

1 **Q. Please state your name, business address and present position with Rocky**  
2 **Mountain Power (the Company), a division of PacifiCorp.**

3 A. My name is A. Richard Walje. My business address is 201 South Main, Suite  
4 2300, Salt Lake City, Utah 84111. I am the President of Rocky Mountain Power.

5 **Qualifications**

6 **Q. Please briefly describe your education and business experience.**

7 A. I have worked in the electric utility industry since 1972 as a journeyman lineman,  
8 field service engineer with General Electric and as a substation design engineer  
9 for Rocky Mountain Power. At Rocky Mountain Power I have held numerous  
10 management and executive positions with increasing levels of responsibility in the  
11 areas of engineering, construction, transmission and distribution operations,  
12 customer service, procurement, information technology and community affairs. I  
13 have served on PacifiCorp's Board of the Directors since 2000 and I am also  
14 currently the Chairman of the Board of the PacifiCorp Foundation. I have a  
15 Bachelor of Science in Electrical Engineering degree (1984) and a Master of  
16 Business Administration degree (1991), both from the University of Utah. I have  
17 received additional executive level instruction from the University of Michigan  
18 and electrical engineering theory from General Electric's Crotonville education  
19 center.

20 **Q. Please describe your present duties.**

21 A. My responsibilities, as President of Rocky Mountain Power, cover all of the  
22 Company's affairs in the states of Utah, Idaho and Wyoming, including assuring  
23 that the Company's strategy, infrastructure investments and operations result in

24 the delivery of safe, reliable electric energy to the Company's customers at  
25 reasonable prices.

26 **Q. Please describe Rocky Mountain Power's presence in Utah.**

27 A. Rocky Mountain Power is the largest public utility in Utah and provides safe,  
28 reliable, and low-priced electric service to nearly 800,000 Utah customers, which  
29 comprise approximately 85 percent of all electric customers in Utah. The  
30 Company is a major employer in the state of Utah with more than 2,400  
31 employees. Within the state, the Company operates ten major generation units,  
32 produces over 3.5 million tons of coal and maintains over 17,000 miles of  
33 transmission and distribution lines. Later in my testimony, I will describe in more  
34 detail the Company's commitment to the environment, our communities and our  
35 customers.

36 **Purpose of Testimony**

37 **Q. What is the purpose of your testimony?**

38 A. The purpose of my testimony is to provide an overview of the Company's 2009  
39 Utah rate case application requesting a \$66.9 million rate increase over Rocky  
40 Mountain Power's current rates or an average of 4.5 percent.

41 My testimony also presents policy issues and the implications of the  
42 Company's and industry's need to address rising costs and capital investment  
43 requirements. Specifically, I will provide a summary of the Company's filing and  
44 introduction of the witnesses that will address the Company's case. In addition, I  
45 will address in more detail the following:

- 46
- The need for a price increase even though Rocky Mountain Power just

47 received a rate increase last month;

48 • The major cost drivers underlying the need for the price increase;

49 • The Company's efforts to control costs while maintaining reliable service

50 and customer satisfaction;

51 • The cost of service analysis and related tariff structure recommendations

52 support the requirements of the American Recovery and Reinvestment

53 Act regarding utility incentives.

54 **Q. Please explain why the Company is requesting a Utah rate increase when the**

55 **Company just received a rate increase in May of this year?**

56 A. Because of the Company's significant capital investment program, the Company

57 is compelled to file more frequent cases in order to give it a reasonable

58 opportunity to earn its allowed return. Although load growth in the Utah service

59 territory has moderated somewhat in the near term, Utah, notwithstanding the

60 current economy, continues to grow, and long term load growth is expected to

61 continue. Because of past, current, and future load growth in Utah and our other

62 states, the Company is required to engage in a major construction program that

63 will continue for several more years, adding significant new supply-side

64 generation resources, transmission lines and Utah distribution facilities. The

65 impact of the Company's capital expenditure program will continue to lead to

66 increased prices.

67 Clearly, our customers do not like to see their electric rates increase, and

68 we do not like to ask for rate increases, however, it is critical that rates reflect the

69 updated costs of serving our customers. If this fails to occur, customers will not

70 receive the price signals they need to make sound economic decisions regarding  
71 efficient energy usage, and the company will not receive the revenues it requires  
72 to fund the necessary capital investments necessary to meet load growth and to  
73 provide reliable service to our customers.

