# BEFORE THE PUBLIC UTILITIES COMMISSION OF THE STATE OF CALIFORNIA

In the Matter of the Application of The Nevada	)	Application 10-07-001
Hydro Company for a Certificate of Public	)	(Filed July 6, 2010)
Convenience and Necessity for the Talega-	)	
Escondido/Valley-Serrano 500 kV Interconnect.	)	
-	)	

Direct Testimony of James H. Drzemiecki

on behalf of

The Nevada Hydro Company

# Direct Testimony of James H. Drzemiecki on behalf of The Nevada Hydro Company

1	Q.	Please state your name.
2	A.	My name is James H. Drzemiecki.
3	Q.	Please state your place of employment, address and title.
4	A.	I am employed by FTI Consulting, Inc. as a senior managing Director. Our office
5		address is 1101 K Street, Washington, DC 20005.
6	Q.	Have you testified in regulatory proceedings before?
7	A.	Yes, Exhibit 1 provides my resume, which contains the list of proceedings in which I
8		have submitted testimony.
9	Q.	What is the subject of your testimony in this proceeding?
10	A.	I have been asked by The Nevada Hydro Company (TNHC) to evaluate the revenue
11		requirements to be associated with its investment in the Talega Escondido/Valley Serrano
12		Interconnect project (TE/VS) along with the revenue requirements associated with the
13		necessary upgrades anticipated to be needed on the Southern California Edison (SCE)
14		and San Diego Gas & Electric Company (SDG&E) systems. I also was asked to
15		determine a revenue requirement for the reconductoring of the Path 42 line since the
16		benefits forthcoming from the TE/VS for the transmission of renewable energy require
17		the reconductoring of Path 42.
18	Q.	What do you conclude from your analysis?
19	A.	Exhibit 2 shows the summary and the individual components of the revenue requirements
20		calculations. I estimate the first year revenue requirements associated with the TE/VS
21		project alone to be \$126.3 million. I estimate the first year revenue requirement for the
22		SCE/SDG&E upgrades associated with the project to be \$15.3 million. I estimate the

1	revenue requirement for the Path 42 reconductoring to be \$11.4 million.	The total
2	revenue requirement for the complete project is \$153.0 million.	

- 3 Q. Are each of the investments ultimately the responsibility of TNHC?
- No, they are not. The TE/VS project is clearly the responsibility of the TNHC project 4 A. sponsors. The SCE/SDG&E upgrades are investments that need to be undertaken and 5 financed initially by TNHC, but ultimately become the responsibility of SCE and 6 SDG&E. The Path 42 reconductoring is investment necessary to accommodate the 7 project's ability to be able to deliver elements of the benefits anticipated to be 8 forthcoming from this project. The Project Description, found in Chapter 3 of the 9 Proponent's Environmental Assessment, provides the support for the need for the 10 SCE/SDG&E investment, and the testimony of witness Bergman provides the support for 11 12 the need for the Path 42 reconductoring.
- 13 Q. Please describe the methodology used to develop the revenue requirements for each of these investments.
- 15 A. I employed standard ratemaking methodology in developing the revenue requirements. A

  16 rate base was developed against which an overall cost of capital was applied. This

  17 resulting return is then added to operation and maintenance expenses, along with income

  18 and other taxes, along with depreciation expense to calculate the revenue requirement.
- 19 Q. How did you determine the rate base associated with each of these projects?

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- 20 A. The rate base for each project contains three elements: gross and net plant, cash working
  21 capital and accumulated deferred income taxes.
  - Gross plant was projected by the project team and includes the "hard" costs (the costs associated with the construction of physical plant, including all project labor, along

with the acquisition of all rights-of-ways and easements necessary for construction). It also includes all of the "soft" costs associated with the incurrence of financing costs during the construction period. I have reviewed each of these elements of the project team estimates and support their use in this proceeding. I also agree and support the decision of the project team to employ a 35 year depreciable life for the project. This depreciable life is consistent with that used by other projects in California (e.g., Atlantic Path 15) and therefore is reasonable to use in this case.

Cash working capital is estimated at 45 days of Operation and Maintenance expense, consistent with standard ratemaking practice.

