19:2;24:14;40:19			B back (7) 8:11;11:11;13:9, 11,13;21:24;50:7 background (2) 8:20,23 Bailey (24) 5:14,15,16;7:21; 8:12,14,19;9:2,10,18; 10:24;11:2;13:6; 16:19;48:7,10,11; 49:7,9;50:21;52:4; 54:2,3;55:9 balanced (1) 39:10 barrier (1) 43:15 barriers (1) 46:17 base (1) 24:24 based (6) 24:14;37:17;39:4; 49:21,22;52:9 basic (1) 45:10 basically (1) 46:16 basis (2) 35:18;42:17 battery (4)	best (5) 38:6;39:4,5;44:4; 51:8 better (4) 20:16;27:11;44:9; 50:24 beyond (2) 20:19;26:7 bill (1) 20:20 bills (1) 30:9 Birchard (9) 7:19,20,22;32:22, 23;52:4,5,20;53:3 bit (3) 30:2;31:18;54:9 body (1) 4:14 both (2) 44:8,11 box (1) 11:19 Brian (3) 9:2,19;36:4 broader (1) 26:3 Buckley (10) 9:16,17,19;10:2, 21;12:21;47:6,7;

49:10,11 Buckley's (1) 49:7 build (1) 21:3 building (1) 35:19 busiest (1) 36:16 business (3) 6:2,41:12,48:13	15:3;21:22;51:9, 12,24;52:13 Chagnon (1) 9:23 Chair (1) 47:8 chairing (1) 20:23 Chairman (1) 9:1 CHAIRWOMAN (69) 4:2,8;5:12,17;6:5, 10,13,19;7:2,5,9,13, 17,21;8:3,10,16,22; 9:6,10,14,17;10:1,3, 6,7,16,23;11:5,8,11, 20;12:4,7,12,13,15, 20,23;13:2,7,13,21; 14:1,10;16:15,18; 19:22;22:2,23:3; 26:21;27:1;31:2,6,17, 22;32:21,24;34:10, 13;36:1;44:17;47:4; 48:3,6;49:6;54:1,23; 55:3 challenging (1) 46:24 change (1) 31:12 changing (1) 36:14 charge (4) 21:18;23:21;32:8; 42:9 ChargePoint (6) 7:23;8:2;11:24; 12:16;33:1.8 chargers (2) 40:9;42:23 charges (11) 29:18,23,24;30:5, 12,18,20;32:16;43:7, 16,20 charging (32) 19:11,15;23:11,16, 22;25:8;26:2,8,14; 30:6,15;31:14;32:1,7, 15,19;35:4,16;36:19; 37:9,14;38:17;39:21; 40:2;41:2,17;42:8; 43:13,14;44:1,5,13 check (1) 11:18 Chiavara (1) 6:3 choice (5) 17:9;20:12,14; 37:2,4 choppy (1) 31:23 Chris (2) 10:13;16:24 circle (1)	13:9 City (7) 8:6,7;12:2,18; 34:14;35:3,16 clarified (1) 29:17 clarifies (1) 29:3 clarify (3) 27:11;28:10,23 clarifying (1) 52:6 clarity (1) 53:12 class (5) 18:9;34:21;45:8; 49:23;51:8 classes (5) 18:5;41:3,17,20; 51:7 classic (1) 45:4 Clean (7) 6:24;11:23;12:16; 23:9,14;24:3;45:21 clear (1) 28:3 clearly (3) 37:12;38:5,8 CLF (12) 11:23;12:15;27:1, 3,9;28:9,22;29:5,11, 20;30:18,21 Clifton (1) 8:6 climate (1) 31:12 closely (1) 34:15 closer (2) 51:20,22 coincidence (1) 49:22 collaborated (1) 34:15 collaborating (1) 35:8 colleagues (2) 9:11,21 collected (1) 39:17 collection (1) 37:20 coming (1) 51:18 comments (7) 17:16;19:19;20:13; 27:15;37:8;51:5;55:5 commercial (7) 22:19;32:15;35:7, 10;36:18;40:7;42:6 Commission (40) 4:9,22;5:11,13;	9:20;11:16;14:2; 15:10;17:14;22:1,6; 27:1,5,11,14;28:9,22; 29:2;30:21;33:3; 37:6,11,19;38:1,8,18, 20;39:5,14,18;40:13, 19;41:7,13;42:18; 47:3,18;48:7;52:17; 53:12 Commissioner (25) 5:14,15,16;6:23; 7:21;8:12,14,19;9:2, 10,18;10:24;11:2; 13:6;16:18;31:6; 48:10,11;49:7,9; 50:21;52:4;54:1,3; 55:9 Commissioners (2) 23:7;48:9 Commissioners' (1) 20:2 Commission's (5) 14:15;28:1;29:16; 30:16;38:13 commitment (1) 16:3 committed (1) 53:22 communicate (1) 4:23 companies (6) 39:13;40:15;41:10, 21;42:3;43:1 companies' (1) 40:10 Company (9) 6:1;17:5;19:6;20:7, 21;22:18;25:3;48:24; 53:22 Company's (4) 17:15;18:19;19:4; 22:22 comparable (1) 42:5 compared (1) 24:9 competing (1) 42:16 competitive (3) 38:23;40:7;41:15 complete (1) 39:9 completed (1) 33:5 completing (1) 50:6 component (2) 43:10,17 comprehensive (1) 43:11 concept (1) 47:24 concerns (1)	48:23 conclude (1) 28:18 conclusion (1) 26:11 conduct (2) 14:5;33:23 conducted (1) 23:1 conference (1) 4:4 confident (1) 47:1 confirming (1) 4:20 conjunction (3) 27:22;28:14,19 connection (2) 42:19;43:5 connectivity (1) 31:16 consensus (1) 44:24 consensus (1) 35:15 Conservation (2) 7:6;12:5 consider (14) 19:5;25:16;26:5; 28:24;29:4,12;33:13; 39:6;40:3,14;41:13; 47:3;50:1,7 consideration (3) 29:22;30:17,19 considerations (3) 18:8;39:1;52:18 considered (5) 24:8;28:4;29:19; 30:3;35:17 considering (1) 15:23 consistent (3) 41:16,18;54:17 consistently (1) 49:4 constructively (1) 27:4 consultant (1) 34:16 Consumer (4) 9:12;34:16;44:22; 45:17 consumers (1) 44:12 contains (1) 15:13 contemporaneously (3) 4:17,23;5:1 context (3) 17:24;40:21;53:18 continue (6) 13:3;14:18;19:9; 23:12;37:3;50:14
C				
