

March 26, 2014

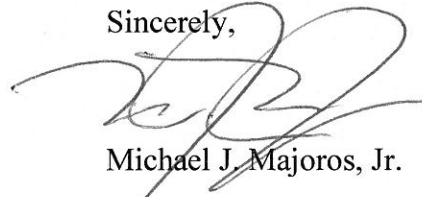
State of West Virginia  
Department of Administration  
Purchasing Division  
2019 Washington Street East  
Charleston, WV 25305-0130  
Dean Wingerd  
Dean.C.Wingerd@wv.gov

Re: RFQ-PSC14536

Dear Mr. Wingerd:

Snavely King Majoros and Associates, Inc. is pleased to submit the attached proposal to provide assistance in the Appalachian Power Company and Wheeling Power Company base rate case proceeding. Our proposal addresses the areas in which consulting services are sought. Please call me at (202) 371-9153 if you have any questions or comments.

Sincerely,



Michael J. Majoros, Jr.  
President/CEO

03/27/14 09:55:10AM  
West Virginia Purchasing Division



State of West Virginia  
Department of Administration  
Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130

## Solicitation

NUMBER  
PSC14536

PAGE  
1

ADDRESS CORRESPONDENCE TO ATTENTION OF:  
DEAN WINGERD  
304-558-0468

RFQ COPY

TYPE NAME/ADDRESS HERE

SNARELY KING MAJORS AND  
ASSOCIATES, INC.

4351 GARDEN CITY DRIVE

SUITE 350C

LANDOVER, MARYLAND 20785

PUBLIC SERVICE COMMISSION  
OF WEST VIRGINIA  
1116 QUARRIER ST  
CHARLESTON, WV  
25301 340-0323

DATE PRINTED

03/03/2014

BID OPENING DATE: 03/27/2014

BID OPENING TIME 1:30PM

| LINE  | QUANTITY | UOP | CAT. NO. | ITEM NUMBER | UNIT PRICE | AMOUNT |
|---|----------|-----|----------|-------------|------------|--------|
| THE WEST VIRGINIA PURCHASING DIVISION FOR THE AGENCY, WV PUBLIC SERVICE COMMISSION, CONSUMER ADVOCATE DIVISION, IS SOLICITING BIDS FOR THE ONE TIME PURCHASE OF CONSULTING SERVICES IN CONNECTION WITH THE JOINT GENERAL RATE CASE FILING OF APPALACHIAN POWER COMPANY AND WHEELING POWER COMPANY, PER THE ATTACHED SPECIFICATIONS. |          |     |          |             |            |        |
| ATTACHMENTS INCLUDE:  |          |     |          |             |            |        |
| 1. INSTRUCTIONS TO VENDORS SUBMITTING BIDS.   |          |     |          |             |            |        |
| 2. GENERAL TERMS AND CONDITIONS.  |          |     |          |             |            |        |
| 3. PSC14536 SPECIFICATIONS.   |          |     |          |             |            |        |
| 4. CERTIFICATION AND SIGNATURE PAGE.  |          |     |          |             |            |        |
| 5. PURCHASING AFFIDAVIT.  |          |     |          |             |            |        |
| 6. RESIDENT VENDOR PREFERENCE (RVP) FORM.   |          |     |          |             |            |        |
| 0001  | 1        | LS  |          | 961-20      |            |        |
| CONSULTING SERVICES FOR GENERAL RATE CASE FILING  |          |     |          |             |            |        |
| ***** THIS IS THE END OF RFQ PSC14536 ***** TOTAL:  |          |     |          |             |            |        |

SIGNATURE

TELEPHONE

DATE

TITLE

FEIN

ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO SOLICITATION, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**Appalachian Power Company and Wheeling Power Company  
Request for Proposal by  
The Consumer Advocate Division of the Public Service Commission of  
West Virginia  
RFP PSC14536 – Consulting Services**

**Background**

The West Virginia Consumer Advocate Division (CAD) of the West Virginia Public Service Commission (WVPSC) has requested technical consulting assistance to evaluate a joint base rate filing based upon a 2013 test year by the Appalachian Power Company (APC) and the Wheeling Power Company (WPC). The Consultant will be expected to provide expert testimony on all revenue requirement issues, except for working cash and payroll. All other revenue requirement issues, including rate base, revenues, expenses, service company billings, taxes, operating income and all subareas which fall into these categories will be the responsibility of the consultant.

APC and WPC are subsidiary operating companies of American Electric Power (AEP) which provides electric service to 5.3 million customers in portions of 11 states. It has over 37,600 MW of generating capacity and \$14.9 billion in annual revenues. It employs about 18,500 people. Its corporate headquarters is located in Columbus Ohio. Its service territory covers 200,000 square miles, has 42,000 miles of transmission lines, 221,000 of distribution lines and 68 generating stations.

