

**Northern States Power Company  
Electric Utility – South Dakota  
Resume of Thomas E. Kramer**

**Principal Rate Analyst  
Revenue Requirement North**

**Xcel Energy Services Inc.  
414 Nicollet Mall  
Minneapolis, MN 55401**

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**Current Responsibilities**

Since December 2010, I have been a Principal Rate Analyst in the Revenue Requirements – North department. In this position, I am responsible for the preparation and presentation of cost of service studies, revenue requirement determinations and jurisdictional annual reports for the electric and gas rates filed on behalf of Northern States Power Company, a Minnesota corporation, with the Minnesota Public Utilities Commission, the North Dakota Public Service Commission, the South Dakota Public Utilities Commission and the Federal Energy Regulatory Commission.

**Prior Testimony**

South Dakota - Overall Revenue Requirements, Rate Base, Income Statement, Docket No. EL11-019, 2011

**Previous Employment History**

Xcel Energy – Minneapolis, MN

- ❖ Senior Rate Analyst, June 2008 to November 2010

Nuclear Management Company, LLC – Hudson, WI.

- ❖ Controller, May 2002 to May 2008
- ❖ General Ledger Manager, February 2000 to May 2002

Xcel Energy – Minneapolis, MN.

- ❖ Manager of Gas Finance, July 1994 to January 2000
- ❖ Administrator Business Unit Accounting, Departmental Budgets, and Security Issuance and Reporting, February 1984 to June 1994

Deloitte & Touche

- ❖ Auditor/Senior Auditor, July 1979 to February 1984

**Education and Certifications**

- ❖ Bachelor of Accounting Degree – University of Minnesota Duluth, May 1979
- ❖ Certified Public Accountant certification, August 1981 (non-active status)