call (4) 5:7,10;13:10;21:14 called (1) 32:4 can (26) 8:18,19,20,23; 10:24;11:2;12:14,23; 26:2,7;30:8,9,12,14; 31:19,21,22;32:6,9, 18;37:15;44:11; 48:21;49:24;50:22; 54:6 capabilities (2) 34:5;42:20 carefully (1) 45:20 Carleton (3) 6:10;16:19;19:23 CARMODY (2) 12:13,19 case (29) 6:8;15:8,9,11;16:2; 18:1,16;19:6;21:23; 22:9;25:5;34:20; 35:12;42:11;50:1,14, 23,24;51:4,9,13,19; 52:3,16;53:19;54:9, 13,14,16 cases (2) 49:18;50:6 category (2) 27:18,24 causation (4) 43:17;45:7;47:17; 49:21 causation-based (1) 35:9 cause (1) 34:24 cells (1) 37:4 CENH (2) 25:24;26:11 central (1) 17:7 certain (4) 30:6;38:14;41:11; 50:11 certainly (6)				

<p>continues (2) 24:4;39:9</p> <p>continuing (2) 29:21;50:18</p> <p>contribute (2) 31:12;33:16</p> <p>Convenience (5) 9:3;11:24;12:17; 36:6,10</p> <p>conversation (1) 33:16</p> <p>conversations (1) 25:21</p> <p>cooperation (1) 44:15</p> <p>core (1) 38:14</p> <p>corners (1) 36:16</p> <p>corp (1) 6:18</p> <p>cost (11) 18:7;29:11;32:11; 35:9;37:18;40:1; 43:13,17;45:7;47:16; 49:21</p> <p>cost-effective (1) 32:19</p> <p>costs (6) 18:4;19:12;23:23; 24:14;40:4;43:19</p> <p>counsel (1) 6:7</p> <p>counter (1) 52:23</p> <p>couple (2) 22:12;50:8</p> <p>course (1) 35:6</p> <p>cover (1) 54:24</p> <p>covering (1) 50:15</p> <p>COVID-19 (1) 4:11</p> <p>creates (1) 23:17</p> <p>criteria (3) 33:20;34:2,2</p> <p>critical (6) 24:7,16;25:10,12, 17;43:3</p> <p>current (7) 18:3;25:7;40:9,21; 42:9;44:3,7</p> <p>currently (3) 13:17;39:6;43:8</p> <p>customer (13) 10:12;16:22;17:9; 20:1,3,8,10,19,23; 21:11;24:24;37:21; 40:23</p> <p>customer-facing (1)</p>	<p>21:1</p> <p>customers (33) 9:13;18:13;20:6, 12,14,16,18;21:5,17; 22:20;23:17,19,20; 24:12,18,21;25:8,15, 17,18;26:13;34:24; 35:10,18;36:24; 38:12;40:6;42:2,22; 45:12,19;46:4,19</p> <p>customers' (1) 24:20</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p>data (6) 19:16;34:4;37:20; 39:4,6,16</p> <p>days (1) 50:11</p> <p>DCFC (4) 30:6,7,10,15</p> <p>DCFCs (1) 43:16</p> <p>DE (2) 4:4;27:13</p> <p>Deal (1) 8:1</p> <p>death (1) 13:10</p> <p>decision-making (2) 38:13;43:21</p> <p>decisions (3) 23:20;26:14;54:14</p> <p>declared (1) 4:10</p> <p>definitely (2) 18:17;52:2</p> <p>definitively (1) 53:20</p> <p>degree (4) 15:17;16:9;34:3; 49:16</p> <p>deliver (1) 45:11</p> <p>delivering (2) 21:13;46:18</p> <p>demand (18) 19:15;23:24;26:15; 29:18,22,24;30:5,12, 15,17,20;31:15;32:3, 5,9,16;42:9;43:16</p> <p>demonstrate (1) 53:20</p> <p>demonstrated (1) 38:19</p> <p>Department (2) 7:16;31:7</p> <p>depend (1) 14:22</p> <p>deployment (2) 38:11;42:20</p> <p>DES (4)</p>	<p>9:24;11:23;12:16; 32:13</p> <p>describe (1) 39:1</p> <p>described (1) 42:11</p> <p>design (16) 19:3;23:10,15; 27:21;28:8,14;30:1; 33:11;38:12;40:3; 42:1;43:4;45:5,24; 52:14;53:11</p> <p>designing (1) 34:20</p> <p>designs (7) 21:12;37:13,15; 38:10,21;41:1;45:3</p> <p>desired (1) 39:23</p> <p>details (1) 14:24</p> <p>deter (1) 30:10</p> <p>determine (2) 44:4;48:15</p> <p>determined (1) 45:1</p> <p>determining (2) 18:9;38:11</p> <p>develop (7) 17:22;35:9;41:21; 42:4;47:21,24;53:1</p> <p>developed (4) 34:19;35:13;38:24; 49:3</p> <p>developing (3) 29:1;34:17;52:18</p> <p>development (13) 17:3,7,19;26:1,6, 12;33:11;37:9;38:16, 22;51:11;52:9;53:10</p> <p>devising (1) 29:13</p> <p>Dianne (1) 5:11</p> <p>diesel (1) 36:23</p> <p>different (4) 18:22;20:14;41:23; 42:7</p> <p>differential (3) 24:15;25:2,11</p> <p>differentials (1) 46:2</p> <p>direct (2) 40:8;42:8</p> <p>directing (1) 28:1</p> <p>directive (1) 28:10</p> <p>director (3) 6:24;10:13;17:1</p> <p>discipline (1)</p>	<p>39:22</p> <p>discounts (1) 42:10</p> <p>discuss (1) 14:8</p> <p>discussed (1) 32:17</p> <p>Discussion (3) 11:10;50:18;53:9</p> <p>discussions (2) 34:7;52:1</p> <p>displace (1) 41:8</p> <p>dissemination (1) 43:22</p> <p>distributed (1) 21:7</p> <p>distribution (12) 17:6;22:16;35:12; 38:4;39:12;40:10,15; 41:9,21;42:3;43:1; 44:2</p> <p>Division (1) 9:22</p> <p>Docket (37) 4:3;14:17,22; 15:16;16:6,9,13; 17:12;22:11;23:1,10; 24:5,9;25:22;26:5, 20;27:3,5,12,13,14; 28:20,21;29:16,19, 20;30:4,20,23;33:5,6; 36:9;45:3;46:23; 49:2;52:10,13</p> <p>done (2) 47:1;53:16</p> <p>door (1) 46:10</p> <p>down (1) 35:21</p> <p>downstream (1) 44:9</p> <p>DPU (1) 42:11</p> <p>dramatically (1) 30:14</p> <p>draw (2) 30:2,18</p> <p>drivers (2) 26:9;40:7</p> <p>due (2) 4:9;37:1</p> <p>during (5) 4:24;5:6;18:16; 