**Basic Facts – APC/WPC in West Virginia**

|                    |   |
|--------------------|---|
| Customers:         | Over 478,385  |
| Employees          | 2,547   |
| Service Territory: | 21,611 distribution miles, 4,545 transmission miles   |
| Generation:        | 6 coal plants, 3 hydro plants and 1 natural gas plant |
| Megawatt Capacity: | 7,986 MW WV-site)                                     |
| Headquarters:      | Charleston, WV  |
| Net Plant:         | \$8.16 billion  |
| Electric Sales:    | 16,761,673 mwh  |

APC/WPC last filed a rate case in 2011 in which it requested a revenue requirement increase of \$155 million. In Rate Order 10-699-E-42T, the WVPSC approved a revenue requirement increase of \$51 million with an equity capital component of 10.0% and an overall rate of return of 7.36.

APC/WPC is expected to file a joint distribution rate case proceeding with the WVPSC during the first half of 2014 based upon a calendar test year of 2013. If the CAD selects Snaveley King as the consultant, our staff will provide the following:

## **Proposal**

**Deliverables 3.1.1** The Consultant will be expected to provide expert testimony on all Revenue requirements issues with the exception of the following: 1) Working Capital (cash) and, 2) Payroll. All other revenue requirement issues, including rate base, revenues, expenses, service company billings, taxes, operating income, and all of the subareas which fall into these categories will be the responsibility of the consultant. The CAD anticipates that some additional issues will be handled by the CAD staff. The consultant will be required to meet whatever testimony dates that are established by the WV Commission.

### **Deliverable 1: Analysis of Application**

Snively King will read, review and analyze APC/WPC's rate case application and all filings, documents and financial data included in the rate case petition, including a review of past rate case orders and other pertinent documents such as annual reports filed with the WVPSC.

Snively King will discuss the rate case with CAD staff and to establish a service list of all parties expected to participate in the rate case proceeding, and to select and review any issues which the CAD believes to be pertinent and major in nature, as well as, all other issues in the rate proceeding.

Snively King will provide technical and financial support on revenue requirements for the discovery process in the proceeding including:

- Preparation of discovery
- Review discovery responses and preparation of follow-up
- Attend meetings and depositions, as required
- Review discovery requests served upon the CAD by other parties to the proceeding and assist in preparing CAD's responses to such discovery requests.

Snively King, upon completion of its review of APC/WPC rate application and related financial statements, schedules and reports, will prepare interrogatories with respect to APC/WPC revenue requirement request, rate base issues, sales revenues, operating income proposals, operating expense proposals, depreciation and amortization, taxes other than income and debt and principle payments, as well as questions pertaining to the allocation of service company billings from the parent company AEP to each of



the 11 subsidiaries to evaluate the methodology of jurisdictional allocations.

Snavelly King will confirm the test year to be utilized in this case, follow the regulation and policies of the WVPSC, and discuss with CAD on the application of such policies and regulation within the rate proceeding. Snavelly King will review and evaluate all capital upgrades, improvements and plant additions APC/WPC expects to place in service during the proposed test year period, as well as, all related rate base components association with the plant additions.

After a complete review of the discovery data provided, Snavelly-King will continue to meet with CAD staff and the parties to determine any amendments, revisions, and updates to APC/WPC revenue requirement proposal.

Snavelly King will, as required, assist CAD staff in preparing data requests served upon the CAD.

**Deliverable 2: Recommendations and Testimony**

Snavelly King will discuss and provide feedback, comments and areas of concern that it has regarding the APC/WPC's analysis, backup data, evidence gathered, and reasons for its revenue requirement position with CAD. Snavelly King will propose either acceptance, rejection or a modification of the information submitted by APC/WPC, and provide evidence through direct testimony, based upon the information received during the discovery phase and prepare the following:

Recommend and calculate an appropriate revenue requirement for APC/WPC via:

1. Prepare written direct and, if needed, rebuttal testimony and present that testimony during litigation proceeding before the WVPSC and/or Administrative Law Office.
2. Testimony shall include the calculation and reasoning as to an appropriate level of rate base, operating income, revenue requirement, and all of the areas indicated in section 3.1.1 above as well as the preparation of supporting financial schedules.

Review the information developed by and the testimony of, any other consultants/interveners participating in the proceeding to develop a position that meets CAD's standards.