74 **Q. How have the changes in the economy impacted Rocky Mountain Power?**

75 **A.** I think we are all aware of the changes in the economy that have taken place over  
76 the year. The current economic environment has had a significant impact on the  
77 Company's historical and projected load growth, capital investment plan, power  
78 costs and certain commodities prices. In addition, changes in the capital markets  
79 have made borrowing more expensive and difficult which results in higher equity  
80 financing costs for all businesses, including utilities such as Rocky Mountain  
81 Power. Rocky Mountain Power's current projections of these economic  
82 conditions have been incorporated into this filing.

### 83 **Cost Control Efforts**

84 **Q. Explain some of the efforts the Company has made to control costs and keep**  
85 **electricity prices reasonable.**

86 **A.** Effective management of power costs and operating costs is one of the key  
87 elements of the Company's strategy and obligation to keep electricity prices as  
88 low as possible. The Company is making significant investments in renewable  
89 wind generation resources providing economies of scale which allows the  
90 Company to control operating and maintenance costs. Moreover, since the  
91 acquisition by MidAmerican Energy Holdings Company (MEHC), the Company  
92 continues to increase the efficiency of its operations. The Company has worked

93 hard to strike the right balance between operational expenses, customer service  
94 and preventive maintenance on the Company's generation, transmission and  
95 distribution facilities. In addition, the Company has focused on controlling labor  
96 costs as described in the testimony of **Mr. Erich D. Wilson**, Director, Human  
97 Resources. This approach helps to achieve maximum value for each dollar spent  
98 on maintaining and operating the growing number of electric facilities.  
99 Unfortunately these efforts are not and will not be enough to offset the cost  
100 increases in other areas included in this application.

101 **Load Growth**

102 **Q. How have the Company's load projections changed?**

103 A. The Company has made specific adjustments to its previous load forecasts to  
104 account for the current economic downturn. The Company's sales forecast model  
105 was developed using historical sales data ending January 2009, and the most  
106 recent available economic data. The Company further adjusted the model-driven  
107 results for the industrial class to reflect the economic slowdown in the industrial  
108 class based primarily on a review of the reductions in usage experienced as an  
109 aftermath of the 2000 and 2001 recession and discussions with the Company's  
110 personnel that work directly with the large industrial customers. We also utilize  
111 economic forecasting services and obtain local econometric information.

112 In his testimony, **Dr. Peter C. Eelkema**, Senior Planner in the Load  
113 Forecasting Department, will provide additional details about the load forecast  
114 and how it was developed.

115

116 **Rate Case Overview**

117 **Q. Please explain the Company's requested rate increase in this application.**

118 A. As previously mentioned, the Company is requesting a \$66.9 million rate  
119 increase. Historical data from calendar year 2008 is used as a base to develop the  
120 test period used in this case, which is the twelve-month period ending June 30,  
121 2010. Company witness **Mr. Steven R. McDougal**, Director, Revenue  
122 Requirement, will discuss the required revenue increase and the sources of the  
123 data used in determining the normalizing adjustments related to revenue,  
124 operations and maintenance expense, net power costs, depreciation and  
125 amortization, taxes and rate base in developing the Utah revenue requirement. Mr.  
126 McDougal will also support the Company's proposed interjurisdictional allocation  
127 of common costs.

128 Mr. McDougal's analysis is based on a cost of capital that includes a  
129 request for a return on equity of 11.0 percent, which is the Company's expected  
130 cost of equity capital, and a capital structure with an equity percentage of 51  
131 percent. **Mr. Bruce N. Williams**, Vice President and Treasurer, will testify  
132 concerning the Company's cost of debt, preferred stock and capital structure.  
133 Additionally, **Dr. Samuel C. Hadaway**, FINANCO, Inc. will testify concerning  
134 the Company's return on equity. Both witnesses describe the significant changes  
135 in the capital markets that affect Rocky Mountain Power.

136 The financial challenges and risks that Mr. Williams and Dr. Hadaway  
137 discuss in their testimony are demonstrably real. Over the long term, the  
138 Company is in a period of load and capital investment growth, and the Company's

139 required ongoing level of investment far exceeds both its net operating income  
140 and depreciation expense. As a result, the Company requires substantial levels of  
141 new financing to fund the investment necessary to meet its customers' power  
142 needs. The Company needs to rely on capital markets that remain risky and  
143 volatile.