21:19;22:15</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>earlier (1) 16:21</p> <p>economic (3) 30:5,14;44:13</p> <p>economical (1)</p>	<p>39:21</p> <p>economically (1) 21:19</p> <p>effective (2) 32:14;33:19</p> <p>effectiveness (4) 37:17;38:9;39:19; 43:4</p> <p>efficiency (4) 28:16;49:17;50:15; 53:18</p> <p>efficiently (1) 16:12</p> <p>effort (1) 18:18</p> <p>efforts (2) 19:9;52:12</p> <p>Eisfeller (2) 10:10;16:23</p> <p>either (1) 8:15</p> <p>electric (35) 4:5;6:18;9:21;17:4, 6,8,23;19:11;21:9; 22:7;23:11;25:8; 32:10;35:4,5;37:4; 39:12;40:6,10;41:9; 43:24;44:5,6;45:19; 46:9,14,15;47:14; 48:16;50:16;51:3; 52:3,14,19;53:21</p> <p>electricity (2) 30:9;43:2</p> <p>electrification (2) 29:8;31:8</p> <p>electronic (1) 4:21</p> <p>electronically (1) 4:15</p> <p>Elizabeth (1) 9:22</p> <p>else (2) 10:4;54:24</p> <p>embedded (2) 18:3;42:23</p> <p>embraced (1) 46:11</p> <p>emerge (1) 45:3</p> <p>Emergency (4) 4:10,12,19,20</p> <p>emissions (4) 31:10,11,13;32:1</p> <p>emphasis (1) 40:22</p> <p>employ (1) 33:23</p> <p>enable (2) 17:9;32:19</p> <p>encompasses (1) 28:12</p> <p>encourage (3) 26:5;32:7;54:4</p>
---	--	--	--	--

<p>encouraged (1) 42:4</p> <p>encourages (2) 29:5;44:5</p> <p>end (3) 5:21;36:22;54:12</p> <p>Energy (19) 6:2,11,24;9:4;10:9; 11:23;12:1,16,17; 16:20;18:15,24;23:9, 14,23;24:3;26:10; 36:6;45:21</p> <p>engage (1) 20:7</p> <p>England (4) 9:3;11:24;12:17; 36:5</p> <p>enough (1) 54:11</p> <p>ensure (5) 18:1;37:24;39:8, 18;41:7</p> <p>enter (1) 53:8</p> <p>enthusiastic (2) 45:18;46:8</p> <p>enthusiastically (1) 44:23</p> <p>entirely (2) 15:15;49:20</p> <p>Environmental (4) 7:16;31:7;39:23; 44:14</p> <p>equipment (3) 36:19;44:11,13</p> <p>equivalent (2) 41:20,22</p> <p>especially (5) 23:16;26:8;27:21; 30:7;41:4</p> <p>essential (1) 36:20</p> <p>establish (1) 37:12</p> <p>establishing (1) 37:14</p> <p>EV (51) 14:18;15:24;16:3; 17:7,17;18:6,13,17; 21:17;22:11,19; 23:16,18,19;26:1,8,8, 12;27:6,12,21,22; 28:8;29:1;32:11; 35:16;36:15,18; 37:14,21,22;38:12, 17;39:3,13,15,21,22; 40:2,7,7;42:22,23; 43:2,5,12,14;44:15; 46:8;51:11;53:7</p> <p>evaluate (2) 38:9;43:3</p> <p>evaluated (1) 37:17</p>	<p>evaluating (3) 21:13;27:6;40:12</p> <p>evaluation (1) 14:23</p> <p>evaluations (1) 37:16</p> <p>even (1) 42:16</p> <p>event (2) 5:7;29:2</p> <p>Eversource (7) 6:2,4;14:12,14; 16:2;50:5;51:17</p> <p>Eversource's (2) 15:10;24:22</p> <p>everybody (1) 20:4</p> <p>everyone (4) 12:24;13:3;55:4,10</p> <p>evidence (1) 24:19</p> <p>evident (1) 47:11</p> <p>evolves (1) 37:2</p> <p>evolving (1) 21:12</p> <p>EVs (1) 42:2</p> <p>EVSE (10) 30:2,18;40:16; 41:4,16,18;42:7,16; 44:8,11</p> <p>EV-specific (1) 43:2</p> <p>exactly (2) 50:11,13</p> <p>example (4) 24:21;34:3;42:1,10</p> <p>excellent (1) 47:2</p> <p>Executive (2) 4:13;6:24</p> <p>existing (2) 22:20;49:23</p> <p>expense (1) 42:15</p> <p>expensive (1) 32:8</p> <p>exploring (1) 32:13</p> <p>express (1) 29:21</p> <p>extended (1) 26:7</p>	<p>20:9</p> <p>factor (3) 24:2,17;49:19</p> <p>fairly (1) 22:13</p> <p>fairness (1) 45:11</p> <p>familiar (2) 36:8;45:5</p> <p>far (1) 54:11</p> <p>farther (1) 54:10</p> <p>fast (2) 32:19;40:9</p> <p>fast-charging (1) 42:9</p> <p>favor (1) 41:2</p> <p>feasibility (7) 17:20;19:2,8; 22:24;30:5;37:16; 48:1</p> <p>feed (1) 8:17</p> <p>feel (1) 51:6</p> <p>feels (1) 31:8</p> <p>few (4) 16:4;27:7;31:1; 50:7</p> <p>file (4) 18:15;28:11;30:24; 48:18</p> <p>filed (6) 11:22;13:17,23; 33:7;51:19;54:13</p> <p>filing (4) 17:17;48:16;50:13; 54:6</p> <p>filings (1) 47:23</p> <p>find (2) 4:9;25:17</p> <p>finding (2) 14:3;40:14</p> <p>findings (1) 4:6</p> <p>firm (1) 7:22</p> <p>first (10) 5:24;7:12;12:7; 18:16;21:22;27:9; 37:14;48:13,19; 51:21</p> <p>Flattered (1) 5:23</p> <p>floor (1) 9:5</p> <p>focus (3) 15:15;22:18,21</p> <p>focused (3)</p>	<p>17:16;21:5,10</p> <p>focusing (1) 21:15</p> <p>following (3) 17:14;37:8;40:5</p> <p>follows (2) 47:20;50:20</p> <p>follow-up (1) 14:17</p> <p>foot (1) 46:10</p> <p>formed (1) 20:21</p> <p>forth (1) 40:1</p> <p>forward (19) 16:12;17:10;25:21; 26:16,19;27:4;30:23; 32:13;33:1,9,14; 34:6;35:22;46:15,22; 47:19;50:18;51:9,10</p> <p>forward-looking (1) 49:21</p> <p>fossil (1) 37:1</p> <p>Fossum (5) 5:22,23,24;14:12, 13</p> <p>Foundation (2) 7:7;12:5</p> <p>Fox (1) 