

## RICHARD LAUCKHART

---

### **J. Richard Lauckhart Energy Consulting**

J. Richard Lauckhart has 40 years of experience in power supply planning, electricity price forecasting and asset valuation. He began his career as a distribution engineer with Pacific Gas & Electric Co., and held various positions at Puget Sound Power & Light Co. (now Puget Sound Energy) in power supply planning, culminating as vice president of power planning.

For the last 12 years Mr. Lauckhart has performed consulting assignments related to power market analyses, price forecasting services, asset market valuation, integrated resource planning, transmission line congestion analysis, and management of strategic consulting engagements for clients in North America, including investor-owned and municipal utilities, independent power producers, and lenders.

Mr. Lauckhart received a bachelor of science degree in electrical engineering from Washington State University in 1971 and a masters degree in business administration from the University of Washington in 1975

### **Representative Project Experience**

#### ***Black & Veatch September 2008 to October 2011 Managing Director***

Mr. Lauckhart oversees wholesale electricity price forecasting, project revenue analysis, consults regarding wind integration matters electric interconnection and transmission arrangements for new power projects, and other related matters in the electric power industry. In addition, he heads Black & Veatch's WECC regional power markets analysis team.

#### ***WECC Power Market Analysis and Transmission Analysis, Henwood/Global Energy Decisions/Ventyx 2000 - 2008***

##### ***Senior Executive***

Mr. Lauckhart oversaw wholesale electricity price forecasting, project revenue analysis, consulted regarding electric interconnection and transmission arrangements for new power projects, and other related matters in the electric power industry. In addition, he headed Global Energy's WECC regional power markets analysis team.

#### ***Lauckhart Consulting, Inc. 1996 – 2000***

##### ***President***

Primary client - Puget Sound Energy (formerly Puget Sound Power & Light Company): Involved in power contract restructuring, market power analysis, FERC 888 transmission tariffs, and other matters. Testified at FERC regarding Puget's 888 tariff. Testified for Puget in June, 1999 arbitration with BPA regarding transmission capability on the Northern Intertie.

#### ***Northwest IPP***

Under retainer with IPP from July 1996 through December 31, 1999. Involved primarily in merchant power plant development activities including permitting activity, owner's engineer identification, environmental consultant identification, water supply

## **RICHARD LAUCKHART**

---

arrangement, transmission interconnection and wheeling arrangements, gas pipeline arrangements, economic analysis, forward price forecasting, marketing, and related issues.

### ***Levitan & Associates (Boston)***

Participated in teams involved in electric system acquisition activities. Performed preliminary analysis for a major retail corporation regarding possible participation as an aggregator in the California deregulated electric market. Involved in the evolving discussions about deregulation in the state of Washington including participant in HB 2831 report and ESSB 6560 report.

Member of advisory task force for Northwest Power Planning Council study of generation reliability in the Pacific Northwest. Participating writer in a newsletter advocating electric deregulation in the state of Washington.

### ***Puget Sound Power & Light Company***

***1991 – 1996***

*Vice President, Power Planning*

Involved in all aspects of a \$700 million per year power supply for a hydro/thermal utility with a 4,600 MW peak and 2,200 aMW energy retail electric load. Included responsibility for a 22 person department involved in power scheduling (for both retail and wholesale power activity), power and transmission contract negotiation and administration, regulatory and NERC compliance, forward price forecasting, power cost accounting, and retail rate activity related to power costs. Activity included matters related to 650 MW of existing gas-fired, simple cycle combustion turbines. In addition, 660 MW of combined cycle cogeneration “qualifying facilities” were developed by others for Puget during this time frame. Detailed understandings of the projects were developed both for initial contractual needs and later for economic restructuring negotiations. Mr. Lauckhart was the primary person involved in developing Puget’s Open Access transmission tariff in accordance with FERC Order 888.