144 **Q. How have the changes in the economy impacted cash flow and borrowing**  
145 **costs?**

146 A. Following a multi-year period of relative calm and accommodative access to  
147 capital, the financial markets entered a period of upheaval beginning in the second  
148 half of 2008, with significantly more volatility and substantially less liquidity or  
149 access to credit markets for many participants. Utilities in general are viewed by  
150 the financial markets as relatively more stable and creditworthy. However, as  
151 utilities were required to access capital to meet routine infrastructure,  
152 environmental compliance and load growth needs, the financial markets began to  
153 enforce a much greater differentiation in credit quality within the utility industry  
154 that continues to this day. Highly rated utilities experienced limited disruption in  
155 their access to capital markets, while lesser-rated utilities experienced much  
156 higher borrowing costs if they were able to access the credit markets at all.

157 PacifiCorp's solid credit ratings have been critical through the credit  
158 crisis, and are expected to be equally important as the Company finances  
159 approximately \$20 billion of infrastructure investment to serve load growth,  
160 implement environmental controls on existing facilities, and meet renewable  
161 energy requirements over the next 10 years. This challenge is being partially met

162 by not paying any dividends to its parent, MEHC. Instead, PacifiCorp has  
163 received \$865 million in additional cash equity contributions from MEHC and  
164 retained \$1.2 billion of earnings. These actions, along with supportive regulatory  
165 treatment and the positive impact of ownership by MEHC and its parent,  
166 Berkshire Hathaway, have been critical for PacifiCorp to remain well-positioned  
167 to make the additional investments that have been and will continue to be made in  
168 the Company's system, the Rocky Mountain Power service territory and the state  
169 of Utah in particular.

170 The Company's need for new capital is occurring at the same time that  
171 investors have become increasingly more selective and cautious, as I have noted  
172 earlier. The Company's need for new capital is occurring at the same time that  
173 investors have become increasingly more selective and cautious, as I have noted  
174 earlier. While the Company is fortunate that it can still access the financial  
175 markets on reasonable terms (unlike some of its lower rated utility brethren),  
176 Standard and Poor's April, 2009, credit assessment of PacifiCorp states that "the  
177 ring-fenced utility's credit metrics are more consistent on a standalone basis with  
178 a 'BBB' category rating" This is discussed in more detail in the testimony of Mr.  
179 Williams.

180 Meanwhile, the Company's cost of debt and equity has increased.  
181 However, to moderate the rate increase sought in this case and its impact to  
182 customers, the Company is proposing a conservative cost of common equity at the  
183 very bottom of the range of model results presented by its expert, Dr. Hadaway.

184 The persistent mismatch between actual cash outlay versus revenue



185 recovery in rates results in a cash flow shortfall that must be financed. Coupled  
186 with an ongoing high level of capital expenditures, the Company's financial  
187 performance metrics that rating agencies track have been hampered, which, in  
188 turn, increases the risk of a credit rating downgrade. As this credit crisis has  
189 shown, a credit rating below single-A can be very costly in the long run for the  
190 utility and its customers. Rocky Mountain Power requests and needs continued  
191 support from the Utah Commission, other regulatory agencies and stakeholders in  
192 order to maintain safe, reliable service and meet the growing energy needs and  
193 environmental standards in Utah.

194 **Q. If the requested rate increase proposed in this application is not approved,**  
195 **will the Company have a reasonable opportunity to cover the costs it incurs**  
196 **to serve our customers?**

197 A. No. As a consequence of the additional investments made by the Company, it will  
198 not be possible for the Company to cover its cost to serve customers and make an  
199 adequate return on its investments to serve these customers.

200 Every new generation plant, every transmission line, and nearly every  
201 distribution facility is significantly more costly than similar facilities currently  
202 included in rates, for no other reason than simple inflation and the vintage of  
203 existing facilities. The level of capital investments that are being made by the  
204 Company cannot be entirely offset by productivity gains achieved by the  
205 workforce and through the implementation of technology, or through increased  
206 sales. The cost increases are actually experienced. This level of expenditures is  
207 necessary to provide customers with the quality of service that they expect and

208           deserve. Reflecting actual costs in rates is also necessary to send customers the  
209           correct price signals regarding the cost of their electricity use.