7:23</p> <p>frozen (1) 13:3</p> <p>fuel (4) 37:2,4,4;44:7</p> <p>fuels (6) 36:12,14,24;37:1, 5;40:22</p> <p>fully (2) 13:6;37:24</p> <p>functionality (2) 15:14;16:7</p> <p>fund (1) 43:8</p> <p>funds (1) 41:6</p> <p>further (9) 17:18;19:19;20:11; 34:6;38:7,24;42:12; 47:24;52:1</p> <p>future (4) 20:5,11;21:9;35:1</p>	<p>17:24;18:15</p> <p>generally (4) 27:24;28:9;29:17; 30:11</p> <p>generated (1) 30:13</p> <p>generation (1) 21:7</p> <p>gets (1) 14:21</p> <p>given (2) 45:16;51:16</p> <p>glad (2) 19:20;53:6</p> <p>goal (1) 25:23</p> <p>goals (6) 15:6;37:12,15,20; 38:3;49:2</p> <p>Good (14) 5:15;6:9,16;7:4,14, 20;8:5;9:1,9;14:13; 16:17;22:5;25:15; 51:16</p> <p>Goulding (2) 10:13;16:24</p> <p>governed (1) 38:14</p> <p>Governor (1) 4:10</p> <p>Governor's (2) 4:12,18</p> <p>Granite (1) 6:17</p> <p>grant (1) 14:2</p> <p>greater (1) 30:12</p> <p>greenhouse (1) 31:10</p> <p>grid (9) 23:18,23;26:15; 38:16;43:23,24; 44:11;46:5,15</p> <p>Grid's (1) 42:11</p> <p>group (4) 5:20;19:4;21:11,17</p> <p>groups (2) 21:16;41:23</p> <p>grow (1) 32:10</p> <p>growing (1) 21:11</p> <p>growth (1) 39:3</p> <p>guess (3) 12:10;52:20;54:3</p> <p>guided (1) 38:15</p> <p>guidelines (1) 47:17</p> <p>guiding (1)</p>
	F		G	
<p>facilitate (1) 43:12</p> <p>facility (2) 17:23;43:15</p> <p>facing (1)</p>		<p>Flattered (1) 5:23</p> <p>floor (1) 9:5</p> <p>focus (3) 15:15;22:18,21</p> <p>focused (3)</p>	<p>gas (1) 31:10</p> <p>gasoline (2) 36:23;43:7</p> <p>gave (1) 5:3</p> <p>general (2)</p>	<p>gas (1) 31:10</p> <p>gasoline (2) 36:23;43:7</p> <p>gave (1) 5:3</p> <p>general (2)</p>

38:23	14:20;38:5;45:24	17:8;38:17;39:13; 43:8,13,18	33:5,20;36:8;52:17	Lebanon (5) 8:7,8;12:2,18; 34:14
H	immediate (1) 21:17	initial (8) 10:19;14:11;26:7; 37:11;43:18;47:11, 21,23	issue (5) 11:13;13:16;23:13; 31:16;35:2	less (1) 32:8
half (3) 18:16;48:19;51:21	impact (5) 16:9;37:20,21; 41:14;43:21	initially (1) 50:10	issues (2) 14:18;15:24	level (7) 14:23;18:1,3,6,9; 35:3;40:8
Hampshire (11) 6:1;7:1,15;11:23; 12:16;23:14;24:4,19; 39:7;45:21;46:12	impacts (1) 37:24	initiatives (1) 47:2	items (1) 14:20	leveraged (1) 15:20
Hampshire's (1) 33:22	impair (1) 14:5	input (1) 33:11	J	Liberty (7) 6:17;22:7;34:15; 35:8;49:1;50:4;51:17
hand (2) 25:6;49:7	implement (1) 42:24	installation (2) 43:14,19	Jessica (1) 6:3	Liberty's (4) 25:6,14;34:18; 35:11
happen (1) 15:2	implemented (2) 19:13;38:5	integrated (1) 18:20	joined (4) 6:3;9:20;10:10; 16:21	likely (2) 34:23;44:10
hear (8) 8:18;11:1,2;12:11, 24;31:21,22;53:7	importance (3) 46:1,2;47:16	integration (2) 19:4,14	jointly (1) 44:6	limit (1) 30:5
heard (6) 11:6;12:3,6;47:9; 48:17;53:5	important (5) 23:13;24:17;25:13; 33:2;43:17	intend (1) 45:2	jurisdictions (2) 19:10;39:8	limited (2) 40:5;42:16
hearing (16) 4:7,17,22,24;5:5,6, 8,9;13:21;14:1,10; 15:22;47:21;48:7; 55:3,11	improve (1) 44:15	intends (2) 18:15;44:22	justice (1) 14:4	limits (1) 30:17
help (3) 15:20;32:7,10	improvement (1) 25:4	intention (2) 49:13;53:15	Justin (2) 10:10;16:23	line (5) 17:17,21;47:22; 48:16;51:14
helpful (1) 55:6	improves (1) 24:2	interest (9) 14:4;29:7;38:6,20; 40:13,15;53:4,6,7	K	lines (1) 14:21
hesitate (1) 53:8	incentive (1) 24:12	interested (2) 33:15;35:7	Kathryn (1) 5:16	list (3) 12:8,9;13:17
high (2) 30:9;34:3	incentives (2) 19:15;42:14	interesting (1) 46:24	keep (1) 8:17	listen (2) 4:16;5:1
high-demand (2) 30:1,18	include (8) 18:17;28:17;29:12; 34:3;40:4;50:24; 51:3;52:2	internal (1) 18:21	key (1) 31:11	listened (1) 45:20
higher (1) 30:15	included (1) 24:6	internally (1) 51:2	Keyes (1) 7:23	little (4) 30:2;31:18,23;54:9
highlight (2) 25:13,24	including (6) 18:13;19:13;40:24; 41:15;43:19;51:7	intervene (4) 11:17,21;13:16; 14:3	kind (1) 49:24	live (1) 25:20
highly (1) 36:17	Incorporated (3) 6:12;7:24;10:9	intervened (1) 13:18	Krakoff (9) 7:3,4,5,11;12:4,10; 26:23,24;31:3	load (17) 24:2;27:15,16,19, 23;28:3,7,12,17,24; 29:4,6,12;34:22,24; 43:5;44:12
hinder (1) 38:22	increase (2) 31:15;32:2	intervenor (1) 23:9	Kreis (5) 9:8,9,11;44:19,20	local (1) 43:22
holidays (1) 18:23	increased (1) 39:21	interventions (1) 13:22	L	location (1) 4:16
host (1) 43:24	incurred (1) 30:12	into (2) 33:11;53:9	Lambert (5) 10:12;16:22;19:18, 23,24	locational (1) 43:23