### ***Puget Sound Power & Light Company***

***1986 – 1991***

*Manager, Power Planning*

The company’s key person in developing (1) a WUTC approved competitive bidding process for administering PURPA obligations, and (2) a WUTC approved regulatory mechanism for recovery of power costs called the Periodic Rate Adjustment Mechanism (PRAM).

### ***Puget Sound Power & Light Company***

***1981 – 1986***

*Director, Power Planning*

The company’s key person in developing a power cost forecasting model that was customized to take into account the unique nature of the hydro generation system that exists in the Pacific Northwest.

### ***Puget Sound Power & Light Company***

***1979 – 1981***

*Manager, Corporate Planning*

Responsible for administering the corporate goals and objectives program.

### ***Puget Sound Power & Light Company***

## RICHARD LAUCKHART

---

*1976 – 1979*

*Financial Planning*

Improved and ran a computerized corporate financial forecasting model for the company that was used by the CFO.

*Puget Sound Power & Light Company*

*1974 – 1976*

*Transmission Planner*

Performed transmission engineering to assure a reliable transmission system.

*Pacific Gas & Electric Company*

*1971 – 1974*

*Distribution Engineer*

Performed distribution engineering to assure a reliable distribution system.

### **Other Relevant Experience**

- Expert testimony for Montana Independent Renewable Generators related to avoided cost regulations and pricing filed February 2009 at the Montana PSC
- Expert Testimony for LS Power in the SDG&E Sunrise Proceeding regarding economics of in-area generation vs. the cost of transmission and imported power Spring 2007
- Expert Testimony for BC Hydro in the Long Term Resource Plan, February 2009 dealing with natural gas price forecasts and REC price forecasting
- Expert Testimony for John Deere Wind in a proceeding in Texas in November 2008 related to avoided costs and wind effective load carrying capability
- Expert Testimony for Two Dot Wind before the Montana commission regarding wind integration costs Spring 2008
- Expert Testimony in the BC Hydro Integrated Electricity Plan proceeding regarding WECC Power Markets. November 2006.
- Expert Testimony for Colstrip Energy Limited Partnership before Montana PUC regarding administration of QF contract prices. July 2006.
- Expert Testimony for Pacific Gas & Electric regarding current PURPA implementation in each of the 50 states. January 2006.
- Expert Testimony in CPUC proceeding regarding modeling procedures and methodologies to justify new transmission based on reduction of congestion costs (Transmission Economic Analysis Methodology – TEAM). Summer 2006.
- Expert Testimony for BC Hydro regarding the expected operation of the proposed Duke Point Power Project on Vancouver Island, January 2005
- Expert Testimony for PG&E regarding the cost alternative generation to the proposed replacement of steam generators for Diablo Canyon, Summer of 2004.
- Expert Testimony in an arbitration over a dispute about failure to deliver power under a Power Purchase Agreement, Fall 2004.
- Integrated Resource Plan Development. For a large investor-owned utility in the Pacific Northwest, Global Energy provided advanced analytics support for the development of a risk-adjusted integrated resource plan using RISKSYSM to provide a stochastic analysis of the real cost of alternative portfolios.
- Expert Testimony for SDG&E, Southern California Edison, and PG&E regarding IRPs, WECC markets and LOLP matters before the California PUC, 2003.