210   **Q.    How will the proposed rate increase sought in this application contribute to**  
211   **Rocky Mountain Power’s financial health in Utah?**

212   A.    The proposed rate increase will give the Company a reasonable opportunity to  
213           earn its allowed rate of return. The requested revenues will allow the Company to  
214           maintain and operate its system reliably given Utah’s growth, environmental and  
215           operating conditions. In addition, the additional revenues will permit the  
216           Company to continue its extensive investment program in generation,  
217           transmission and distribution facilities to serve the relatively fast growing load in  
218           Utah. Finally, the additional revenues requested in this application will provide  
219           sufficient funds to contribute to favorable credit ratings from the financial  
220           markets, thereby keeping debt costs at reasonable levels. Lower financing costs  
221           are a direct benefit to customers.

222   **Cost Drivers**

223   **Capital Investment**

224   **Q.    Please provide details on the major cost drivers necessitating the requested**  
225   **additional rate relief.**

226   A.    The main driver for this general rate case is the significant level of capital  
227           investment the Company is making on behalf of our customers. With this capital  
228           investment comes the need for rates that reflect the investments associated with  
229           generation, transmission, and distribution plants that will be in service during the  
230           rate-effective period.

231

232 **Q. How has the Company's capital investment plan changed as a result of the**  
233 **new load projections?**

234 A. While our capital investment plan is still significant, we have scaled back the  
235 Utah 2009 and 2010 local transmission and distribution capital expenditure  
236 budget from previously planned levels. These local transmission and distribution  
237 facilities can be more closely matched to contemporaneous load growth. A  
238 reduction in the rate of load growth has allowed the Company to delay certain  
239 projects (such as transformer change outs and line re-constructions) a year or  
240 more. Even with this reduction, this case includes approximately \$2.1 billion in  
241 plant investments the Company has made or will make between December 31,  
242 2008, the end of the historical base year, and June 30, 2010, which is the end of  
243 the test year.

244 **Q. How would a failure to address these issues affect Rocky Mountain Power's**  
245 **ability to attract new capital required to serve new load and maintain its**  
246 **system?**

247 A. Absent supportive regulatory treatment in this, and future rate cases, the  
248 combination of: 1) the Company's current large construction program; 2) labor,  
249 equipment, materials and fuel costs, and; 3) risks involving resource coordination  
250 among the six states served by the Company; 4) the lack of the proposed energy  
251 cost adjustment mechanism in Utah; and, 5) tariff structures that do not  
252 adequately recover our fixed costs and promote more efficient use electricity  
253 could affect the Company's credit ratings position making it difficult for the  
254 Company to obtain the capital it needs at competitively low prices for the benefit

255 of our customers. Credit ratings are particularly critical when companies are in a  
256 “build” cycle and experiencing a challenging credit market as Rocky Mountain  
257 Power currently is.

258 The Company and our customers have greatly benefited from its  
259 ownership by MEHC, which, as I discussed earlier, has invested a total of \$865  
260 million in cash contributions while not receiving any dividends from PacifiCorp  
261 since the acquisition on March 21, 2006. However, the Company relies on  
262 external parties for its significant debt financing needs. The debt markets are  
263 competitive, and to the extent investors perceive higher risk in Rocky Mountain  
264 Power because of regulatory uncertainty or unfavorable regulatory decisions, they  
265 will require a greater return through higher interest rates. Higher interest rates on  
266 debt will result in higher rates for our retail customers.

267 **Q. Has the Company’s most recent rating agency report taken note of the**  
268 **Company’s large capital expenditure program?**

269 A. Yes. Standard & Poor’s (S&P) most recent credit report on PacifiCorp, which was  
270 issued in April, 2009, contains the following comments:

271 “Regulators will need to consistently support retail rate increases to  
272 recover PacifiCorp's planned capital investments.....”

273 In addition, S&P in November, 2008 cited as "Weaknesses":

274 "Recent rate case activity in Utah suggests uncertainty as to how  
275 supportive the state will be in funding its share of PacifiCorp's capital  
276 program..." and "A large capital program (\$20 billion of investment is  
277 planned over the next 10 years) could be in question given the significant  
278 increase in the costs of borrowing; while PacifiCorp continues to have  
279 access to the capital markets, it can expect higher spreads on borrowing  
280 costs, which will need to pass regulatory muster."