hosts (3) 40:9;41:18;42:7	indicated (1) 33:21	introductions (1) 47:8	landscape (1) 36:14	locations (4) 40:16;41:3,18;44:4
hours (2) 23:24;26:16	individual (1) 48:23	investigate (1) 19:9	large (2) 40:18;46:10	Lon (1) 34:16
house (2) 9:5;26:3	industrial (1) 42:6	investigated (1) 38:1	last (2) 31:19;35:11	long (1) 8:18
Huber (1) 34:17	industry (1) 44:6	investigation (3) 17:15;47:12;53:17	later (1) 53:24	longer (1) 15:3
hypercompetitive (1) 40:21	inform (3) 51:13;52:14;53:10	investigatory (1) 27:13	Law (3) 7:6,22;12:5	longer-term (2) 15:6;21:3
I	information (9) 5:4;10:11;15:4; 16:24;39:6,10,12; 43:3;47:9	investment (5) 42:13;43:12,16,18; 44:10	lead (4) 30:9;39:20,23; 44:10	look (18) 15:24;17:10;21:6, 8,12,13;25:21;26:16,
identified (3)	informed (2) 23:20;26:14	investments (2) 30:10;44:8	least (2) 24:16;50:7	
	infrastructure (6)	IR (7) 17:15;23:10;24:5;		

19;33;9;34;6;35;22; 46:15;22;50:18;51:6, 9,10 looking (7) 14:24;15:22;20:6; 21:4,21;23:10;53:1 looks (6) 20:24;27:3;30:23; 32:13;33:1;47:19 lose (1) 8:10 losing (1) 31:18 lost (2) 13:6;31:18 low (2) 30:8,11 lower (1) 32:9 lowering (1) 32:11	34:10,14;36:1;44:17; 47:4;48:3,6;49:6; 54:1,23;55:3 Massachusetts (1) 36:11 matched (1) 44:3 matter (3) 19:19;28:21;37:11 matters (3) 10:18;14:8;45:1 Matthew (2) 5:24;8:1 Maurice (1) 9:11 may (15) 15:1,15,17,20; 21:8;24:20;26:9; 27:20;28:7;29:24; 39:14;41:19;42:1; 47:10;53:3 maybe (1) 54:11 Mayor (1) 8:6 mean (1) 45:2 meaningful (1) 46:3 meaningfully (1) 53:9 measure (2) 15:8;43:1 measured (2) 38:5;43:22 mechanism (1) 23:15 meet (3) 4:15;32:4;37:3 Melissa (1) 7:22 member (1) 44:3 members (5) 4:22;23:14;36:9, 13,21 mention (3) 12:5,8;13:19 mentioned (1) 16:21 meter (3) 34:3;35:7;44:9 metered (2) 19:16;49:15 metering (17) 15:14;16:7;17:19; 19:2,4,5,7,11,12; 22:23;26:17;33:17, 24;42:20,22;43:20; 48:1 meters (1) 42:22 methods (1)	40:24 metrics (2) 37:22;38:8 middle (1) 51:20 mid-peak (1) 24:7 might (3) 9:23;41:21;43:24 Mike (1) 6:17 miles (1) 37:22 Mineau (6) 6:21,22,23;23:5,6; 45:20 minimum (1) 34:2 minute (1) 11:9 mispronouncing (1) 7:10 miss (4) 5:20;10:3;12:20; 48:4 missed (1) 12:2 mission (1) 21:2 mistaken (1) 9:23 mobile (1) 20:9 model (1) 25:15 models (2) 41:4,5 modernization (1) 38:16 months (4) 16:4;31:1;51:19,22 Moran (7) 8:24;9:1,3;36:3,4, 5;44:18 more (10) 20:2,7;24:1,11,13; 32:3;34:24;35:5; 39:15;44:11 morning (14) 4:3;5:15;6:3,9,16; 7:4,14,20;8:5;9:1,9; 14:13;16:18;22:6 most (6) 18:2;21:16;36:17; 45:5;46:13,19 motions (4) 11:16,21;13:16; 14:3 motor (1) 36:11 move (3) 15:6;16:12,16 moving (1)	54:20 much (4) 16:7;20:2;25:2; 34:9 must (3) 31:14;32:1;39:18 myself (2) 7:7;8:21	5:3,5;14:16 number (3) 11:21;27:15;50:12
M			N	O
Madam (1) 47:7 Madeleine (1) 6:23 major (1) 31:9 makes (3) 28:16;46:7;49:24 making (1) 32:8 management (12) 27:16,17,19,23; 28:3,7,12,18,24;29:4, 6,13 manager (1) 8:1 many (2) 23:17;33:4 Mark (4) 10:12;16:21;19:18, 24 market (7) 17:10;32:10;40:7, 22;41:3,8,10 Marketers (4) 9:4;12:1,18;36:6 markets (2) 38:23;41:15 MARTIN (66) 4:2;5:11,17;6:5,10, 13,19;7:2,9,13,17,21; 8:3,10,16,22;9:2,6, 10,14,18;10:1,3,6,7, 16,23;11:5,8,11,20; 12:7,12,13,15,20,23; 13:2,7,13,21;14:1,10; 16:15,18;19:22;22:2; 23:3;26:21;27:1; 31:2,7,17,22;32:21;			name (5) 6:23;7:5,10;9:18; 36:4 name's (2) 5:11;9:2 National (1) 42:11 necessarily (1) 49:22 necessary (2) 5:2,4 NECSEMA (3) 36:13;43:9;44:3 need (4) 4:6;14:8;36:22; 54:24 needed (1) 36:20 needs (5) 24:21;26:10;37:3; 41:24;50:23 net (1) 48:1 neutral (1) 34:21 New (20) 6:1;7:1,15;9:3; 11:23,24;12:16,17; 23:14;24:3,19;33:22; 36:5;38:7;39:7; 43:19;45:21;46:11; 47:2;51:7 next (3) 16:4;31:1;48:19 Nick (1) 7:5 Nixon (1) 9:22 non-cost (1) 18:8 None (6) 10:21;13:22;14:2, 11;48:7;55:4 non-EV (1) 23:18 note (7) 4:15;10:8;15:7; 28:15;29:15;34:19; 47:10 notes (1) 43:9 notice (3)	object (1) 11:18 objections (1) 13:22 objectives (3) 37:15;45:14;46:6 obligation (1) 37:1 observe (1) 4:16 occur (2) 31:14;32:2 off (8) 8:9;11:8,10;12:14; 13:8;24:17;25:9;55:7 offer (5) 19:18;24:11;36:21; 37:8;41:22 offered (4) 27:21;28:13,19; 52:16 offering (5) 25:7,14,16;41:19; 53:23 offerings (6) 18:11,12;27:22; 42:4;47:15;53:19 Office (2) 44:22;45:16 off-peak (7) 19:15;23:24;24:6, 10;25:12;26:15;35:1 Ohler (8) 7:13,14,15;31:4,5, 17,21,24 older (2) 31:15;32:3 Once (2) 16:10,17 one (15) 15:20;20:18,19,22, 22;21:1,2;24:16; 41:14;43:10;45:8; 48:12;49:1;51:18; 54:16 only (7) 24:10,21;25:1; 37:14;38:18;42:21; 43:10 open (1) 51:24 opening (1) 23:8 operate (1) 32:11 operation (1) 43:14

