

COMMISSIONER  
Jared S. Chicoine



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

Tel. (603) 271-3670

FAX No. 271-1526

Website:  
www.energy.nh.gov

DEPUTY COMMISSIONER  
Christopher J. Ellms, Jr.

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

August 27, 2025

Her Excellency, Governor Kelly A. Ayotte  
and the Honorable Council  
State House  
Concord, NH 03301

### REQUESTED ACTION

Authorize the New Hampshire Department of Energy (Department) to enter into a contract with Schneider Downs & Co., Inc. (Schneider Downs), of Pittsburgh, PA, Vendor #553758, for \$330,000, to provide an information technology (IT) audit on behalf of Department. The contract is to be effective upon the date of Governor and Council approval through August 27, 2027. In accordance with the provisions of RFP 2025-002, the contract term may be extended by one additional year to conduct the same or similar work, and the not-to-exceed amount may be increased, all at the sole option of the State, contingent upon satisfactory contractor performance, projected requirements for similar consulting services, and Governor and Executive Council approval. **Funding is 100% Utility Assessment.**

Funding is available in the General Consultants account as follows:

	<u>FY2026</u>
02-52-52-520010-13820000-046-500464 – Consultants	\$330,000

### EXPLANATION

The Department respectfully requests authority to enter into a contract in an amount not to exceed \$330,000 with Schneider Downs, a public accounting firm.

On May 5, 2023, in Docket No. DE 23-039, and on July 27, 2023, in Docket No. 23-067, Liberty filed requests with the Public Utilities Commission (PUC) to increase its electric distribution rates and gas distribution rates respectively. During the course of those proceedings, the Department learned through responses to discovery served on Liberty, and from audits performed by the Department's Audit Division, that Liberty's efforts to install, integrate, and implement a conversion to the new SAP operating system in 2022 resulted in a number of errors largely involving the mis-mapping of existing accounting and customer data uploaded to the new system. This resulted in erroneous and inaccurate accounting data included in Liberty's rate case filings and its filing with the Federal Energy Regulatory Commission, and also caused inaccurate billing and bill processing for many of Liberty's customers. The electric rate case was ultimately resolved through a Settlement Agreement dated November 15, 2024, which was approved by the

PUC on March 25, 2025, and by a detailed follow-up order issued on April 24, 2025. A Settlement Agreement was filed with the PUC in the gas rate case on June 16, 2025. A decision from the PUC is currently pending.

Under the terms of the electric rate case Settlement approved by the PUC and also included in the gas rate case Settlement currently pending a PUC decision, the Department is to commission and oversee an information technology audit (IT Audit) involving all elements of Liberty's preparations, implementation, and management of its conversion to the SAP operating system.

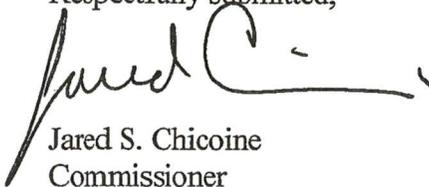
The cost of the IT audit is to be borne by Liberty's shareholders not by its customers.

The Department issued a Request for Proposals (RFP) on April 28, 2025. The notice of the RFP was published in the Union Leader for three days, posted on the Department's website, and posted on the procurement website at the Department of Administrative Services for the entire open period. The Department received five responses to its RFP. An evaluation team made up of two Utility Analysts in the Department's Regulatory Support Division and the Supervisor of the Department's Audit Division reviewed the five RFP responses. The bid responses were scored using the selection criteria identified in the RFP, weighted as follows: employee and subcontractor qualifications (maximum of 25 points); proposed scope of work (maximum of 25 points); experience (maximum score of 25 points); cost of consulting and auditing services (maximum 15 points); and overall responsiveness to the RFP (maximum 10 points). Schneider Downs was the highest scoring proposal with 77 points.

Funding for this contract will be assessed pursuant to RSA 365:37. General Funds will not be requested to support this program.

The Department has determined that the vendor is in good standing with the Secretary of State's Office, has secured the required levels of insurance, and has provided evidence of authority to execute and be bound by the contract. Documents supporting these assertions are available at the agency, for review upon request.