281 This concern is not unique to Standard & Poor's. Moody's has expressed similar

282 sentiment including:

283 "...Moody's expectation that PacifiCorp will continue to receive reasonable  
284 regulatory treatment for the recovery of its higher capital expenditures,  
285 and that the funding requirements will be financed in a manner consistent  
286 with managements commitment to maintain a healthy financial profile."

287 Fitch has also expressed their concerns including:

288 "The current ratings and Stable Outlook assume PPW continues to benefit  
289 from parent company support and will receive reasonable outcomes in  
290 pending and future rate proceedings to recover anticipated, significant  
291 capital investments. Ratings concerns facing the company primarily relate  
292 to cost overruns and the potential inability to recover its large, planned  
293 capital investment on a timely basis in a service territory that spans six  
294 states....."

295 **Q. Does the Company agree with S&P's observation in this regard?**

296 A. Yes. The Company is focused on providing reliable, reasonably priced electric  
297 service to its Utah customers. We are also dedicated to meeting increased demand  
298 from our Utah customers while maintaining high levels of customer service, a  
299 challenging proposition in today's energy markets coupled with the need to make  
300 large infrastructure investments. We need support from the Utah Commission and  
301 other parties to ensure we can continue to meet this challenge and hope to receive  
302 it in this case.

303 **Q. Does MEHC remain committed to the capital investment required by  
304 PacifiCorp?**

305 A. MEHC remains committed to the capital investment required by PacifiCorp. As  
306 previously mentioned, the commitment is made clear by the fact that MEHC has  
307 not taken any dividends from PacifiCorp since the transaction and is not expected  
308 to take any cash out of the business until at least 2013, while at the same time  
309 providing additional equity infusions. The Company expects significant additional

310 cash equity contributions before the end of the test period. Their commitment can  
311 only continue, however, if there is a supportive regulatory environment that  
312 provides the Company with a reasonable opportunity to earn a fair return on that  
313 investment.

314 **Q. Some people would argue that this would be a good time to cut your capital**  
315 **investment plan by significant amounts precisely because of the economic**  
316 **downturn. What would you say to those people?**

317 A. First, as noted above, the Company has decreased its capital spending and  
318 reflected these reductions in this filing. Second, the economic development policy  
319 of the state continues to encourage growth. Third, projects that are currently in the  
320 development phase and require permits that can be difficult to obtain will be at  
321 risk if we have to restart the permitting process. In some cases delays will  
322 increase costs to customers in the long run. Fourth, much of the investment the  
323 company is making is for generation that does not emit greenhouse gases or for  
324 efficiency improvements that will reduce the emissions of greenhouse gases.

325 The state's current effective economic development policies and programs  
326 almost assure an increase in energy usage and demand despite our best efforts to  
327 deliver cost-effective energy efficiency and demand response programs. While  
328 load growth has slowed somewhat in the near term, Rocky Mountain Power  
329 projects load growth to continue into the future. If the state is to serve that  
330 increased demand for power, significant ongoing investments in generation,  
331 transmission, and other infrastructure will be necessary.

332 **Q. Some parties have suggested in the past that the Company has complete**  
333 **discretion to make capital investments, implying that given the current**  
334 **economic downturn and the corresponding declining costs and load growth,**  
335 **the Company could choose to cut back. Would you like to comment?**

336 A. Yes. The Company is making substantial capital investments for the future. In  
337 addition, the decision to acquire the current capital projects was made long ago,  
338 before anyone knew that we would be in this type of economic downturn. But had  
339 the Company had a crystal ball, it would have continued planning for growth. We  
340 all know that just like there are economic recessions, there are long periods of  
341 economic growth. This area of the country, in particular, will continue to grow  
342 and the Company must be prepared for that growth. Granted that we have curbed  
343 our capital spending plan somewhat, but whenever it makes sense to continue to  
344 acquire projects, the Company will do so. It is short-sighted to allow temporary  
345 economic conditions to dictate your capital investment plan. The Company has to  
346 make responsible decisions factoring all aspects of capital investments and  
347 construction requirements.