Accumulated deferred income taxes reflect the first year difference tax savings associated with accelerated depreciation. As utility rates are set on the basis of tax, rather than book, depreciation, this adjustment to rate base is necessary to ensure that the customers receive the benefits of this tax depreciation.

Q. How did you determine net plant for purposes of including in rate base?

- 15 A. I used the average rate base concept for purposes of determining net plant. This is 16 calculated using the average of the beginning and end of the year net plant.
- Please describe the methodology used to calculate the remaining elements of the revenue requirement.
- The elements of the revenue requirement shown on the Exhibit are calculated as follows:

  The total return is calculated based on the following inputs provided to me by witness

  Medla. The utility capital structure is assumed to be financed with 50% debt and 50%

  equity. The debt rate of 5.5%, along with the equity rate of 13.5% was assumed to be the

  rates to be in effect at the time of commercial operation of the facilities.

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Q. What are your estimates of the revenue requirements for each of these two projects?

Regulatory Commission (FERC) determination.

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available to entities that do not qualify as independent transcos under the Federal Energy

- 1 A. The first year revenue requirements for the SCE/SDG&E upgrades are estimated to be
- \$15.5 million, while the first year revenue requirements for the Path 42 reconductoring
- are estimated to be \$11.5 million.
- 4 Q. Are the costs of each of these upgrades considered to be project costs for the TE/VS
- 5 project?
- 6 A. No, they are not. While TNHC will provide the upfront financing for the SCE/SDG&E
- 7 upgrades, these are project investments that ultimately will be part of the Transmission
- Revenue Requirement (TRR) for SCE/SDG&E. The Path 42 reconductoring will also be
- 9 part of the TRR of other transmission owners.
- 10 Q. Does this conclude your testimony?
- 11 A. Yes, it does.

# Exhibit 1



# James H. Drzemiecki

Managing Director and Co-Founder - Electricity Consulting Group

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Education M.A in Economics, Ohio State University

B.A. in Economics, The Ohio State University

James Drzemiecki is a senior managing director of FTI's Electricity Consulting Group practice and is based in Washington, DC. Mr. Drzemiecki is a recognized expert at the senior executive and board levels in the electric power and natural gas industries. He is also recognized as one of the premier advisors to private equity and other sponsors of electric transmission project development.

With more than twenty-five years in the consulting and utility industry, his areas of recognized expertise include electric generation, transmission, and distribution market strategy and assessments, including regulatory strategy; merger target identification for electric and natural gas companies; generation, transmission, and distribution asset valuation; generation, transmission, and distribution cost and price analysis; development of strategic business and marketing plans for electric and natural gas companies; utility cost reduction efforts; development of new product and service offerings; benchmarking of utility business functions; regional natural gas market assessments; load forecasting and fuel procurement analysis for electric power companies; and development of energy procurement strategies for large commercial and industrial customers. He was also an executive with Trans-Elect, Inc., which was the first independent transmission company established in the U.S.

# **Professional Experience**

# **Business Strategy**

- Advised a variety of private equity firms, affiliates of regulated utilities and engineering and construction firms regarding entry into the electric transmission business in the U.S.
- Directed the marketing of the Trans-Elect business model to prospective sellers of transmission and all regulatory stakeholders. Assisted in development of purchase price proposals and negotiations as the technical lead on the development of the utility cash flows embedded in same. Also, was responsible for achieving regulatory approval for all transactions. Additional responsibilities included serving as regulatory lead and case matter for all material rate cases filed by affiliates of the company.
- For a large consortium of municipal electric utilities, served as the lead technical advisor to the board of directors to develop strategic options for the board to employ to remain viable, including the acquisition of all transmission assets owned by investor-owned utilities within the state. Advised the board as to the strategic and tactical steps to employ to implement its strategy.
- For a consortium of electric generation and transmission cooperatives, served as the lead advisor for the consortium's investigation of the merits of entering the energy services business. Part of the advisory role involved the development of the critical success factors for business and an assessment of the capabilities possessed by the consortium in this area.
- On behalf of the president and the board of directors and involved direct interaction with the board, developed the strategic business plan for a large electric generation and



F T I CRITICAL THINKING
AT THE CRITICAL TIME

transmission cooperative and electric power supplier. Included in this analysis was the development of a valuation estimate for its generation assets. Part of this analysis involved a detailed market assessment of the transmission business in both the Midwest and the Southern U.S., with particular emphasis on the issues surrounding the formation of Regional Transmission Organizations within this region.