Prior to the filing of direct testimony, Snavelly King will prepare a preliminary memorandum together with supporting financial exhibits as to its recommended finding of a proper level of rate base, a forward looking level of Sales Revenue, a level of operating expense and related depreciation and amortization expense and all other issues as indicated in section 3.1.1 above, so that APC/WPC can cover its expenses, provide for a reasonable rate of return and ensure that the customers are provided with safe and reliable utility service.

Upon review and acceptance of the memorandum, Snavelly King will prepare and provide its testimony and supporting financial schedules that compare its position to APC/WPC position, and if required, any other interveners positions, on the various rate case components, and a proper level of revenue requirement that is needed for APC/WPC to continue to provide safe and reliable service to its customers on a going forward basis.

The testimony filed will set forth findings of rate base, level of sales revenues (including growth in customer base, changes in usage and any other elements of growth), level of operating expenses expected to be incurred and expected to be recoverable as of the date new rates are to become effective, associated taxes, computation of interest expense based upon the interest synchronization methodology, and calculation of a proper level of APC/WPC operating income. (based upon a rate of return computed). The testimony will also cover all other rate case components as outlined in section 3.1.1 above.

Snavelly King will provide litigated support services and testify at the evidentiary hearings to support its (CAD) revenue requirement position.

Snavelly King will assist CAD Counsel in reviewing and analyzing other parties and interveners testimonies in this case and accept, rebut or modify the positions of those parties filed testimonies.

Snavelly King will assist and coordinate the tasks of other CAD other consultants assigned to the rate case to ensure consistency across tasks requirements and objectives.

**Deliverable 3: Technical Assistance to Counsel**

A. Snavelly King will provide technical support, as identified by

CAD staff, for the preparation involved in the proceeding, including an analysis of written and oral testimony of other witnesses and intervening parties to assist with the development of cross-examination.

- B. Provide technical assistance needed for any pre-hearing or negotiation/settlement conferences.
- C. Provide technical assistance on revenue requirement issues subsequent to the hearings in order to prepare post – hearing briefs including but not limited to, evaluation of those and related issues in the WVPSC’s Opinion and Orders and if requested by CAD staff.

Snavelly King will assist the CAD staff with the development of Cross-examination and related exhibits in the preparation of litigated proceedings of the APC/WPC rate case. The cross – examination questions will be crafted to develop a record based upon the evidence revealed throughout the proceeding.

Snavelly King will be available and provide assistance as needed for participating in pre-hearing conferences. Snavelly King will also be available and provide assistance and direction in settlement conferences if the parties believe that settlement negotiations is fruitful, ripe and forthcoming.

Snavelly King will provide assistance and support to the CAD staff on the revenue requirement issues subsequent to the evidentiary hearings in this matter to prepare post-hearing briefs and related exhibits, schedules and other supporting documentation, as well as, an evaluation of the issues at hand, and in contention.

ATTACHMENT A

BACKGROUND AND QUALIFICATIONS OF LEAD WITNESS

1 BACKGROUND AND QUALIFICATIONS OF  
2 DANTE MUGRACE  
3

4 Q. WHAT IS YOUR EDUCATION BACKGROUND?

5 A. As an undergraduate I attended St. Peter's University in Jersey City,  
6 New Jersey. I received a Bachelor of Science, BS. Accounting in 1983  
7 I attended Kean University in Union, New Jersey and received Master in Public  
8 Administration in 2001. Finally, I attended Pace University, Lubin School of  
9 Business in New York, New York and received a Master of Business  
10 Administration in Strategic Management  
11 in 2010.  
12  
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15  
16 Q. WHAT IS YOUR JOB EXPERIENCE?

17 A. I have experienced in all aspects of regulatory accounting and policy  
18 including processing, analyzing and evaluating utility rate case petitions before  
19 Public Service Commissions. During my current tenure with Snavelly King  
20 Majoros and Associates, Inc. I examine and evaluate rate filings, contracts,  
21 agreements and rate matters regarding utility operations and provide  
22 recommendations as to best course of action. Additionally, I analyze and review  
23 utility regulatory matters and set forth recommendations in resolving the issues,  
24 calculates total revenue requirement needed to cover operating expenses and rate  
25 of return, and research and evaluates regulatory utility matters to assess impact on  
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1 various classes of customers, regarding rates, service, compliance and cost of  
2 service provisions.  
3