Respectfully submitted,



Jared S. Chicoine  
Commissioner

RFP #2025-002 – Information Technology Audit of the Installation, Conversion, Implementation, & Management of the SAP Operating System by Liberty Utilities (Granite State Electric) Corp d/b/a Liberty and Liberty Utilities (Energy North Natural Gas) Corp. d/b/a Liberty					Date of Review: July 8, 2025
Scoring Team Members: Jay Dudley, Utility Analyst; Michael Cronin, Utility Analyst; Bridget Heffernan, Audit Supervisor					
Bidder:	CliftonLarsonAllen LLP	Schneider Downs & Co., Inc.	Phoenix Business, Inc.	Consultadd Inc.	DriveShyft Innovative Technology Solutions
<b>Employee and Subcontractor Qualifications:</b> Qualifications, technical expertise, certifications, and knowledge and practical experience that the organization or individual possesses, including that of the staff and any subcontractors proposed to be assigned to the engagement, providing services directly relevant to the specified scope of services. (Maximum Point Score: 25)	17	23	20	18	16
<b>Proposed Scope of Work:</b> Clarity and appropriateness of proposed general approaches and demonstrated knowledge of relevant subject matter, including proposed allocation of resources and time for critical tasks, (Maximum Point Score: 25)	12	22	13	20	14
<b>Experience:</b> Experience and qualifications in providing similar services, in New Hampshire as well as for utility regulatory agencies in other states, including similar current and prior engagements. General experience providing similar services. (Maximum Point Score:25)	15	19	20	16	11
<b>Cost of Consulting and Auditing Services:</b> Total costs of consulting and auditing services and expenses and pertaining to the proposed tasks of assisting with a potential distribution rate case, the competitiveness of the proposed budget, hourly rates, number of hours allocated to the project, any proposed discounts or other benefits and an understanding of available project funds. (Maximum Point Score: 15)	13	5	1	15	1
<b>Responsiveness to RFP:</b> Overall responsiveness to the requirements of the RFP, including completeness, clarity, and quality of proposal. (Maximum Point Score: 10)	6	8	7	6	5
<b>Total Score</b>	63	77	61	75	47
<b>Price</b>	\$126,860	\$315,000	\$3,100,000	\$112,500	\$3,236,000

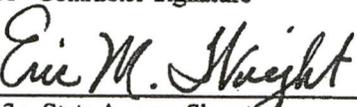
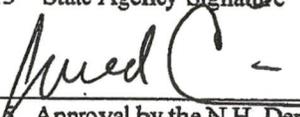
**Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows:

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name Department of Energy		1.2 State Agency Address 21 S. Fruit St., Ste. 10, Concord, NH 03301	
1.3 Contractor Name Schneider Downs & Co., Inc.		1.4 Contractor Address One PPG Place, Suite 1700, Pittsburgh, PA 15222	
1.5 Contractor Phone Number 412-697-5328	1.6 Account Unit and Class 13820000-046	1.7 Completion Date 8/27/27	1.8 Price Limitation \$330,000
1.9 Contracting Officer for State Agency Amanda O. Noonan		1.10 State Agency Telephone Number 603-271-1164	
1.11 Contractor Signature  Date: 7/21/25		1.12 Name and Title of Contractor Signatory Eric M. Wright, Shareholder	
1.13 State Agency Signature  Date: 7/21/25		1.14 Name and Title of State Agency Signatory Jared S. Chicoine, Commissioner	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By:  On: 7/24/2025			
1.17 Approval by the Governor and Executive Council (if applicable) G&C Item number: _____ G&C Meeting Date: _____			

**2. SERVICES TO BE PERFORMED.** The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B which is incorporated herein by reference ("Services").

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed.

3.3 Contractor must complete all Services by the Completion Date specified in block 1.7.

**4. CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

**5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.**

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT C which is incorporated herein by reference.