# **Asset Valuation and Acquisition Strategy**

- Sold and led the successful effort on the part of the first independent for-profit transmission company to obtain the assets of a system in the U.S. Midwest. The work involved leading a multidisciplined team of experts in the areas of pricing, financial analysis, organizational structure, accounting, legal, and regulatory issues.
- For a global Fortune 500 electric utility, served as an advisor to the client in the areas of
   (1) valuation of six potential acquisition candidates, (2) organizational structure to be
   employed for subsequent acquisitions and/or dispositions, primarily in the areas of
   generation and transmission, and (3) ongoing regulatory strategy to ensure cost recovery.
- For a Fortune 500 electric and natural gas utility, served as an expert antitrust advisor regarding the merger between two U.S. utilities. Developed an expert opinion regarding the market impacts of the merger in a variety of areas, including both existing and future markets, to be used as expert testimony to secure approval of the transaction.

# Regulatory Strategy

- For an independent wind developer, testified on projected business impact to the regulated utility of the utility's request for pre-approval of 1,000 MW of wind.
- For a Fortune 500 electric power company, led a team of analysts to develop forecasted costs of service for a functionally separated electric transmission and distribution electric utility for use in regulatory proceedings. Cost forecasts (both capital expenditure and O&M costs) were developed for each activity that will be undertaken by the wires company upon the introduction of retail competition. Particular emphasis was placed on ensuring that the recommended functional activities were properly costed and that the transmission market structure that the client would operate in was properly reflected in the analysis.

The efficacy of the resulting costs were benchmarked against similarly situated electric companies. The results of the analysis were submitted to state regulatory authorities in the form of testimony.

- For a global Fortune 500 electric utility, served as the lead advisor on procuring state regulatory approval of a cross-border acquisition of an electric utility. Developed the state regulatory approval strategy to be used by the client. This effort involved leading a team of ten staff, none of whom had ever been involved in this process, to develop and deliver the requisite information necessary to implement the strategy for regulatory approval. This required training the team in all of the relevant aspects of U.S. regulation as it impacts the acquisition of a utility. The effort also included preparing client staff to address all concerns raised by hostile parties during the process. The efforts were successful, as the client received approval for the transaction in 1999.
- Served as the lead advisor on procuring state regulatory approval for another cross-border acquisition for another client. Developed the state regulatory approval strategy to be used by the client. This effort involved leading a team of five staff to develop and deliver the



requisite information necessary to implement the strategy for regulatory approval. This required training the team in all of the relevant aspects of U.S. regulation as it impacts the acquisition of a utility. The effort also included preparing client staff to address all concerns raised by hostile parties during the process. The efforts were successful, as the client received approval for the transaction in 2000.

# Market Analysis and Benchmarking

- Sold and led the team of experts to assist two utilities in developing improved means of forecasting electric loads to support their respective energy trading strategy.
- For a Fortune 500 electric utility, led a team of analysts in a benchmarking analysis of utility functions for the CEO. The purpose of the analysis was to determine how the company compared to others in its market in all functional areas, including generation, transmission, and distribution. Subsequent to the completion of the first phase of the analysis, developed a set of pricing strategies for both the generation and transmission businesses.

# **Expert Testimony**

Served as an expert witness in over fifty proceedings before sixteen state regulatory authorities, the Federal Energy Regulatory Commission, U.S. Bankruptcy Court, and the Bonneville Power Administration. Subjects include:

- Generation, transmission and distribution cost, and price analysis
- Stranded cost analysis
- Regional gas market assessments
- Utility load forecasting
- Utility fuel procurement
- Power supply planning
- Utility performance

# Before the U.S. Bankruptcy Court for the District of Delaware

Case No. 91-804; In Re Columbia Gas Transmission Corporation; the long-term market for natural gas produced in Appalachia.

# Before the Federal Energy Regulatory Commission

Docket No. ER10-253-000; Primary Power LLC; return on equity and ratemaking incentives under Order No. 679.

Docket No. ER08-413-000; Startrans IO LLC; test-year cost-of-service and return on equity

Docket No. ER08-374-000; Atlantic Path 15; ratepayer benefits.