4           Prior to being a Senior Consultant, I was the Bureau Chief Utility  
5 Rate Manager for the New Jersey Board of Public Utilities. I managed and  
6 assigned tasks to a staff of 12 professionals and supervisory personal in the daily  
7 administrative, financial and managerial functions of the Division. Primary duties  
8 were to determine whether the utility has sufficient revenues to cover its operating  
9 expenses, earn a return on its plant investment and to ensure that it provides safe,  
10 reliable and continuing utility service to its customers. I set rates and charges for  
11 utility companies with revenues of up to and exceeding \$500 million and ensured  
12 that the revenue requirement provided for recovery of all Operating Expenses,  
13 return on investment and depreciation. I was responsible for reviewing and  
14 verifying that the companies' property, plant and equipment (of up to and  
15 exceeding \$2.5 billion) was used and useful in providing service to its customers  
16 and coordinated and met with the New Jersey State Department of Environmental  
17 Protection to determine whether water and wastewater utilities were complying  
18 with State regulations and were adhering to any directives or Orders emanating out  
19 of the regulatory agencies. I focused on and developed ways to minimize the rising  
20 costs of water utility services by investigating alternative rate structures, analyzing  
21 engineering mechanisms and techniques, looking into the feasibility of mergers  
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1 and acquisitions within the water industry and reviewing financing and rate  
2 alternatives to minimize the impact on ratepayers. I was responsible for the  
3 adhering to the statutory timeframe in preparing, reviewing and recommending  
4 findings to the Board Commissioners on financial operations, costs, revenues and  
5 operating expenses, prior to the litigation proceedings. I also examined alternative  
6 rate recovery mechanisms and clauses, phase in of revenue requirements, deferral  
7 mechanisms and pass through of rate charges. I assumed the role of Director  
8 during transition periods and Administrative changes. Finally, I recruited and  
9 conducted the hiring of employees for placement within the Division and the  
10 Board.  
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17 Q. HAVE YOU EVER TESTIFIED BEFORE UTILITY REGULATORY  
18 AGENCIES?

19 A New York Public Service Commission, Case 13-E-0030 et al as to the  
20 Rates, Charges, Rules and Regulations of Consolidated Edison Company of New  
21 York, Inc., On-going, Revenue Requirement.  
22  
23  
24

25 North Dakota Public Service Commission, PU-12-813 - Application of  
26 Northern States Power Company For Authority to Increase Rates for Electric  
27 Service in North Dakota, On-going, Revenue Requirement.  
28



1 IN THE MATTER OF THE PETITION OF NEW JERSEY AMERICAN  
2 WATER COMPANY, INC. FOR APPROVAL OF INCREASED TARIFF RATES AND  
3 CHARGES FOR WATER AND SEWER SERVICE; INCREASED DEPRECIATION RATES  
4 AND OTHER TARIFF REVISIONS BPU DOCKET NO. WR0801 0020 OAL DOCKET NO.  
5 PUC0319-08, DATED DECEMBER 8, 2008.  
6

7 IN THE MATTER OF THE JOINT PETITION OF THE CITY OF TRENTON,  
8 NEW JERSEY AND NEW JERSEY-AMERICAN WATER COMPANY, INC. FOR  
9 AUTHORIZATION OF THE PURCHASE AND SALE OF THE ASSETS OF THE OUTSIDE  
10 WATER UTILITY SYSTEM ("OWUS") OF THE CITY OF TRENTON, NEW JERSEY AND  
11 FOR OTHER RELIEF ORDER ADOPTING INITIAL DECISION DOCKET NO.  
12 WM08010063, DATED APRIL 3, 2009.  
13

14 IN THE MATTER OF THE PETITION OF UNITED WATER NEW JERSEY,  
15 UNLTED WATERTOMS RIVER, UNITED WATER LAMBERTVILLE, UNITED WATER  
16 MID-ATI-ANTIC AND GAZ de FRANCE FOR APPROVAL AS NEED FOR A CHANGE IN  
17 OWNERSHIP AND CONTROL DOCKET NO. DOCKET NO WMO6110767, DATED JULY  
18 5, 2007.  
19

20 IN THE MATTER OF THE PETITION OF UNITED WATER ARLINGTON  
21 HILLS SEWERAGE, INC. FOR AN INCREASE IN RATES FOR WASTEWATER SERVICE  
22 AND OTHER TARIFF CHANGES ORDER ADOPTING INITIAL.  
23 DECISION/STIPULATION BPU DOCKET NO. WR081 00929 OAL DOCKET NO. PUC  
24 13761-08N, DATED APRIL 27, 2009.  
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1                   IN THE MATTER OF THE PETITION OF UNITED WATER NEW JERSEY  
2 INC. FOR APPROVAL OF AN INCREASE IN RATES FOR WATER SERVICE AND  
3 OTHER TARIFF CHANGES, ORDER ADOPTING INITIAL DECISION/STIPULA TION  
4 BPU DOCKET NO. WRO809071 0 OAL DOCKET NO. PUC 11730-2008N, DATED APRIL  
5 3, 2009.  
6