348 Moreover, the company believes that in the next two years Congress will  
349 enact restrictions on emissions of greenhouse gases. Compliance dates are  
350 uncertain, but the Waxman-Markey bill, for instance, requires reductions in  
351 emissions as early as 2012. Despite all the investment the company has made in  
352 wind and geothermal facilities, it still has not been able to reduce its total level of  
353 emissions -- growth in load has outstripped the growth in zero emission kWh. The  
354 company cannot suspend its plans to continue to add zero emissions generation if

355 federal compliance dates will be in the 2012-2015 period. The company needs to  
356 continue to make progress replacing emitting resources with reduced or zero  
357 emitting resources.

358 **Q. Please explain the major generation additions in Rocky Mountain Power's**  
359 **capital investment strategy that are included in this case.**

360 A. To address load growth challenges the Company is in the process of completing  
361 or adding significant new generation resources. **Mr. A. Robert Lasich**, President  
362 of PacifiCorp Energy, explains in his direct testimony the prudent steps taken by  
363 the Company in meeting its obligation to serve customers through adding new  
364 generation resources. New generation resources include the remaining investment  
365 in the High Plains wind facility which is only partially included in current rates.  
366 In addition, the Company is adding the McFadden Ridge I wind facility scheduled  
367 to be completed in October of this year.

368 **Q. Please explain the other major additions in Rocky Mountain Power's capital**  
369 **investment strategy that are included in this case.**

370 A. The Company continues to make significant transmission and Utah distribution  
371 and other investments which have been included in this case. Mr. McDougal has  
372 included exhibits in his direct testimony supporting the plant additions, all of  
373 which are necessary to provide service to our Utah customers. Company witness  
374 **Mr. Kenneth M. Shortt**, Director of Capital Investment for Rocky Mountain  
375 Power, will describe the Company's transmission and distribution investments in  
376 this case including the Three Peaks substation in southern Utah.

377



378 **Senate Bill 75**

379 **Q. Has the newly-enacted Utah Code Anno. § 54-7-13.4 approved in Senate Bill**  
380 **75 impacted this filing?**

381 A. Yes. It provides an opportunity for a utility to start recovering the cost of a major  
382 plant addition at the time it is placed into service. The statute defines a major  
383 plant addition as “any single capital investment project of a gas corporation or an  
384 electrical corporation that in total exceeds one percent of the gas corporation's or  
385 electrical corporation's rate base.” For Rocky Mountain Power, the threshold  
386 investment level is over \$100 million.

387 As was addressed in the Test Period Stipulation in this docket, only two  
388 projects scheduled to come on line during the test period meet the threshold in the  
389 major plant addition definition. The Company anticipates that the scrubbers to the  
390 Dave Johnston Power Station will be completed by May 2010 and the Ben  
391 Lomond to Terminal Transmission Line Segment will be completed by June  
392 2010. The Company intends to request single item rate recovery of these two  
393 capital projects under section 54-7-13.4. As such, no projected costs or revenues  
394 associated with the foregoing projects are included in this case.

395 The Company also intends to seek single item rate recovery of the second  
396 phase of the Populus to Terminal transmission project, Populus to Ben Lomond,  
397 scheduled to be completed near the end of 2010. If the Company acquires new  
398 significant energy resources as part of a continuation of its 2008 Request for  
399 Proposals or its 2009 Request for Proposals and any of those resources come on  
400 line during the Test Period, the Company will also file an application under

401 section 54-7-13.4 to recover the cost of those resources effective when they are  
402 placed in service.

403 **Net Power Costs**

404 **Q. Please explain the net power costs impacts in this case.**

405 A. Net power costs consist of fuel, net wholesale transactions (purchases from and  
406 sales to other utilities and power marketers) and transmission wheeling revenues  
407 and costs, which in total represent 26 percent of the Utah revenue requirement.  
408 Even with the addition of more than 2,400 MW of new generation capacity over  
409 the last four years, the Company does not currently own adequate resources to  
410 meet our customers' peak power needs. Therefore, we must buy and sell power in  
411 the wholesale market to meet our load requirement and to balance hourly, daily  
412 and seasonal load fluctuations.

413 While some net power components, such as wind integration costs, have  
414 increased, net power costs, however, are not a significant driver of this case. On a  
415 total-Company basis net power costs are expected to be \$999 million in the test  
416 year in this case, a slight decrease from the level established in the last rate case.

417 **Mr. Gregory N. Duvall**, Director, Long Range Planning and Net Power Costs,  
418 will describe this in more detail in his direct testimony.