Docket No. EL08-39-000; New York Regional Interconnect; return on equity and ratemating incentives under Order No. 679.

Docket No. ER06-56-000; Michigan Electric Transmission Company; return on equity and affiliated company transactions.



Docket No. ER05-17-000; NTD Path 15 LLC; test-year cost-of-service.

Docket No. ER03-1341-000; Michigan Electric Transmission Company; return on equity.

Docket No. EC03-30, et al.; Illinois Power Company, et al.; proposed ratemaking methodologies.

Docket No. CP89-634-001, et al.; Iroquois Gas Transmission System; pipeline rate design.

Docket Nos. ER88-630-000 and ER88-630-001; New England Power Company; electric utility load forecasting and purchased power costs.

# **Before the Arizona Corporation Commission**

Docket No. E-1032-86-020, et al.; Citizens Utilities Company; electric power supply, natural gas supply, cost allocation and rate design.

Docket No. E-1933-86-036; Tucson Electric Power Company; power plant performance.

Docket No. E-1345-83-155; Arizona Public Service Company; electric rate design.

# Before the Connecticut Department of Public Utility Control

Docket No. 89-08-12; United Illuminating Company; electric cost allocation and rate design.

Docket No. 87-07-01 (Phase II); Connecticut Light and Power Company; electric and natural gas cost allocation and rate design.

#### Before the Delaware Public Service Commission

Docket No. 99-457; Delaware Electric Cooperative, Inc.; stranded cost exposure and mitigation of above-market generation costs.

# Before the Public Service Commission of the District of Columbia

Formal Case No. 787; Washington Gas Light Company; cost allocation.

Formal Case No. 737; Chesapeake & Potomac Telephone Company; utility productivity.

# Before the Georgia Public Service Commission

Docket No. 3770-U; Georgia Power Company; test-year fuel costs.

Docket No. 3673-U; Georgia Power Company; cost allocation and rate design.

## Before the Hawaii Public Utilities Commission

Docket No. 6431; Hawaiian Electric Company; cost allocation and rate design.

Docket No. 6432; Hawaii Electric Light Company; cost allocation and rate design.

Docket No. 6378; Hawaiian Electric Company; avoided costs for qualifying facility purchases and power supply contract issues.

Docket No. 6177; Hawaiian Electric Company; avoided costs for qualifying facility purchases and power supply contract issues.

## **Before the Illinois Commerce Commission**

Docket No. 90-0169; Commonwealth Edison Company; cost allocation and rate design.



Docket No. 90-0006: Illinois Power Company; cost allocation and rate design.

Docket No. 90-0007; Peoples Gas Light and Coke Company; cost allocation and rate design.

Docket Nos. 89-0001 and 89-0011; Commonwealth Edison Company; rate refunds for residential customers.

Docket No. 87-0427; Commonwealth Edison Company; cost allocation and rate design.

Docket No. 86-0128; Commonwealth Edison Company; rate design.

#### Before the Iowa Board of Public Utilities

Docket No. RPU-2009-0003; Mid-American Energy Company; ratemaking principles for deregulated generation investment.

Docket No. RPU-87-6; Iowa Public Service Company; cost allocation and rate design.

### Before the Maine Public Service Commission

Docket No. 85-209; Bangor Hydro-Electric Company; rate design.

# Before the Maryland Public Service Commission

Case No. 8201: Delmarva Power & Light Company; affiliate relations in the Integrated Resource Planning process.

Case No. 8245; Potomac Edison Company; avoided costs for qualifying facility purchases and power supply contract issues.

Case No. 8191; Maryland Natural Gas Company; cost allocation and rate design.

Case No. 8011; Conowingo Power Company; incentive rates for electric utilities.

Case No. 7982; Conowingo Power Company; rate design.

# Before the Minnesota Public Utilities Commission

Docket No. E015/GR-80-277; Otter Tail Power Company; rate design and PURPA ratemaking standards.

Docket No. E999/GR-80-560; PURPA Section 210 rulemaking.

#### Before the Public Service Commission of the State of Montana

Docket No. 90.6.39; Montana Power Company; statistical analysis of hydroelectric production and electric cost allocation and rate design.

Docket No. 90.1.1; Montana Power Company; natural gas cost allocation and rate design.