## RICHARD LAUCKHART

---

- Miguel-Mission Transmission Market Analysis-San Diego Gas & Electric. San Diego Gas & Electric retained Global Energy to oversee an analysis of the economic benefits associated with building the Mission-Miguel transmission line and the Imperial Valley transformer. Global Energy performed an analysis of the economic benefits of the Mission-Miguel line, prepared a report, sponsored testimony at the CPUC, and testified at the CPUC regarding the report.
- Valley-Rainbow Transmission Market Analysis-San Diego Gas & Electric. San Diego Gas & Electric also engaged Global Energy to analyze the economic benefits associated with building the Valley-Rainbow transmission line and to respond to the CPUC scoping memo that “SDG&E should describe its assessment of how a 500 kV interconnect, like Valley-Rainbow, will impact electricity markets locally, regionally, and statewide.” Global Energy analyzed the economic benefits of the Valley-Rainbow line, prepared a report, sponsored testimony at the CPUC, and testified at the CPUC regarding the report.
- Damages Assessment Litigation Support. Global Energy was engaged by Stoel Rives to provide damages analysis, expert testimony and litigation support in for its client in a power contract damages lawsuit. Global Energy quantified the range of potential damages, assessed power market conditions at the time, and provided expert testimony to enable Stoel Rives’ client to prevail in a jury trial.
- Expert Testimony, Concerning the Economic Benefits Associated with Transmission Line Expansion. Testimony prepared on behalf of San Diego Gas & Electric Company, September 2001.
- Expert Testimony, Concerning market price forecast in support of Pacific Gas and Electric hydro divestiture case, December 2000.
- Expert Testimony, Prepared on behalf of AES Pacific regarding value of sale for Mohave Coal project to AES Pacific for Southern California Edison, December 2000.
- Expert Testimony, Prepared on behalf of a coalition of 12 entities regarding the impact of Direct Access of utility costs in California. June 2002.

Mr. Lauckhart was Puget’s primary witness on power supply matters in eight different proceedings before the Washington Utilities and Transportation Commission.

Mr. Lauckhart was Puget’s chief witness at FERC in hearings involving Puget’s Open Access Transmission Tariff and testified for Puget in BPA rate case and court proceedings.

## Appendix G: Roger Schiffman resume

# ROGER SCHIFFMAN

---

### SUMMARY OF QUALIFICATIONS

---

Mr. Schiffman has 23 years of energy industry experience covering utility resource planning, electricity market evaluation, market assessment and simulation modeling; regulatory policy development; economic and financial analysis, and contract evaluation. Mr. Schiffman has worked with public and private utility companies on resource planning decisions, power plant retirement decisions, avoided cost determinations, and on power supply procurement activity. Mr. Schiffman has worked extensively with electric utility staff, power plant developers, regulatory personnel, investment bankers and other industry participants in both consulting and regulatory environments. Mr. Schiffman possesses extensive financial analysis skills, supported by thorough knowledge of financial, economic and accounting principles. He has a strong technical understanding of the electric utility industry and excellent analytical problem-solving skills, including quantitative analysis and computer modeling techniques.

### EXPERIENCE

---

#### *Principal, Black and Veatch Corporation, Inc., Sacramento, CA, March 2009 to October, 2015*

- Initiated Integrated Resource Plan for the Virgin Islands Water & Power Authority. This project is a multi-faceted IRP, where detailed planning and potential siting impacts must be considered in the overall planning, due to geographic and topology limitations on the islands. Mr. Schiffman directed the analysis and playing the lead analytic role in assessing resource needs. This included directing the data gathering efforts, taking technical lead in completing production cost and financial modeling, and managing Black & Veatch's team of technical experts. Mr. Schiffman also developed a stakeholder process and gave multiple presentations before stakeholder and customer groups.
- Completed nodal market simulation and congestion study for a concentrating solar plant in Northern Nevada. This engagement includes a review of transmission system impact studies, power flow data and development of a PROMOD nodal simulation database to assess congestion likelihood for the project.
- Completed economic assessment of a large pumped storage project in Southern California, including development of energy market arbitrage, capacity market and ancillary services market revenue forecasts. Developed pro forma financial statements examining economics of project under different ownership and off-take agreement structures.
- Completed Integrated Resource Plan for Azusa Light & Water, a municipal utility in southern California. This project involved using Black & Veatch's EMP database and price forecast, specifying thermal and renewable resource options, and completing detailed market simulation and financial modeling to determine a preferred power supply plan for Azusa. A key focus of the study is to identify resource options to replace output from the San Juan 3 coal plant, which is scheduled to retire.
- Completed Integrated Resource Plan for Pasadena Water & Power, a municipal utility in southern California. This project involved using Black & Veatch's EMP database and price forecast, specifying thermal and renewable resource options, and completing detailed market simulation and financial modeling to determine a preferred power supply plan for Pasadena. The project also included reflection of key stakeholder input, and testing stakeholder driven

---

1701 ARENA DRIVE  
DAVIS, CA 95618  
CELL ((530) 219-7347 HOME OFFICE (530) 405-3304  
EMAIL: ROGER\_SCHIFFMAN@YAHOO.COM

---

policy proposals for advancing renewable resource procurement beyond state-mandated RPS levels. A key focus of the study is to identify resource options to replace output from the Intermountain coal plant, which is scheduled to retire.