419 While net power costs are not a significant driver on this case, the  
420 volatility in the natural gas and wholesale power markets remain a major concern  
421 for the Company. I will address this later in my testimony.

422

423 **Customer Satisfaction**

424 **Q. Has the Company continued to improve customer service and power quality**  
425 **while undertaking cost containment initiatives?**

426 A. Yes. As acknowledged by TQS Research and J.D. Power & Associates the  
427 Company's overall satisfaction continues to improve across all sectors.  
428 Improvement to customer service performance is demonstrated by the continuous  
429 reductions in both customer complaints and customer guarantee failures since the  
430 service quality commitments were implemented.

431 **Q. Has the Company made improvements in service reliability?**

432 A. Yes. The Company has improved service reliability in Utah, via replacement and  
433 reinforcement of transmission and distribution assets to reliably serve new and  
434 existing customers. These investments have resulted in improvements in  
435 reliability performance as measured by key performance metrics. Specifically  
436 during the period between April 1, 2005 and March 31, 2008 the Company  
437 delivered on its Service Standards Commitments, which are direct measurements  
438 of some of these key performance metrics. In fact, during this time the Company  
439 improved system average frequency and duration performance for customers by  
440 more than the six percent to which it committed.

441 **Q. What other actions has the Company taken to advance service reliability?**

442 A. Beginning in 2007, the Company has further refined its maintenance approach to  
443 incorporate the outage history of individual customers and circuits, while  
444 evaluating overall electric system and circuit level performance. This program is  
445 known as "Customers Experiencing Multiple Interruptions" (CEMI). It further

446 refines the Company's maintenance and reliability improvement plans to target  
447 those areas that need the most attention. In conjunction with the CEMI approach,  
448 Rocky Mountain Power now uses a central scheduling approach and reliability  
449 work plans to more efficiently and effectively target its distribution maintenance  
450 expenditures. During 2008 it continued to focus efforts on improving reliability  
451 using its CEMI approach to more highly target localized areas of customers who  
452 have experienced an unusually high number of interruptions. The Company has  
453 also implemented a central scheduling function that results in more effective use  
454 of its maintenance expenditures that have had a direct benefit on the  
455 improvements in reliability per dollar spent.

456 **Q. What has the Company done to reduce the impact of this rate increase on**  
457 **Utah customers?**

458 A. To reiterate my prior point, this case is being driven by necessary capital  
459 investment. The only way to truly mitigate this increase would be to not invest in  
460 these necessary facilities to accommodate growth. To help mitigate increases, the  
461 Company has made intensive efforts to manage peak growth in Utah with our  
462 existing demand side management (DSM) programs. The objectives of these  
463 programs are to further reduce electricity use and peak demand. The programs  
464 that target reductions in peak demand help to reduce stress on the existing  
465 electrical infrastructure and reduce expensive power purchased on the wholesale  
466 market at peak times. In 2008, over 189,000 customers participated in energy  
467 efficiency programs helping reduce Utah's system energy requirements by  
468 190,000 megawatt hours a year for the next 10-15 years (dependent on the

469 assumed life of the energy efficiency measures installed). Conservatively, the  
470 permanent reduction resulting from the 2008 energy savings is around 30  
471 megawatts annually. Another 82,000 customers participated in Utah's two load  
472 management programs providing over 98 megawatts of controllable peak load  
473 resources available to the company during the critical summer months. Since  
474 2000, the cumulative savings attributed to DSM programs exceed 2,900 gigawatt  
475 hours and over 130 megawatts in permanent demand reductions from the  
476 company's energy efficiency program efforts, and approximately 375 megawatts  
477 of seasonal demand reductions through load control programs. Projected  
478 investments in DSM are expected to continue to increase as current programs are  
479 expanded and new programs introduced. Additionally, Rocky Mountain Power  
480 supports low-income households by joining in partnership with our customers and  
481 other agencies through the HELP and the Low Income Weatherization programs.  
482 The Company is currently working with these agencies to propose an increase in  
483 the level of low income assistance offered through the HELP program.

484 **Q. Have the Company's efforts to improve customer service, power quality,**  
485 **service reliability, energy efficiency and other operational aspects been**  
486 **recognized by those who monitor the electric utility industry?**

487 A. Yes. The Company has been recognized by both local and national organizations  
488 including the Department of Energy, the Environmental Protection Agency, Utah  
489 Safety Council, and other organizations that monitor the electric utility industry.  
490 Exhibit RMP\_\_\_(ARW-1) provides a listing of the awards that have been  
491 presented to Rocky Mountain Power by these organizations from 2005 to date.