Docket No. 88.11.53; Montana-Dakota Utilities Company; natural gas cost allocation and rate design.

Docket No. 88.6.15; Montana Power Company; avoided costs for qualifying facility purchases and power supply contract issues.

Docket No. 87.12.80; Pacific Power & Light Company; cost allocation and rate design.

Docket No. 87.8.38; Montana Power Company; natural gas cost allocation and rate design.

Docket No. 87.8.37; Great Falls Gas Company; cost allocation and rate design.



Docket No. 87.4.21 et al.; Montana Power Company; electric cost allocation and rate design.

Docket No. 86.12.76; Pacific Power & Light Company; cost allocation and rate design.

Docket No. 86.5.28; Montana-Dakota Utilities Company; electric cost allocation and rate design.

Docket No. 85.7.30; Montana-Dakota Utilities Company; electric cost allocation and rate design.

Docket No. 83.9.68; Montana-Dakota Utilities Company; treatment of post-test period adjustments to operating expenses and electric cost allocation and rate design.

Docket No. 83.8.58; Montana-Dakota Utilities Company; treatment of post-test period adjustments to operating expenses and natural gas cost allocation and rate design.

Docket No. 82.6.40; Montana-Dakota Utilities Company; treatment of post-test period adjustments to operating expenses.

## **Before the North Carolina Utilities Commission**

Docket No. E-7, Sub 408; Duke Power Company; power supply planning and power plant performance.

# Before the Public Utilities Commission of Ohio

Case No. 89-1001-EL-AIR; Ohio Edison Company; treatment of excess capacity costs.

# Before the South Dakota Public Utilities Commission

Docket No. F-3371; Nebraska Public Power District Application for Construction of the MANDAN Facility; forecasting transmission system requirements.

## **Before the Texas Public Utility Commission**

Docket No. 34611; Kelson Transmission Company LLC; financing requirements for new transmission companies.

Docket No. 9300; Texas Utilities Electric Company; interruptible rate design.

Docket No. 8480; City of Austin Electric Utility; cost allocation and rate design issues.

# **Publications**

- "New Directions for T&D Policy." EnergyBiz, Vol. 2, No. 5, September/October 2005.
- "The Coming Electric 'Wal-Mart': Preparing for Competitive Electric Markets." Public Utilities Fortnightly, Vol. 131, No. 14, July 15, 1993.
- "California Gas Market Competitive Study: Evaluation of the Competitive Benefits of the Pacific Gas and Electric Company Pipeline Expansion." Prepared for Pacific Gas and Electric Company, March 1993.
- "Evaluation of the Economics of Supply Basins Serving California and the Impacts of the Pacific Gas and Electric Company Pipeline Expansion." Prepared for Pacific Gas and Electric Company, March 1993.

## Presentations and Speaking Engagements



- "Power Dealmaking Summit: M&A, Financing & Refinancing", Infocast, September 2010
- "Options for Raising Capital," Moderator of a Panel at the Electric Light & Power Executive Conference, Tampa Bay, FL, March 22, 2010.
- "Stranded Cost Recovery: No Need to be an Impediment to Competition." Electricity Regulation: Resolving Impediments to a More Competitive Industry, Pasha Publications, October 1998.
- "Negotiating the Operating Guidelines for Your Energy Convergence Alliance." Building Successful Energy Convergence Alliances, Infocast, June 1998.
- "How Retail Customer Choice Should Affect Your Energy Purchase Decisions." The Southeast Energy Buyers Summit, Infocast, May 1998.
- "Convergence and Contiguous Mergers and Their Positive Impact on Market Competition." Antitrust & Anticompetitive Behavior, Infocast, May 1998.
- "Stranded Costs: The Need for a Theory of Deregulation in the Debate—The FERC Agenda." Pasha Publications, October 1997.
- "Alternative Ways to Package an Energy Outsourcing Program—Energy Outsourcing." Infocast, October 1997.