operations (3) 10:13;16:23;20:1	36:16	29:3	24:22	38:10;40:20;42:8; 49:14;50:10
opinion (2) 25:3;29:18	ownership (2) 41:4,5	personalized (3) 20:15;21:4,15	previously (3) 5:3;32:17;38:15	provide (7) 23:23;36:23;42:1, 5:49:16;52:15;53:17
opportunities (3) 21:1;41:17;47:13	P	perspective (2) 20:4;49:12	price (7) 24:13,15;25:1,10; 39:19;45:12;46:3	provided (4) 15:5;39:12;42:10; 51:6
opportunity (10) 17:2;23:7,12; 26:13;27:2;30:22; 33:13,22;34:9;47:23	pandemic (1) 4:11	physical (1) 4:16	primary (1) 43:15	providers (3) 39:13;42:16;44:8
opposed (1) 39:16	part (8) 15:21;16:1;21:2; 24:22;28:4;29:23; 52:17,24	pilot (4) 33:23;34:18;35:13; 42:17	principles (7) 38:14,24;44:10; 45:4,7,10;52:16	provides (4) 26:12;29:9;41:16; 47:23
opposition (1) 29:22	participant (1) 17:7	plan (2) 48:18;52:2	prior (2) 27:9;29:20	providing (4) 33:10,21;36:18; 40:8
optimistic (1) 47:12	participants (5) 17:12;40:8;41:3, 11;45:6	planning (3) 50:13;51:3,13	prioritize (1) 40:16	provision (3) 15:13;16:4,6
opt-in (1) 35:18	participate (3) 5:2;22:23;44:23	plans (4) 20:15;21:4;27:10; 35:5	probably (4) 8:17;11:18;22:24; 49:18	Public (17) 4:8,14,24;5:4,8,12, 24:8;1;29:7;37:7; 38:20;40:13,14,17; 43:12;45:13;46:6
options (6) 18:14,23;21:15; 32:14;37:16;42:1	participated (1) 36:8	plants (1) 32:4	problem (3) 5:6;7:11;8:17	publicly (1) 40:17
Order (20) 4:13,13,19,20;5:5; 14:15,16;17:14; 23:22;27:19;28:1,6, 23;29:3,16,23;30:16; 31:12,24;47:18	participating (4) 26:20;27:4;30:23; 33:2	play (1) 36:16	procedural (2) 47:21;48:14	public's (1) 37:2
ordered (1) 37:10	particular (3) 27:12;37:18;41:2	Please (7) 4:15;5:7,21;11:9; 12:14;31:20;49:10	procedures (1) 42:24	purely (1) 53:17
orderly (1) 14:5	particularly (1) 46:8	plentiful (1) 24:1	proceeding (14) 14:6;19:8;33:2,8; 34:8;35:24;44:21; 49:14;50:17,20;51:1, 10;53:2;54:11	purposes (1) 28:16
orders (1) 48:13	particulars (1) 45:23	points (1) 27:7	proceedings (1) 13:12	purported (2) 4:13,18
others (3) 14:20;41:5,12	PARTIES (11) 13:1;25:22;33:4, 10;35:8,23;46:23; 47:10,20;51:12;54:4	policies (4) 38:7,21;39:3;52:9	proceeds (1) 37:7	put (2) 33:14;40:1
otherwise (1) 42:24	parties' (1) 16:8	policy (6) 8:1;37:16;38:15; 40:24;45:14;46:6	process (3) 18:19;50:6;53:15	Q
out (3) 13:10;54:10,11	parts (1) 25:1	polluting (1) 32:3	processes (1) 18:21	quality (1) 19:16
outcome (1) 26:17	past (1) 53:6	position (1) 33:9	procure (1) 35:5	quickly (1) 15:2
outcomes (1) 52:13	Pause (1) 13:12	positions (2) 10:19;14:11	productively (1) 16:12	quite (3) 5:20;45:17;51:16
outline (1) 38:8	pays (1) 20:20	potential (1) 28:12	products (1) 36:21	R
outside (2) 34:19;50:1	peak (12) 24:7,10,16,17;25:9, 9,10,12;31:15;32:3; 38:3;49:22	potentially (1) 15:23	profiles (1) 43:5	raise (1) 11:14
over (7) 22:1,15;35:2,6; 41:5,10,12	pending (2) 14:2;15:9	power (1) 32:4	program (1) 22:12	raised (1) 13:15
overall (3) 31:13;32:9;37:18	people (1) 36:22	practices (2) 32:7;39:5	programs (4) 21:8;33:23;38:19, 22	rapidly (1) 21:11
overhaul (1) 32:1	percentage (1) 24:24	preceded (3) 27:14;29:16;33:6	prompt (1) 14:5	rate (96) 15:9,11;16:1,3; 17:18;18:1,2,5,6,10, 12,13,14,15,17;19:3, 6;20:15;21:4,7,10,12, 15,23;22:8,9;23:10, 15;24:6,8,9,13,18,20, 23;25:1,4;27:7,21,22; 28:2,4,8,11,14;29:14, 23;30:1,24;32:12;
overlap (4) 15:8,15,17;16:9	performance (1) 18:19	prehearing (1) 4:4	proposed (5) 16:3,5,10;18:17; 24:8;40:12;52:8	
overly (1) 39:11	period (2) 25:10,12	preliminary (4) 10:18;14:7;19:3; 27:2	proposals (15) 17:18;27:7;28:2,5, 11;29:14,23;31:1; 33:8,12,13;37:9; 38:12;40:3;41:22	
oversight (1) 12:9	periodically (1) 39:15	preparation (1) 18:18		
own (1) 32:11	periods (3) 22:15;24:7,10	prepared (1) 14:19		
owners (1)	permits (1)	present (1) 13:18		
		previous (1)		