- Completed generation reliability study for the Brownsville Public Utility Board. This study included directing the completion of detailed reliability modeling using GE-MARS, and evaluating loss-of-load probabilities for BPUB based on its existing system and based on the addition of a 200 MW ownership share in the combined cycle power plant being developed in Brownsville by Tenaska. The study also included detailed pro forma modeling of partial ownership of the combined cycle plant, and a financial and risk assessment presented to BPUB's Board of Directors, and also used to address rating agency questions about credit impacts of the new power plant. On behalf of Southern California Edison, completed nodal power price forecast and assessment of high voltage transmission upgrades and additions in Southern California. This project included an assessment of congestion, locational marginal pricing, transmission system losses, and economic impacts of adding new transmission facilities in WECC, with particular focus on Southern California. PROMOD IV was used to complete the nodal market analysis, and PROMOD simulation results were translated into GE-PSLF for more detailed transmission system modeling of power flow cases under a variety of supply and demand conditions throughout the year.
- Completed four projects focused on nodal market modeling in California, Arizona and Southern Nevada. These studies were used to assess congestion risk faced by solar and wind generation projects at the sites where each is being developed. Completed PROMOD IV dispatch and nodal analyses for each project, and developed risk assessments for generation curtailment risk. Also developed analyses of transmission system congestion along delivery paths for each project, and on key economic transmission paths in Northern and Southern California, transmission import paths into Southern California, and transmission paths in Southern Nevada.
- Completed resource and power supply planning/procurement project for confidential SPP energy supplier. Completed a competitiveness assessment of major electricity supplier in Nebraska, examining cost structure, net resource position, generation asset characteristics, transmission access and delivery options, and overall competitive positioning of SPP, MISO and MRO entities that have potential to provide wholesale electricity service in Nebraska. Worked collaboratively with client and a wholesale customer task force
- Completed due diligence analysis of portfolio of power supply assets to support bid development. The generators being sold were located in SPP, WECC, and the Northeast. The WECC asset is a qualifying facility, which required detailed representation and modeling of the California PUC Short-Run Avoided Cost tariff and pricing formula. One of the SPP assets is also a qualifying facility, which required detailed analysis of the steam load and interaction between joint power and steam production. Completed modeling analysis and risk assessment of power supply agreements, developed revenue forecasts for each power plant, and completed merchant plant analysis of plant operations after PPA expiration.
- On behalf of a municipal utility client, developed database of renewable energy resource bids solicited through an RFP process, developed assessment of delivery terms and transmission tariffs associated with power delivery from distant resources, and completed bid screening analysis of 240 separate bids/pricing options.
- Completed PROMOD IV dispatch analysis and economic assessment of 6,000 MW portfolio of coal and natural gas-fueled resources operating in the Midwest ISO market region. Developed expected operations, cost, market sales and revenue forecasts for portfolio assets,

under several market scenarios. Prepared Independent Market Report for potential use in Offering Memorandum.