# **Employment History**

# FTI Consulting, Washington DC

Senior Managing Director, 2010

# Charles River Associates, Inc. (CRA International), Washington, DC

Vice President, 2007 to 2010

## Trans-Elect, Inc., Washington, DC

- Vice President of Acquisitions, Rate and Regulation, 2003-2007
- Director of Acquisitions, 2001-2003

# PricewaterhouseCoopers, LLP

Director, 1996-2001

#### **ICF Kaiser**

Director, 1994-1996

#### DRI/McGraw-Hill

- Senior Consultant, 1991-1994
- J. W. Wilson and Associates, Inc.
- Economist, 1980-1991



# Exhibit 2

# TE/VS Utility Cost of Service (\$000) Total Project Cost Summary

Category	<u>\$</u>
TEVS	\$126,329
Upgrades	\$15,264
P42	\$11,374
Total	\$152,967

TE/VS
Utility Cost of Service
(\$000)
Base Project Costs

	Category		\$
1	Rate Base		
	Gross Plant BOY	\$	684,158
3	Depreciation	\$ \$	(19,547)
4	Net Plant EOY	\$	664,611
5	Average Net Plant	\$	674,385
6	Cash Working Capital	\$	667
7	Acuumulated Deferred Income Taxes	\$	(5,974)
8	Total Rate Base	\$	669,077
9	Debt Capital	\$	334,539
10	Equity Capital	\$	334,539
11	Debt Rate		5.50%
12	Equity Return		13.50%
	Debt Costs	\$	18,400
14	Equity Costs	\$	45,163
15	Total Return	\$	63,562
16	Revenue Requirement		
	Operation and Maintenance Expenses	\$	5,334
18	Other taxes (Including Property)	\$	6,824
19	Depreciation Expense	\$	19,547
20	Return	\$	63,562
21	Income taxes	\$	31,061
22	Total revenue requirement	\$	126,329

# TE/VS Upgrades Utility Cost of Service (\$000) Base Project Costs

	Category		<u>\$</u>
1	Rate Base		
2	Gross Plant BOY	\$	85,779
2a	Capitalized Interest	\$	2,788
3	Depreciation	\$ \$ \$ \$	(2,530)
4	Net Plant EOY	\$	86,037
5	Average Net Plant	\$	85,908
6	Cash Working Capital	\$	112
7	Acuumulated Deferred Income Taxes	\$	(735)
8	Total Rate Base	\$	85,285
9	Debt Capital	\$	42,643
10	Equity Capital	\$	42,643
11	Debt Rate		5.50%
12	Equity Return		12.00%
13	Debt Costs	\$ \$	2,345
. 14	Equity Costs	\$	5,117
15	Total Return	\$	7,462
16	Revenue Requirement		
17	Operation and Maintenance Expenses	\$	896
18	Other taxes (Including Property)	\$	856
	Depreciation Expense	\$ \$ \$ \$	2,530
	Return	\$	7,462
21	Income taxes	\$	3,519
22	Total revenue requirement	\$	15,264

# TE/VS Path 42 Reconductoring Utility Cost of Service (\$000) Base Project Costs

	Category		<u>\$</u>
1	Rate Base		
	Gross Plant BOY	\$ \$ \$	65,000
3	Depreciation	\$	(1,857)
4	Net Plant EOY	\$	63,143
5	Average Net Plant	\$	64,071
6	Cash Working Capital	\$	85
7	Acuumulated Deferred Income Taxes	\$	(557)
8	Total Rate Base	\$	63,599
9	Debt Capital	\$ \$	31,800
10	Equity Capital	\$	31,800
11	Debt Rate		5.50%
12	Equity Return		12.00%
	Debt Costs	\$	1,749
14	Equity Costs	\$	3,816
15	Total Return	\$	5,565
16	Revenue Requirement		
	Operation and Maintenance Expenses	\$	679
18	Other taxes (Including Property)	\$	649
19	Depreciation Expense	\$ \$ \$	1,857
20	Return	\$	5,565
21	Income taxes	\$	2,624
22	Total revenue requirement	\$	11,374

# **CERTIFICATE OF SERVICE**

I hereby certify that I have this day served a copy of

# "DIRECT TESTIMONY OF JAMES H. DRZEMIECKI ON BEHALF OF THE NEVADA

# HYDRO COMPANY"

on all known parties to A.10-07-001 by transmitting an electronic mail message with the document attached to each person named in the official service list who provided an electronic mail address.

Executed this 30th day of November, 2010 at Washington, D.C.

/s/ Patrick L. Morand
Patrick L. Morand
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# **Service List** A.10-07-001

# Last Updated November 23, 2010

# **Parties**

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