7                   IN THE MATTER OF THE PETITION OF UNITED WATER TOMS RIVER,  
8 INC. FOR APPROVAL OF AN INCREASE IN RATES FOR WATER SERVICE AND  
9 OTHER TARIFF CHANGES ORDER APPROVING PROVISIONAL RATES BPU DKT. NO.  
10 WRO8030139 OAL DKT. NO. PUCO3509-2008N, DATED NOVEMBER 7, 2008.  
11

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13                   IN THE MATTER OF THE JOINT PETITIONERS OF NEW JERSEY-  
14 AMERICAN WATER COMPANY, INC., S.J. SERVICES, INC., SOUTH JERSEY WATER  
15 SUPPLY COMPANY, INC. AND PENNSGROVE WATER SUPPLY COMPANY, INC. FOR  
16 AMONG OTHER THINGS APPROVAL OF A CHANGE IN CONTROL OF SOUTH JERSEY  
17 WATER SUPPLY COMPANY, INC. AND PENNSGROVE WATER SUPPLY COMPANY,  
18 INC. ORDER ADOPTING INITIAL DECISION BPU. DOCKET NO. WMO7020076 OAL  
19 DOCKET NO. PUC2966-07, DATED SEPTMEBER 13, 2007.  
20  
21

22                   IN THE MATTER OF THE PETITION OF AQUA, NEW JERSEY, INC. FOR  
23 APPROVAL OF AN INCREASE IN RATES FOR WATER SERVICE AND OTHER TARIFF  
24 CHANGES ORDER ADOPTING INITIAL DECISION/STIPULATION BPU DOCKET NO.  
25 WRO7120955 OAL DOCKET NO. PUCRL 01211-2008N, DATED JULY 14, 2008.  
26  
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1 I/M/O THE JOINT PETITION OF THAMES WATER, AQUA HOLDINGS  
2 GMBH, ON BEHALF OF ITSELF AND ITS PARENT HOLDING COMPANY, RWE AKTI  
3 ENGESELLSCHAFT, THAMES WATER AQUA US HOLDINGS, INC., AMERICAN  
4 WATER WORKS COMPANY INC., THAMES WATER HOLDINGS INCORPORATED,  
5 E'TOWN CORPORATION, NEW JERSEY-AMERICAN WATER COMPANY, INC.,  
6 ELIZABETHTOWN WATER COMPANY, THE MOUNT HOLLY WATER COMPANY  
7 AND APPLIED WASTEWATER MANAGEMENT, INC. FOR CONFIRMATION THAT THE  
8 BOARD OF PUBLIC UTILITIES DOES NOT HAVE JURISDICTION OVER, OR,  
9 ALTERNA TIVELY, FOR APPROVAL OF, A PROPOSED TRANSACTION INVOLVING,  
10 AMONG OTHER THINGS, THE SALE BY THAMES WATER AQUA HOLDINGS GMBH  
11 OF UP TO 100% OF THE SHARES OF THE COMMON STOCK OF AMERICAN  
12 WATERWORKS COMPANY, INC. IN ONE OR MORE PUBLIC OFFERINGS DECISION  
13 AND ORDER DOCKET NO. WMO6050388, DATED JUNE 18, 2007.  
14  
15  
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18 IN THE MATTER OF THE PETITION OF ELIZABETHTOWN WATER  
19 COMPANY FOR APPROVAL OF AN INCREASE IN RATES FOR WATER SERVICE  
20 DECISION AND ORDER DOCKET NO. WRO307051 0, DATED JULY 12, 2007.  
21  
22