- Completed detailed review of California ISO ancillary services markets, and opportunity for renewable energy and energy storage markets to participate in those markets. Analysis included assessment of day-ahead, hour-ahead, and real-time market operation.
- Completed dispatch modeling and power supply planning study examining construction of a pumped storage hydro project in Hawaii. The evaluation included assessments of project revenue in energy, ancillary services, and capacity markets in Hawaii, expected dispatch and operation of the pumped storage project, and comparison of long-term power supply plans with and without addition of the pumped storage project.
- Completed deliverability and congestion analysis of wind energy resources being located in California. Developed nodal market simulations, and examined locational marginal price differences, congestion components, and transmission line loadings of facilities impacted by the wind assets being studied.
- Completed detailed financial and dispatch modeling (deterministic and stochastic) of energy storage project being developed in Southern California, to create dispatch profile and estimated long-term project value of the facility. The evaluation included assessments of project revenue in energy, ancillary services, and capacity markets in Southern California.
- Completed dispatch analysis and financial modeling of pumped storage hydro project in Colorado, for use in regulatory proceedings. The evaluation included assessments of project revenue in energy, ancillary services, and capacity markets in Colorado.
- Completed nodal power price forecast and assessment of high voltage transmission upgrades and additions in Southern California. This project included an assessment of congestion, locational marginal pricing, transmission system losses, and economic impacts of adding new transmission facilities in WECC, with particular focus on Southern California. PROMOD IV was used to complete the nodal market analysis, and PROMOD simulation results were translated into GE-PSLF for more detailed transmission system modeling of power flow cases under a variety of supply and demand conditions throughout the year.
- Completed PROMOD IV dispatch and economic analysis of Lodi Energy Center, with focus upon expected dispatch of the project, and its fit into the overall power supply portfolio of a Southern California Municipal Utility.
- Completed PROMOD IV dispatch analysis of a 100 MW biomass project in Florida, with focus upon expected dispatch and market revenue for the project in Florida wholesale power markets. Prepared Independent Market Report for use in financing construction of this project.
- Completed PROMOD IV market price forecasts and detailed analyses of power markets in all North American regions, including hourly energy price forecasts, annual capacity price forecasts, and detailed assessment of supply/demand conditions and generator dispatch. The assessments included forecasts of renewable energy development in each region/submarket, forecast greenhouse gas regulation, and economic assessment of fossil and renewable energy technologies.

*Vice President, Ventyx, Inc., Sacramento, CA, June 2007 to March 2009*

- Managed project and led analysis for consortium of upper Midwest utilities focused on developing plans for long-term transmission expansion to ensure reliability in the region and to accommodate economic transfer of large-scale wind-based electricity generation. This project examined congestion, reliability and economic benefits associated with large-scale wind generation expansion in the upper Midwest, and accompanying needs for transmission system expansion. Evaluation was completed on both nodal and zonal basis.
- Assisted investor-owned utility in the upper Midwest in completing an economic transmission planning study consistent with FERC requirements. Provided guidance to client in establishing study framework, and in completing detailed technical evaluation of transmission upgrade projects. Provided assistance with stakeholder group interactions and debriefing.
- Conducted study for Western Area Power Administration examining economic impacts of wind project integration from new wind projects located on Native American lands. Worked with multi-party stakeholder group in completing study. Specific focus was upon power system modeling and economic evaluation of long-term costs and benefits of wind energy integration into the WAPA system.
- Developed projections of expected dispatch, revenue, and operating costs for new combined-cycle power plant under development in Southern California. Prepared financial projections under merchant plant and other likely economic scenarios. Completed evaluation of tolling agreement terms and conditions.
- Assisted Southern California energy supplier in completing due diligence analysis for investment and development of 300-500 MW wind generation project located in Central/Southern California. Reviewed due diligence documents and completed economic evaluation of expected revenue, operating costs and investment cash flows for the project at a range of capacities varying from 100 MW to 500 MW.