492 **Pricing**

493 **Q. How do the Company's rates compare to other electric rates in Utah and the**  
494 **country?**

495 **A.** Rocky Mountain Power's current overall average price places Utah's rate in the  
496 lowest quartile among U.S. investor-owned utilities according to the Edison  
497 Electric Institute. The Company's rates in Utah have historically been and will  
498 remain among the lowest in the nation, even after incorporating the price increase  
499 proposed in this application. **Mr. William R. Griffith**, Director of Pricing, Cost  
500 of Service and Regulatory Operations will present the Company's rate spread and  
501 rate design proposals that determine the ultimate prices customers will see.  
502 Included in Mr. Griffith's testimony is a discussion of the need to recover more of  
503 the fixed cost of serving customers through fixed charges, specifically the  
504 residential customer charge. Rocky Mountain Power's current residential  
505 customer charge in Utah is among the lowest in the state, and both the current and  
506 proposed customer charge are lowest among the five PacifiCorp states with  
507 residential customer charges.

508 **Mr. C. Craig Paice**, Regulatory Consultant in the Pricing and Cost of  
509 Service Department will present the Company's class cost of service study and  
510 **Mr. Scott D. Thornton**, Manager, Metered Data Management, will describe the  
511 Company's load research procedures.

512

513 **Regulatory Mechanisms**

514 **Q. In previous dockets you indicated that the Company may explore a power**  
515 **cost or generation costs adjustment mechanisms in its next rate filing. Is the**  
516 **Company proposing such a mechanism concurrent with this case?**

517 A. Yes. In March of this year, Rocky Mountain Power filed an application for  
518 approval of an Energy Cost Adjustment Mechanism (ECAM) in Docket 09-035-  
519 15.

520 Net power costs are subject to a high degree of volatility largely outside of  
521 the Company's control. Some of the factors causing this volatility include changes  
522 in retail load, hydro conditions, wind generation, market prices, third party  
523 wheeling expenses, natural gas and coal fuel expenses. Because the Company  
524 depends on both the electricity and natural gas markets to balance its system and  
525 meet the load requirement, fluctuations in the markets invariably impact the  
526 Company's net power costs. Coal expenses, which were previously relatively  
527 stable, are affected by changes in commodity costs due to contract re-openers, and  
528 even the captive mine costs may change significantly in today's environment due  
529 to the rapid changes in the costs of mining equipment and supplies. For these  
530 reasons, Rocky Mountain Power has proposed an Energy Cost Adjustment  
531 Mechanism in a separate docket (Docket 09-035-15). The Company believes the  
532 ECAM proposed in that docket would provide safeguards to customers and give  
533 the Company an opportunity to recover the NPC that are prudently incurred to  
534 serve those customers.

535                   By having such a mechanism in place, ratepayers can be assured that they  
536 will not overpay and the Company will be assured that it will recover all of its  
537 prudently incurred power costs, but no more. In case of overpayment, a cost  
538 adjustment mechanism will guarantee that ratepayers receive a refund. And vice-  
539 versa, in the event the Company does not recover the amount needed to cover its  
540 costs, it can recover such costs through the cost adjustment mechanisms.

541 **Conclusion**

542 **Q.     Please provide a conclusion to your testimony?**

543 A.     The electric utility industry is the midst of a period where the only certain thing is  
544 uncertainty. In this rapidly evolving landscape related to climate change, state and  
545 federal energy policies, rapidly increasing raw material costs, and generation and  
546 transmission shortages; Rocky Mountain Power continues to effectively plan to  
547 meet our customers' energy needs.

548                   The Company is a superior corporate citizen and partner to the state of  
549 Utah. It manages its business according to six core values which are; 1) customer  
550 service, 2) employee commitment, 3) financial strength, 4) environmental respect,  
551 5) regulatory integrity, and 6) operational excellence. I believe Rocky Mountain  
552 Power is an excellent company that cares about its customers, employees and the  
553 communities it serves. The proposed increase will allow us to continue to be an  
554 excellent provider of energy services to Utah.

555 **Q.     Does this conclude your direct testimony?**

556 A.     Yes.