23 IN THE MATTER OF THE PETITION OF NEW JERSEY AMERICAN  
24 WATER COMPANY, INC. FOR APPROVAL OF INCREASED TARIFF RATES AND  
25 CHARGES FOR WATER AND SEWER SERVICE; INCREASED DEPRECIATION RATES  
26 AND OTHER TARIFF REVISIONS BPU DOCKET NO. WR0801 0020 OAL DOCKET NO.  
27 PUC0319-08, DATED DECEMBER 8, 2008.  
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1  
2 IN THE MATTER OF MIDDLESEX WATER COMPANY FOR APPROVAL  
3 OF AN INCREASE IN ITS RATES FOR WATER SERVICE AND OTHER TARIFF  
4 CHANGES ORDER ADOPTING INITIAL DECISION/SETTLEMENT BPU DKT. NO.  
5 WRO7040275 OAL DKT. NO. PUCRLO5663-2007N, DATED NOVEMBER 29, 2007.  
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8 IN THE MATTER OF THE JOINT PETITION OF UNITED WATER NEW  
9 JERSEY, INC., UNITED WATER ARLINGTON HILLS, INC., UNITED WATER  
10 HAMPTON, INC., UNITED WATER VERNON WATER HILLS, INC., AND UNITED  
11 WATER LAMBERTVILLE, INC. FOR AN INCREASE IN RATES AND CHARGES FOR  
12 WATER SERVICE AND OTHER TARIFF CHANGES AND FOR APPROVAL TO MERGE  
13 THE OPERATIONS OF THE JOINT PETITIONERS INTO AND WITH UNITED WATER  
14 NEW JERSEY, INC. BPU DKT. NO. WRO7020135 OAL DKT. NO. PUCRL3325-2007N,  
15 DATED OCTOBER 25, 2007.  
16  
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19 IN THE MATTER OF THE PETITION OF NEW JERSEY AMERICAN  
20 WATER COMPANY FOR AUTHORIZATION TO IMPLEMENT A DISTRIBUTION  
21 SYSTEM IMPROVEMENT CHARGE (DSIC) ORDER DENYING PETITION AND  
22 INSTITUTING STAKEHOLDER PROCESS BPU DOCKET NO. WOO8050358, DATED  
23 OCTOBER 10, 2003.  
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1 Q. ARE YOU A MEMBER OF ANY PROFESSIONAL ORGANIZATIONS  
2 OR AFFILIATIONS?

3  
4 A Financial Executive Networking Group (FENG) Bergen County Chapter,  
5 Institute of Public Utilities (IPU) Michigan State University (MSU), National  
6 Association of Regulatory Utility Commissioners (NRUC), 1988 and 2002  
7  
8 NARUC Winter and Summer Meetings, 2006 and 2007 New Jersey Utilities  
9 Association (NJUA), Annual Conference, Galloway Township, NJ, 2004  
10  
11 National Association of Water Companies (NAWC) New Jersey Chapter, Annual  
12 Conference, Jamesburg, NJ 1992 through 2009.  
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## ATTACHMENT B

### RESUMES

## DANTE MUGRACE

### *Education*

Master Business Administration, MBA Strategic Management, Pace University, Lubing School of Business, New York, NY, 2010

Master Public Administration, MPA, Kean University, Union, NJ, 2001

Bachelor of Science, BS. Accounting, St. Peter's University, Jersey City, NJ, 1983

### *Positions*

Senior Consultant- Snavely King Majoros and Associates, Inc.

### *Professional Experience*

Mr. Mugrace has over 20 years' experience in all aspects of regulatory accounting and policy including processing, analyzing and evaluating utility rate case petitions before Public Service Commissions. Mr. Mugrace examines and evaluates rate filings, contracts, agreements and rate matters regarding utility operations and provides recommendations as to best course of action. Additionally, he analyzes and reviews utility regulatory matters and sets forth recommendations in resolving the issues, calculates total revenue requirement needed to cover operating expenses and rate of return, and researches and evaluates regulatory utility matters to assess impact on various classes of customers, regarding rates, service, compliance and cost of service provisions.

Prior to being a Senior Consultant, Mr. Mugrace was the Bureau Chief Utility Rate Manager for the New Jersey Board of Public Utilities. Mr. Mugrace managed and assigned tasks to a staff of 12 professionals and supervisory personal in the daily administrative, financial and managerial functions of the Division. Primary duties were to determine whether the utility has sufficient revenues to cover its operating expenses, earn a return on its plant investment and to ensure that it provides safe, reliable and continuing utility service to its customers. Mr. Mugrace set rates and charges for utility companies with revenues of up to and exceeding \$500 million and ensured that the revenue requirement provided for recovery of all Operating Expenses, return on investment and depreciation. Mr. Mugrace was responsible for reviewing and verifying that the companies' property, plant and equipment (of up to and exceeding \$2.5 billion) was used and useful in providing service to its customers and coordinated and met with the New Jersey State Department of Environmental Protection to determine whether water and wastewater utilities were complying with State regulations and were adhering to any directives or Orders emanating out of the regulatory agencies. Mr. Mugrace focused on and developed ways to minimize the rising costs of water utility services by investigating alternative rate structures, analyzing engineering mechanisms and techniques, looking into the feasibility of mergers and acquisitions within the water industry and reviewing financing and rate alternatives to minimize the impact



**Snavely King Majoros & Associates, Inc.**

on ratepayers. Mr. Mugrace was responsible for the adhering to the statutory timeframe in preparing, reviewing and recommending findings to the Board Commissioners on financial operations, costs, revenues and operating expenses, prior to the litigation proceedings. Mr. Mugrace also examined alternative rate recovery mechanisms and clauses, phase in of revenue requirements, deferral mechanisms and pass through of rate charges. Mr. Mugrace assumed the role of Director during transition periods and Administrative changes. Finally, Mr. Mugrace recruited and conducted the hiring of employees for placement within the Division and the Board.