*Director, Navigant Consulting, Inc., Sacramento, CA, April, 2000 to June, 2007*

- Responsible for managing the price forecasting subpractice within Navigant Consulting's Energy Market Assessment group. Responsibilities included a wide variety of engagements focused on evaluating wholesale power market conditions. Completed market assessment and simulation studies of all North American regional power markets, including Canada and Mexico.
- Created and Developed NCI's PROSYM market simulation practice and capabilities in modeling WECC and Eastern Interconnected markets. Completed numerous market simulation and assessment engagements throughout the U.S. covering all North American market regions.
- With a team of consultants, assisting the California Energy Commission in defining and evaluating scenarios for its 2007 Integrated Energy Plan. Reviewing market simulation results from each of the scenarios and completing analysis of industry and consumer risks likely to be faced in California over the next decade (ongoing).
- Directed NCI's market simulation efforts as independent consultant to the State of California Department of Water Resources, leading to the successful underwriting of \$11 billion in bond financing and supporting the execution of power supply agreements aggregating to over 13,000 MW.

- Developed projections of lost revenue and operating profits due to construction delays at a large combined-cycle project in the Desert Southwest. Prepared evaluation of WECC power market conditions during the construction period for this project, and completed power market simulations used to measure likely dispatch, revenue and operating profits of the project during the construction delay period. Successfully presented and defended those estimates before an Arbitration Panel, resulting in a significant financial award for our client.
- Completed PJM Market simulations and led analytical support for recent financing of a large coal plant in PJM-West. Worked closely with investment banks and rating agencies in identifying and assessing cash flow risks to the project.
- Prepared carbon regulation risk assessment of a new coal plant being developed in Nevada, to evaluate long-term potential impacts on project costs. Evaluated ratepayer risks associated with this new project.
- Developed and maintained power market simulations to evaluate likely dispatch, costs, and spot market purchases and sales associated with the California Department of Water Resources purchased power contract portfolio. Results from these simulations have been used in each of the last five years to support CDWR's annual revenue requirement filing before the California Public Utilities Commission. Provide ongoing regulatory support to CDWR, including consultation and limited training of CPUC staff in power market modeling.
- Directed a number of nationwide market simulation and valuation engagements examining current market value of power plant portfolios owned by Calpine, Mirant, NRG and other independent power producers. Worked with bond investors to develop refined valuation estimates for subsets of each portfolio.
- Served on WECC's Power Simulation Task Force which was formed to assess available options for the WECC to procure, maintain and use a power market simulation database and model in its generation and transmission planning efforts. Participated in task force meetings where criteria were developed for selecting a simulation database and model, and assisted in evaluating proposals submitted to the WECC task force
- Performed power market simulations of Mexico, using NewEnergy Associates' MarketPower simulation model. Developed market price forecast and dispatch analysis of the Altamira II project under a variety of projected fuel market conditions. Results from these analyses were used by Senior Lenders to evaluate ongoing feasibility of the project under its financing terms. Annual updates were provided to the lenders.
- Assisted a California investor-owned utility in conducting RFP and in evaluating bids received for short-term and medium-term power supply contracts. Developed cost rankings, economic screening, risk assessment and preferred bid evaluations, and assisted the utility's planning and bid evaluation staff in presenting results to the company's senior management.
- Developed WECC market simulations and assessment of investment conditions for numerous clients used in feasibility analysis and financing support of new generation projects being developed in WECC markets. These analyses included separate evaluation of power market conditions in California, Mexico (Baja), Arizona, Colorado, Nevada, Oregon, Washington, British Columbia, and Alberta.
- Reviewed and verified long-term resource plans of a major investor-owned utility located in the Desert Southwest region. Conducted power market simulations of preferred and competing resource plans and developed relative ranking of results.