5.2 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8. The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance

hereof, and shall be the only and the complete compensation to the Contractor for the Services.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 The State's liability under this Agreement shall be limited to monetary damages not to exceed the total fees paid. The Contractor agrees that it has an adequate remedy at law for any breach of this Agreement by the State and hereby waives any right to specific performance or other equitable remedies against the State.

**6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/EQUAL EMPLOYMENT OPPORTUNITY.**

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws and the Governor's order on Respect and Civility in the Workplace, Executive order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of age, sex, sexual orientation, race, color, marital status, physical or mental disability, religious creed, national origin, gender identity, or gender expression, and will take affirmative action to prevent such discrimination, unless exempt by state or federal law. The Contractor shall ensure any subcontractors comply with these nondiscrimination requirements.

6.3 No payments or transfers of value by Contractor or its representatives in connection with this Agreement have or shall be made which have the purpose or effect of public or commercial bribery, or acceptance of or acquiescence in extortion, kickbacks, or other unlawful or improper means of obtaining business.

6.4. The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with this Agreement and all rules, regulations and orders pertaining to the covenants, terms and conditions of this Agreement.

**7. PERSONNEL.**

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 The Contracting Officer specified in block 1.9, or any successor, shall be the State's point of contact pertaining to this Agreement.

## 8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

- 8.1.1 failure to perform the Services satisfactorily or on schedule;
- 8.1.2 failure to submit any report required hereunder; and/or
- 8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) calendar days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) calendar days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 give the Contractor a written notice specifying the Event of Default and set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

## 9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) calendar days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) calendar days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. In addition, at the State's discretion, the Contractor shall, within fifteen (15) calendar days of notice of early termination, develop and submit to the State a transition plan for Services under the Agreement.

## 10. PROPERTY OWNERSHIP/DISCLOSURE.

10.1 As used in this Agreement, the word "Property" shall mean all data, information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

10.2 All data and any Property which has been received from the State, or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

10.3 Disclosure of data, information and other records shall be governed by N.H. RSA chapter 91-A and/or other applicable law. Disclosure requires prior written approval of the State.

**11. CONTRACTOR'S RELATION TO THE STATE.** In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

## 12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 Contractor shall provide the State written notice at least fifteen (15) calendar days before any proposed assignment, delegation, or other transfer of any interest in this Agreement. No such assignment, delegation, or other transfer shall be effective without the written consent of the State.

12.2 For purposes of paragraph 12, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.3 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State.

12.4 The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

**13. INDEMNIFICATION.** The Contractor shall indemnify, defend, and hold harmless the State, its officers, and employees from and against all actions, claims, damages, demands, judgments, fines, liabilities, losses, and other expenses, including, without limitation, reasonable attorneys' fees, arising out of or relating to this Agreement directly or indirectly arising from death, personal injury, property damage, intellectual property infringement, or other claims asserted against the State, its officers, or employees caused by the acts or omissions of negligence, reckless or willful misconduct, or fraud by the Contractor, its employees, agents, or subcontractors. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the State's sovereign immunity, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

**14. INSURANCE.**

14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate or excess; and

14.1.2 special cause of loss coverage form covering all Property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the Property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or any successor, a certificate(s) of insurance for all insurance required under this Agreement. At the request of the Contracting Officer, or any successor, the Contractor shall provide certificate(s) of insurance for all renewal(s) of insurance required under this Agreement. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

**15. WORKERS' COMPENSATION.**

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("*Workers' Compensation*").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or any successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

**16. WAIVER OF BREACH.** A State's failure to enforce its rights with respect to any single or continuing breach of this Agreement shall not act as a waiver of the right of the State to later enforce any such rights or to enforce any other or any subsequent breach.

**17. NOTICE.** Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

**18. AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

**19. CHOICE OF LAW AND FORUM.**

19.1 This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire except where the Federal supremacy clause requires otherwise. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

19.2 Any actions arising out of this Agreement, including the breach or alleged breach thereof, may not be submitted to binding arbitration, but must, instead, be brought and maintained in the Merrimack County Superior Court of New Hampshire which shall have exclusive jurisdiction thereof.