33:11;34:20;35:12; 37:13,24;38:10,11, 21;39:18;40:2;41:1, 3,17,20;42:11;43:4,9; 45:3,4,8,24;46:1,2; 47:15;49:17,23;50:1, 6,14,23,24;51:4,9,13, 17,19;52:3,3,14,16, 19;53:10,18,19;54:9, 13	34:22 recommendation (2) 24:5;50:10 recommendations (1) 17:17 recommends (2) 19:7;30:19 record (7) 4:3;11:9,10,12; 13:8,14;39:10 reduce (2) 23:22;31:11 reduced (1) 38:3 reduction (1) 19:16 reductions (2) 31:13;32:1 references (1) 16:6 reflect (1) 45:7 reflects (1) 18:2 regarding (5) 4:5;15:10;17:3; 19:10;27:15 regardless (1) 25:19 regards (2) 17:21;19:1 region (1) 31:10 Regulatory (1) 40:24 relate (1) 15:19 relating (1) 15:13 relationship (1) 20:17 relative (2) 20:13;34:21 relatively (1) 15:2 reliability (1) 19:17 reliant (1) 39:11 remarks (1) 23:8 remote (1) 4:7 renewable (1) 37:5 repeat (2) 31:19;47:8 represent (3) 17:6;36:5,9 representative (1) 18:3 representing (2) 7:23;16:20	represents (1) 24:23 requested (1) 17:13 require (1) 39:14 requirement (1) 43:20 requirements (2) 10:14;17:1 requiring (1) 44:1 rescheduled (1) 5:9 residential (6) 9:13;22:21;23:16; 32:6;40:6;42:2 respect (3) 37:20;38:16;44:24 respectfully (1) 37:8 respond (1) 48:21 response] (8) 10:5,20;11:4; 13:20,24;14:9;48:5; 55:2 result (1) 4:11 retail (1) 44:7 revenue (4) 10:14;17:1;30:13; 34:21 revenues (2) 18:4,9 review (3) 39:9,15;40:20 reviewed (1) 14:15 reviews (1) 39:9 Richard (1) 9:22 right (7) 5:17;6:19;22:2; 36:1;48:6;49:8;51:17 risks (1) 40:4 road (1) 35:21 roadway (1) 43:8 roadways (1) 36:17 robust (1) 35:14 role (2) 36:15,18 roll (1) 5:10 room (1) 54:19	roughly (1) 25:11 RSA (1) 37:23 S same (3) 18:7;27:18;49:12 savings (2) 29:11;47:13 saw (1) 49:6 schedule (3) 47:22;48:15;54:9 schedules (1) 23:22 scope (2) 14:23;27:11 screened (1) 34:1 screening (1) 33:20 seasonality (1) 18:23 second (3) 9:5;29:2;38:20 sector (1) 29:9 sectors (2) 31:9;41:11 secure (1) 34:4 security (1) 19:17 seeing (1) 26:16 seeking (1) 21:18 seeks (2) 20:11;37:13 seems (2) 8:8;54:8 segregated (1) 43:2 self-service (1) 20:8 sell (1) 36:11 send (2) 24:13;46:3 sense (1) 28:17 sentence (1) 31:19 separate (5) 27:17,24;28:21,21; 42:22 separately (2) 48:24;49:15 serve (3) 24:20;40:17;44:23 served (1)	51:8 Service (5) 6:1;18:6;20:3; 25:20;26:4 Services (3) 7:16;31:8;36:21 session (7) 47:20;48:14;50:19; 54:5,19;55:1,7 settings (1) 46:13 settlement (5) 15:9,12,12;16:2; 25:5 several (1) 20:21 shape (1) 34:22 shareholders (3) 40:11;41:10;42:15 sharing (1) 19:16 Sheehan (8) 6:15,16,17;11:13, 15;13:15;22:4,5 shift (1) 34:24 shifting (2) 23:24;26:15 short (1) 15:5 shown (1) 35:11 side (2) 16:5;21:21 sidestep (1) 53:15 signals (4) 24:13;39:20;45:12; 46:4 significant (2) 29:10;36:15 significantly (1) 24:11 similar (2) 29:15;43:7 simple (1) 20:8 simpler (1) 24:20 simply (1) 34:20 Simpson (17) 6:7,9,10;10:7; 16:16,17,19;48:17; 50:22;51:2;52:7,11, 12,22;53:14;54:8,22 single (1) 50:17 singular (1) 49:13 site (3) 40:9,16;42:7
---	--	---	---	---

sites (1) 44:3	stand-alone (1) 17:23	subsequent (1) 52:8	54:19	totally (1) 46:11
situation (1) 46:20	standardized (1) 33:19	subsidizing (1) 45:9	technical (6) 47:20;48:13;50:19; 54:5;55:1,7	TOU (23) 15:24;18:17;24:24; 26:1,9,12;27:6,18,22, 24;28:2,4,11,14,20; 29:1,13,23;30:24; 37:13;39:15,18;53:7
six (1) 51:22	standards (1) 23:11	substations (1) 30:13	techniques (12) 27:16,17,20,23; 28:3,7,13,18;29:1,5, 7,13	toward (1) 15:6
small (1) 24:23	start (2) 5:22;14:11	sufficiently (1) 35:14	technologies (3) 41:2,11;42:8	towards (1) 21:3
smart (3) 32:7;42:23;44:8	State (5) 4:10;6:18;37:19; 45:14;46:11	suggesting (1) 52:8	technology (3) 10:11;16:24;42:23	traditional (1) 21:14
smashing (1) 46:16	stated (3) 25:3;28:7;29:24	suite (2) 18:12;52:24	term (1) 15:5	trafficked (1) 36:17
society (1) 39:24	statement (2) 27:3;30:22	sum (1) 28:22	terms (1) 51:14	trajectory (2) 50:3;51:24
solely (1) 26:8	states (2) 27:19;33:18	summer (1) 22:9	territory (1) 25:20	transfer (1) 34:4
solutions (1) 20:24	State's (1) 44:24	supply (3) 18:24;22:17;24:1	testing (2) 18:20;19:3	transformative (1) 20:23
sometime (1) 48:18	statewide (1) 43:11	support (8) 15:5;22:23;24:4, 15;33:21;40:2;42:7; 44:12	Thanks (5) 19:23;25:4;27:1; 30:21;55:9	transmission (1) 22:16
sooner (1) 53:23	station (2) 19:11;35:4	supporting (1) 39:3	theoretical (2) 39:11,16	transportation (7) 17:10;29:9;31:9; 36:14,24;41:15;44:7
sophisticated (1) 22:13	stations (6) 30:6,7,8,10,16;44:1	supports (3) 18:11;23:14;26:11	thereby (3) 32:9;45:8,14	transportation-specific (1) 43:6
Sorry (2) 12:4;31:6	step (2) 21:22;35:21	sure (5) 9:24;10:24;12:6, 15;15:18	Therefore (1) 18:14	traveled (1) 37:22