*Senior Consultant, Henwood Energy Services, Inc., Sacramento, CA, 1998 to 2000*

- Prepared numerous forecasts of wholesale market electricity prices using Henwood's proprietary market simulation tools. Drafted reports presenting price forecasts to consulting clients. Worked closely with clients and sponsors of new merchant power plants to provide customized market price forecasts and to serve individual client needs. Presented study results to clients and their constituents.
- Directed project evaluation and revenue forecast for major merchant power plant in Texas. Presented revenue forecast to investment bankers, and to several potential equity investors. Advised and worked with project developer to successfully obtain debt and equity financing for the project, which is currently under construction.
- Conducted economic study of market rules and entry barriers faced by developers of new merchant power plants in domestic electricity markets. Applied study results to specific conditions in Texas. Met with a variety of industry representatives in Texas including project developers, transmission service providers, power marketers, utility regulators and environmental regulators to gather market intelligence and develop study conclusions.
- Advised and worked with PricewaterhouseCoopers to perform economic evaluation and market simulations of proposed Purchase Power Arrangements under development in Alberta, Canada. The Power Purchase Arrangements are to be sold at auction in coming months. Prepared economic study of market power held by incumbent electricity suppliers in Alberta.
- Developed software and modeling tools to estimate investment cash flows and pro forma financial results for new merchant power plants. Developed Henwood approach for evaluating profitability of new market entrants and incorporating equilibrium amounts of new entry in its market studies.

*Senior Financial Analyst, Public Service Commission of Wisconsin, Madison, WI, 1990 to 1998*

- Developed policy proposals for restructuring wholesale and retail electricity markets. Evaluated competing policy proposals for impacts upon consumers and upon electrical system operation. Drafted formal electricity industry restructuring policy adopted by the Wisconsin Commission.
- Developed policies for addressing wholesale and retail market power in Primergy and Interstate Energy Corporation merger cases. Evaluated feasibility and corporate finance implications of asset divestiture and spin-off options for mitigating market power.
- Presented evaluation of proposed electric utility merger legislation to subcommittee of Wisconsin legislature. Advised individual legislators on merger policy.
- Developed policy proposal and draft legislation for reforming power plant siting law and for allowing development of new merchant power plants in Wisconsin.
- Directed industry-wide efforts to revise the PSCW generation competitive bidding procedures. Conducted workshops on proposed revisions for utility and other industry participants. Drafted policy reforms adopted by the Wisconsin Commission.
- Conducted primary economic and engineering analysis of power plant proposals submitted in generation competitive bidding cases. Prepared financial analyses of key contract terms and risks. Evaluated economic and engineering characteristics of bid proposals using production

cost and system expansion computer modeling. Recommended preferred projects to Wisconsin Commission.

- Completed numerous financial analyses of new stock and bond issuances by Wisconsin investor-owned utilities to evaluate investment risks and impacts upon the corporation. Drafted formal administrative orders authorizing each issuance.

*Research Assistant, University of Wisconsin, Madison, WI, 1989-1990*

- Co-authored and provided research support for study of consolidation and mergers in the electric utility industry.

## EDUCATION

---

*University of Wisconsin-Madison*

- Graduate Studies toward MS-Finance, September 1988 - May 1990.
- Bachelor of Business Administration, Finance, Investment and Banking, May 1988.
- Curriculum concentrated heavily upon financial economics, with additional emphasis upon economics, mathematics, and accounting.

## PUBLICATIONS

---

*Electric Utility Mergers and Regulatory Policy*, Ray, Stevenson, Schiffman, Thompson. National Regulatory Research Institute, 1992.

*The Future of Wisconsin's Electric Power Industry: Environmental Impact Statement*, co-author, Public Service Commission of Wisconsin, October 1995, Docket 05-EI-114.

*Report to the Governor on Electric Reliability*, co-author, Public Service Commission of Wisconsin, Summer 1997.

**TESTIMONY**

---

Public Service Commission of Wisconsin, Docket 6630-UR-104, Wisconsin Electric Power Company Rate Case, 1990, "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Docket 6690-UR-106, Wisconsin Public Service Corporation Rate Case, 1991, "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Docket 4220-UR-105, Northern States Power Company (Wisconsin) Rate Case, 1991, "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Rate of Return on Equity, Cost of Capital and Financial Condition, Wisconsin Electric Power Company, Docket 6630-UR-105, Public Service Commission of Wisconsin, 1991

Public Service Commission of Wisconsin, Docket 05-EP-6, Advance Plan 6, 1992, "Alignment of Managerial Interests and Incentives with Integrated Resource Planning Goals" (with Paul Newman).

