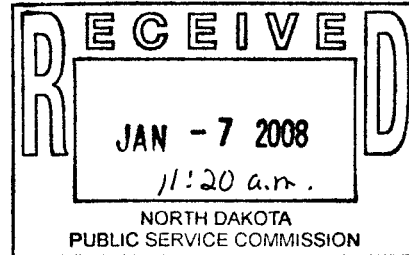


Snavely King Majoros O'Connor & Lee, Inc.
Economic & Management Consultants

January 4, 2008

Gloria Geiger
Procurement Officer
North Dakota Public Service Commission
600 East Boulevard Ave, Dept.408
Bismarck, ND 58505-0480



Re: RFP No. PU-07-776

Dear Ms. Geiger:

Enclosed herewith are the original and six copies of the proposal of Snavely King Majoros O'Connor & Lee, Inc. in response to the above-referenced request for proposals, issued December 17, 2007 and due January 9, 2008. I have also enclosed a CD with the proposal electronically transcribed.

The RFP relates to consulting and expert witness assistance to the Commission in the matter of the application of the Northern States Power Company for and increase in rates for electric utility service, N.D.P.S.C. Case No. PU-07-776.

If you or the technical team have any questions or comments concerning this proposal or our firm, please feel free to call me at your convenience at (202)371-9156, or contact me by e-mail at charlieking@snavely-king.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles W. King".

Charles W. King

8 **PU-07-776**

Pages: 1

Cover Letter - Response to Request for
Proposal
by Snavely King Majoros O'Connor & Lee, Inc. by Charles
01/07/2008