sort (4) 28:21;35:11;49:4, 18	stick (1) 50:12	sustained (1) 18:7	though (1) 34:22	treatment (2) 41:16,19
sought (1) 14:24	still (4) 11:1;12:23;50:5,14	sweet (1) 43:23	thought (1) 49:1	truly (1) 46:3
sounds (1) 52:7	storage (3) 22:12;25:7;35:13	system (6) 15:23;24:14;25:10; 29:10;38:4;44:2	thoughtful (1) 55:5	try (1) 13:8
source (1) 31:9	Store (4) 9:3;11:24;12:17; 36:6	Systems (6) 6:11;10:9;16:20; 18:15,21;19:14	three (2) 22:14;24:16	turn (1) 21:24
speak (2) 17:2;34:9	stores (1) 36:10	system-wide (1) 29:10	three-part (6) 24:6,11;25:9; 34:17;35:9;46:1	turned (2) 8:9;22:18
speaking (1) 14:14	strategy (5) 21:20;27:20;28:8; 31:11;43:11		throughout (1) 35:23	two (2) 22:15;25:1
special (1) 42:13	stronger (1) 25:2	T	tiered (1) 18:22	two-part (1) 24:9
specific (4) 21:16;37:15;39:1; 41:24	strongly (3) 18:11;24:15;29:5	talk (2) 54:4,18	times (2) 21:19;35:1	type (3) 24:18;44:21;50:12
specifically (2) 21:10;24:3	structure (4) 18:5,22;34:23; 43:10	talking (1) 46:14	timing (1) 51:15	types (1) 18:7
specificity (1) 37:19	structured (1) 32:18	talks (1) 20:4	today (13) 7:8,24,24;17:3,16; 23:8;27:3;30:22; 33:4,9;34:9;47:10; 55:5	Typically (2) 27:16;44:21
spots (1) 43:23	studied (1) 26:17	targeted (1) 42:19	together (2) 49:3;54:16	U
spur (1) 32:12	study (4) 15:14,15,21;22:24	tariff (3) 18:11;22:8,20	took (1) 24:21	ultimate (1) 53:10
staff (14) 7:6;9:20;10:21; 12:21;14:20;17:11, 13;33:4;37:7;47:8, 12,19;50:9,10	subject (4) 33:17;45:13;46:24; 53:13	tariffs (1) 21:14	tools (1) 20:9	Ultimately (4) 14:21;15:11;33:14; 46:18
Staff's (2) 24:4;49:11	subjects (1) 34:8	taxes (2) 43:7,7	top (1) 34:17	unable (1) 5:8
stakeholders (2) 40:5;53:20	submit (1) 28:2	team (1) 20:24	topics (1) 34:7	unclear (1) 30:3
stand (1) 16:13	submitting (1) 27:10	teams (1) 20:22		
		tech (1)		

<p>underlying (1) 14:16 unfairly (1) 42:14 unique (2) 49:19;50:3 Until (11) 6:11;10:8;16:20; 17:21;18:11,14;20:1; 21:9;50:3,13,19 Until's (1) 53:4 unreasonably (1) 45:9 up (2) 48:14;49:7 upcoming (4) 19:6;21:23;27:6; 51:4 upfront (1) 43:20 upgrades (1) 44:2 upstream (1) 44:9 urges (2) 28:22;29:11 usage (2) 38:3;43:3 use (64) 4:5;14:18;17:4,18; 18:14,20;21:7,10; 22:8,10,14,19;23:15, 19;24:8,13,22;25:13, 19;26:4,7;32:6,14,14; 34:18,23;35:10,18; 36:22,24;37:9;39:20, 22,22;40:2,20;41:6,7, 14;42:18;43:2,4,6,20; 44:12;45:18,23;46:5, 9,12,17;47:14;48:16, 23;49:15,20;50:16; 51:11;52:3,15,19; 53:5,21;54:15 used (2) 18:8;41:9 using (3) 18:7;23:19;46:14 Utilities (24) 4:9;5:12;6:17; 17:6;25:16;26:18; 27:10;28:2,10,17,24; 29:4,6,12;30:19,24; 33:7,14,22;34:15; 37:7;44:6;50:4;54:17 utilities' (3) 18:10;27:6;30:17 utility (12) 9:13;19:14;20:5,6; 25:18,20;39:17;40:6; 41:4;42:13,15;43:9 utility's (3) 18:2;20:10;43:24</p>	<p>utilization (2) 30:8,11 utilizing (1) 4:21</p>	<p>55:11 whole (5) 17:23;26:3,4; 35:19,19</p>	<p>17:14;27:19;28:6; 29:24;47:18</p>	
		V	<p>willing (1) 22:22 Wind (3) 11:5,7;13:5 wish (2) 12:3;29:21 within (9) 16:3;17:24;19:6,8; 51:4,8,18;53:1,19 without (1) 44:1 work (10) 14:18,19;15:3,19; 16:8;33:3;37:6;44:6; 52:12;53:16 working (11) 17:11;19:5;20:15; 23:13;33:10;35:23; 46:22;47:19;51:10, 18;52:23</p>	3
		<p>valuable (1) 50:17 various (2) 38:10;49:17 vehicle (20) 4:5;17:4,24;19:11; 21:9;22:7;23:11; 25:8;32:10;35:4; 40:22;45:19;47:14; 48:16;50:16;51:4; 52:3,14,19;53:21 vehicles (6) 17:9;21:18;23:21; 35:5;46:9,16 verbal (8) 10:5,20;11:4; 13:20,24;14:9;48:5; 55:2 viability (1) 30:15 vice-president (5) 10:11,12;16:22,23; 19:24 video (2) 8:8,11 view (2) 51:15;52:22 virtually (1) 9:21 vision (3) 20:22,24;21:3</p>	<p>wind (1) 22:22 Y</p>	<p>3.5 (1) 25:11 340 (1) 42:12 378:5 (1) 37:23 39 (1) 24:21</p>
		W	<p>year (2) 48:19;51:21 years (3) 22:12;50:8,8 Yup (1) 7:20</p>	6
			1	<p>603271-2431 (1) 5:7 655 (1) 36:11</p>
				7
				<p>7 (1) 37:23</p>
				9
				<p>900 (1) 36:10</p>
			2	
		<p>wait (1) 54:12 way (5) 25:4;31:14;32:2, 18;46:5 ways (1) 41:13 web (1) 20:9 Webex (1) 4:21 week (1) 22:15 weekend (1) 22:16 weekends (1) 18:23 Welcome (1) 10:16 well-designed (1) 25:19 Whereupon (1)</p>	<p>1 (1) 25:11 11:43 (1) 55:11 12 (1) 4:13 120 (1) 50:11 18-150 (1) 42:12</p>	
		<p>2 (2) 35:3;40:8 20-004 (5) 17:15;27:13;33:20; 36:9;52:17 20-170 (1) 4:4 2020-04 (1) 4:14 202-004 (1) 33:5 2021 (2) 18:16;21:23 26,394 (5)</p>		