Public Service Commission of Wisconsin, Docket 6680-UR-107, Wisconsin Power & Light Company Rate Case, 1992, "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Docket 4220-UR-106, Northern States Power Company (Wisconsin) Rate Case, 1992, "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Docket 6630-UR-106, Wisconsin Electric Power Company Rate Case, 1992, "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Docket 05-EI-112, Investigation on the Commission's Own Motion Into Barriers to Contracts Between Electric Utilities and Non-Utility Cogenerators and Certain Related Policy Issues, 1992, "Contract Risk in Long-Term Purchase Power Arrangements."

Public Service Commission of Wisconsin, Docket 3270-UR-106, Madison Gas and Electric Company Rate Case, 1993, "Rate of Return on Equity, Cost of Capital and Financial Condition."

**TESTIMONY (CONTINUED)**

---

Public Service Commission of Wisconsin, Docket 6630-CE-187, Wisconsin Electric Power Company, 1993, "Memorandum to Commission Presenting Economic Analysis of Competitively Bid Proposals for New Power Plants" (co-authored).

Public Service Commission of Wisconsin, Docket 6680-UR-108, Wisconsin Power & Light Company Rate Case, 1993, "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Docket 4220-UR-107, Northern States Power Company (Wisconsin) Rate Case, 1993, "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Docket 6630-CE-202, Wisconsin Electric Power Company Auburn to Butternut Transmission Line Case, 1994, "Economic Cost Comparison of Transmission Upgrade and Distributed Generation Wind Turbine Project."

Public Service Commission of Wisconsin, Docket 3270-UR-107, Madison Gas and Electric Company, 1994 "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Docket 6690-CE-156, Application of Wisconsin Public Service Corporation for Authority to Increase Electric Generating Capacity (Stage One Competition Among Alternative Suppliers), 1994 & 1995, "Economic Analysis of Competitively Bid Power Plant Proposals" (with Paul Newman), "Contract Risk in Purchased Power Arrangements," "Accounting Treatment for Long-Term Purchased Power Contracts," "Contract Risk and Analysis of True-Up Mechanisms and Balancing Accounts."

Public Service Commission of Wisconsin, Docket 6630-UM-100/4220-UM-101, Wisconsin Electric Power Company/Northern States Power Company Merger Case, 1996, "Market Power Remedies; State/Federal Jurisdictional Issues."

Public Service Commission of Wisconsin, Docket 05-EP-7, Advance Plan 7, 1996, "Risk-Adjusted Discount Rates."

**TESTIMONY (CONTINUED)**

---

Public Service Commission of Wisconsin, Docket 6680-UM-100, WPL Holdings/IES Industries/Interstate Power Merger Case, 1997, "Market Power Remedies; State/Federal Jurisdictional Issues."

Public Service Commission of Wisconsin, Docket 6630-UR-110, Wisconsin Electric Power Company Rate Case, 1997, "Rate of Return on Equity, Cost of Capital and Financial Condition."

Public Service Commission of Wisconsin, Docket 05-EP-8, Advance Plan 8, 1997, "Purchased Power Costs, Supply Planning Risks and Supply Planning Parameters."

North Dakota Public Service Commission, Docket No. PU-399-01-186, Montana-Dakota Utilities Co., 2000 Electric Operations Annual Report (Commission Investigation of Excess Earnings), February, 2002, "Wholesale power market conditions in the upper midwest, and the impact on the level and profitability of off-system sales for Montana-Dakota Utilities Co."

California Public Utilities Commission, Rulemaking 02-01-011 Implementation of the Suspension of Direct Access Pursuant to Assembly Bill 1X and Decision 01-09-0. June, 2002. "Rebuttal Testimony of Roger Schiffman on behalf of the California Department of Water Resources: Market modeling issues."

Washington DC Arbitration Panel, "Estimate of lost energy sales and lost revenue due to construction delay" for two new combined cycle projects that were built in Michigan and Arizona markets, January-February, 2006.