***Regulatory and Court Appearances***

NEW YORK PUBLIC SERVICE COMMISSION, CASE 13-E-0030 ET AL AS TO THE RATES, CHARGES, RULES AND REGULATIONS OF CONSOLIDATED EDISON COMPANY OF NEW YORK, INC., ON-GOING, REVENUE REQUIREMENT.

NORTH DAKOTA PUBLIC SERVICE COMMISSION, PU-12-813 - APPLICATION OF NORTHERN STATES POWER COMPANY FOR AUTHORITY TO INCREASE RATES FOR ELECTRIC SERVICE IN NORTH DAKOTA, ON-GOING, REVENUE REQUIREMENT.

IN THE MATTER OF THE PETITION OF NEW JERSEY AMERICAN WATER COMPANY, INC. FOR APPROVAL OF INCREASED TARIFF RATES AND CHARGES FOR WATER AND SEWER SERVICE; INCREASED DEPRECIATION RATES AND OTHER TARIFF REVISIONS BPU DOCKET NO. WR0801 0020 OAL DOCKET NO. PUC0319-08, dated December 8, 2008.

IN THE MATTER OF THE JOINT PETITION OF THE CITY OF TRENTON, NEW JERSEY AND NEW JERSEY-AMERICAN WATER COMPANY, INC. FOR AUTHORIZATION OF THE PURCHASE AND SALE OF THE ASSETS OF THE OUTSIDE WATER UTILITY SYSTEM ("OWUS") OF THE CITY OF TRENTON, NEW JERSEY AND FOR OTHER RELIEF ORDER ADOPTING INITIAL DECISION DOCKET NO. WM08010063, dated April 3, 2009.

IN THE MATTER OF THE PETITION OF UNITED WATER NEW JERSEY, UNLTED WATER TOMS RIVER, UNITED WATER LAMBERTVILLE, UNITED WATER MID-ATI-ANTIC AND GAZ de FRANCE FOR APPROVAL AS NEED FOR A CHANGE IN OWNERSHIP AND CONTROL DOCKET NO. DOCKET NO WMO6110767, dated July 5, 2007.

IN THE MATTER OF THE PETITION OF UNITED WATER ARLINGTON HILLS SEWERAGE, INC. FOR AN INCREASE IN RATES FOR WASTEWATER SERVICE AND OTHER TARIFF CHANGES ORDER ADOPTING INITIAL. DECISION/STIPULATION BPU DOCKET NO. WR081 00929OAL DOCKET NO. PUC 13761-08N, dated April 27, 2009.

IN THE MATTER OF THE PETITION OF UNITED WATER NEW JERSEY INC. FOR APPROVAL OF AN INCREASE IN RATES FOR WATER SERVICE AND OTHER TARIFF CHANGES, ORDER ADOPTING INITIAL DECISION/STIPULATION BPU DOCKET NO. WRO809071 0 OAL DOCKET NO. PUC 11730-2008N, dated April 3, 2009.

**Snavely King Majoros & Associates, Inc.**

IN THE MATTER OF THE PETITION OF UNITED WATER TOMS RIVER, INC. FOR APPROVAL  
OF AN INCREASE IN RATES FOR WATER SERVICE AND OTHER TARIFF CHANGES  
ORDER APPROVING PROVISIONAL RATES BPU DKT. NO. WRO8030139  
OAL DKT. NO. PUCO3509-2008N, dated November 7, 2008.

IN THE MATTER OF THE JOINT PETITIONERS OF NEW JERSEY-AMERICAN WATER  
COMPANY, INC., S.J. SERVICES, INC., SOUTH JERSEY WATER SUPPLY COMPANY, INC. AND  
PENNSGROVE WATER SUPPLY COMPANY, INC. FOR AMONG OTHER THINGS  
APPROVAL OF A CHANGE IN CONTROL OF SOUTH JERSEY WATER SUPPLY COMPANY,  
INC. AND PENNSGROVE WATER SUPPLY COMPANY, INC.  
ORDER ADOPTING INITIAL DECISION BPU. DOCKET NO. WMO7020076  
OAL DOCKET NO. PUC2966-07, dated September 13, 2007.