**20. CONFLICTING TERMS.** In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and any other portion of this Agreement including any attachments thereto, the terms of the P-37 (as modified in EXHIBIT A) shall control.

**21. THIRD PARTIES.** This Agreement is being entered into for the sole benefit of the parties hereto, and nothing herein, express or implied, is intended to or will confer any legal or equitable right, benefit, or remedy of any nature upon any other person.

**22. HEADINGS.** The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

**23. SPECIAL PROVISIONS.** Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

**24. FURTHER ASSURANCES.** The Contractor, along with its agents and affiliates, shall, at its own cost and expense, execute any additional documents and take such further actions as may be reasonably required to carry out the provisions of this Agreement and give effect to the transactions contemplated hereby.

**25. SEVERABILITY.** In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

**26. ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

Contractor Initials *EW*  
Date *7/1/15*

## EXHIBIT A

### SPECIAL PROVISIONS

1. The Contractor may not substitute or change personnel identified in its Proposal without written notice to and the consent of the Department, such consent not to be unreasonably withheld.
2. In accordance with the provisions of RFP 2025-002, the contract term may be extended for an additional one-year period to conduct the same or similar work and the not-to-exceed amount and hourly rates may be renegotiated, all at the sole option of the State, contingent upon satisfactory contractor performance, projected requirements for similar consulting services, and Governor and Executive Council approval.
3. The Contractor agrees to maintain confidential all information to which it has access until such time as it is instructed otherwise by the Department. The Contractor must document similar agreement with any employee, subcontractor, or subcontractor employee.
4. Paragraph 12.4 of the General Provisions is amended to add "Without limiting the foregoing, a determination by the Department that the Grantee or Contractor is boycotting Israel shall be grounds for termination by the Department in accordance with New Hampshire Executive Order No. 2023-05, which termination may be immediate."
5. Prohibition on Boycotting Israel

For the purposes of this Section, the terms shall be defined as follows:

"Boycotting Israel" means engaging in refusals to deal, terminating business activities, or other similar commercial actions intended to limit commercial relations with persons doing business in Israel or in Israeli-controlled territories when the actions are taken (1) in compliance with or adherence to calls for a boycott of Israel other than those boycotts to which Pub. L. No. 96- 78, § 8, 93 Stat. 522 (1979) applies; or (2) in a manner that discriminates on the basis of nationality, national origin, or religion that is not based on a legitimate business reason.

If the State receives evidence that the Contractor is Boycotting Israel, the State shall determine whether the Contractor is Boycotting Israel. A statement indicating that the Contractor engaged in an action of Boycotting Israel or has taken any action of Boycotting Israel at the request, in compliance with, or in furtherance of calls to boycott Israel, may be considered as one type of evidence that the Contractor is, or has been, participating in act of Boycotting Israel. An expressive activity, alone, directed at a specific person or a governmental action may not be considered evidence of an action of Boycotting Israel.

A determination by the State that the Contractor is engaged in an action of Boycotting Israel constitutes an Event of Default.

## **EXHIBIT B**

### **SCOPE OF SERVICES**

Contractor will be engaged and supervised by the Department to perform the auditing work, and will work at the direction of, and in consultation with, Department personnel. Contractor will be expected to work on the assignment as described below. Specific tasks for the auditor include, but are not limited to, the following:

1. Working collaboratively with Department personnel to prepare discovery requests, review discovery responses, respond to discovery requests, prepare pre-filed written testimony, conduct review and analysis of party testimony, prepare rebuttal testimony, assist with hearing preparation, provide live testimony if necessary, and prepare reports, as needed.
2. Attending stakeholder group meetings, technical sessions, settlement conferences, and hearings, as needed.
3. Review of all relevant filings in Docket No. DE 23-039, including the Audit Division's Audit Report dated October 25, 2023 and, contingent upon resolution of Docket No. DG 23-067, also review all relevant filings in that proceeding.
4. Review and assessment of the effectiveness of implementing all elements of the SAP solution by Liberty including Customer Information Systems (CIS) (customer service, billing, collections, meter readings, etc.), Enterprise Accounting Management (EAM) (general ledger mapping, cash management, accounts payable, accounts receivable, asset management, procurement, inventory management), and Enterprise Resource Planning (ERP) (project management, plant maintenance, project systems, scheduling, labor management, etc.).
5. Review and assessment of the sufficiency and thoroughness of Liberty's preparations, planning, and management for the conversion to the SAP system including a review of Liberty's pre-conversion and post-conversion testing efforts to ensure system stability and how long it will take for the SAP system to stabilize. The assessment will also include onsite observations of the quality of SAP system-generated data processing to ensure new system stability and reliability.
6. Review and assessment of all SAP data mapping issues and Liberty's efforts to correct those issues, including examination of Liberty management's decision to move forward with filing its rate case in Docket No. DE 23-039 and, contingent upon resolution of Docket No. DG 23-067, with the filing of its rate case in that proceeding despite known and unresolved data processing and mapping problems with the SAP system.

7. Contractor may be called upon by the Department to review specific data mapping issues and to respond to data requests or to testify regarding the audit process and findings during subsequent proceedings before the Commission.

The scope of the audit is not limited to those areas outlined above should the auditor determine a review of related areas is appropriate.

Contractor shall conduct a preliminary project scoping meeting with Department personnel. The purpose of the meeting will be to review and refine the scope, task, and project approach requirements; review the allocation of resources among foreseeable proceedings and related deliverables to establish a project plan, with key deliverables and approximate milestone dates; and establish project management and communication protocols to ensure that the information needs of both the Department and Contractor are satisfied. The Department expects that Liberty will file new requests for distribution rate increases in 2026 for its gas and electric utilities. Accordingly, the IT Audit should be completed within 12 twelve months of the contract start date.

In the process of preparing each deliverable, Contractor will work closely with Department personnel in order to facilitate effective knowledge transfer on each issue. The work of the Contractor will be subject to an evaluation of progress achieved against the above-referenced scope and tasks, to take place after completion of key deliverables identified during the project scoping meeting and subsequent regular status and progress meetings.

**EXHIBIT C**

**CONTRACT AMOUNT, TERMS AND METHODS OF PAYMENT**

1. This contract agreement becomes effective on approval by the New Hampshire Governor and Executive Council and concludes on August 27, 2027.
2. Contractor shall charge for services rendered on an hourly basis specified in its Proposal for Information Technology Audit of the Installation, Conversion, Implementation, & Management of the SAP Operating System by Liberty Utilities (Granite State Electric) Corp d/b/a Liberty and Liberty Utilities (Energy North Natural Gas) Corp. d/b/a Liberty, submitted on June 19, 2025, in response to Department RFP #2025-002 ("Proposal"), and up to \$15,000 for related reasonable out-of-pocket expenses for travel, meals, and lodging, up to a total not-to-exceed price of \$330,000. Invoices for work done will be accepted by the Department no more frequently than once per month. Any and all such out-of-pocket costs and expenses must be preapproved by Michael Cronin and shall be invoiced at cost without mark-up and are subject to the Price Limitation below.
3. Price Limitation: The total amount paid for services and costs pursuant to the contract shall not exceed \$330,000, of which up to \$15,000 may be utilized for approved out-of-pocket expenses.
4. Method of Payment: Payment shall be made on satisfactory completion of the assigned work on the basis of monthly invoices reviewed and approved by the Department. All invoices shall be supported by a summary of activities that have taken place in accordance with the terms of the contract, along with a detailed listing of out-of-pocket expenses incurred and copies of receipts. Invoices shall provide adequate back up including the dates and hours worked per individual during the month and the service provided during those hours. Invoices shall be submitted by email to Michael Cronin at [michael.j.cronin@energy.nh.gov](mailto:michael.j.cronin@energy.nh.gov) or mailed to him at the New Hampshire Department of Energy, 21 South Fruit Street, Suite 10, Concord, New Hampshire 03301-2429.

Payments hereunder are contingent upon the availability of funds assessed pursuant to RSA 365:37. The Department will assess the costs of the contract to the appropriate party(ies) and upon payment of the assessment, will process payment to the Contractor.