IN THE MATTER OF THE PETITION OF AQUA, NEW JERSEY, INC. FOR APPROVAL OF AN  
INCREASE IN RATES FOR WATER SERVICE AND OTHER TARIFF CHANGES  
ORDER ADOPTING INITIAL DECISION/STIPULATION  
BPU DOCKET NO. WRO7120955 OAL DOCKET NO. PUCRL 01211-2008N, dated July 14, 2008.

I/M/O THE JOINT PETITION OF THAMES WATER, AQUA HOLDINGS GMBH, ON BEHALF OF  
ITSELF AND ITS PARENT HOLDING COMPANY, RWE AKTI ENGESELLSCHAFT, THAMES  
WATER AQUA US HOLDINGS, INC., AMERICAN WATER WORKS COMPANY INC., THAMES  
WATER HOLDINGS INCORPORATED, E'TOWN CORPORATION, NEW JERSEY-AMERICAN  
WATER COMPANY, INC., ELIZABETHTOWN WATER COMPANY, THE MOUNT HOLLY  
WATER COMPANY AND APPLIED WASTEWATER MANAGEMENT, INC. FOR  
CONFIRMATION THAT THE BOARD OF PUBLIC UTILITIES DOES NOT HAVE JURISDICTION  
OVER, OR, ALTERNATIVELY, FOR APPROVAL OF, A PROPOSED TRANSACTION  
INVOLVING, AMONG OTHER THINGS, THE SALE BY THAMES WATER  
AQUA HOLDINGS GMBH OF UP TO 100% OF THE SHARES OF THE COMMON STOCK OF  
AMERICAN WATERWORKS COMPANY, INC. IN ONE OR MORE PUBLIC OFFERINGS  
DECISION AND ORDER DOCKET NO. WMO6050388, dated June 18, 2007.

IN THE MATTER OF THE PETITION OF ELIZABETHTOWN WATER COMPANY  
FOR APPROVAL OF AN INCREASE IN RATES FOR WATER SERVICE  
DECISION AND ORDER DOCKET NO. WRO307051 0, dated July 12, 2007.

IN THE MATTER OF THE PETITION OF NEW JERSEY AMERICAN WATER COMPANY,  
INC. FOR APPROVAL OF INCREASED TARIFF RATES AND CHARGES FOR WATER AND  
SEWER SERVICE; INCREASED DEPRECIATION RATES AND OTHER TARIFF REVISIONS BPU  
DOCKET NO. WR0801 0020 OAL DOCKET NO. PUC0319-08, dated December 8, 2008.

IN THE MATTER OF MIDDLESEX WATER COMPANY FOR APPROVAL OF AN INCREASE IN  
ITS RATES FOR WATER SERVICE AND OTHER TARIFF CHANGES ORDER ADOPTING  
INITIAL DECISION/SETTLEMENT BPU DKT. NO. WRO7040275 OAL DKT. NO. PUCRLO5663-  
2007N, dated November 29, 2007.

IN THE MATTER OF THE JOINT PETITION OF UNITED WATER NEW JERSEY, INC.,

**Snavely King Majoros & Associates, Inc.**

UNITED WATER ARLINGTON HILLS, INC., UNITED WATER HAMPTON, INC., UNITED WATER VERNON WATER HILLS, INC., AND UNITED WATER LAMBERTVILLE, INC. FOR AN INCREASE IN RATES AND CHARGES FOR WATER SERVICE AND OTHER TARIFF CHANGES AND FOR APPROVAL TO MERGE THE OPERATIONS OF THE JOINT PETITIONERS INTO AND WITH UNITED WATER NEW JERSEY, INC. BPU DKT. NO. WRO7020135 OAL DKT. NO. PUCRL3325-2007N, dated October 25, 2007.

IN THE MATTER OF THE PETITION OF NEW JERSEY AMERICAN WATER COMPANY FOR AUTHORIZATION TO IMPLEMENT A DISTRIBUTION SYSTEM IMPROVEMENT CHARGE (DSIC) ORDER DENYING PETITION AND INSTITUTING STAKEHOLDER PROCESS BPU DOCKET NO. WOO8050358, dated October 10, 2010.

***Professional and Business Affiliations***

- Financial Executive Networking Group (FENG) Bergen County Chapter
- Institute of Public Utilities (IPU) Michigan State University (MSU), National Association of Regulatory Utility Commissioners (NRUC), 1988 and 2002
- NARUC Winter and Summer Meetings, 2006 and 2007
- New Jersey Utilities Association (NJUA), Annual Conference, Galloway Township, NJ, 2004
- National Association of Water Companies (NAWC) New Jersey Chapter, Annual Conference, Jamesburg, NJ 1992 through 2009.

***References***

Reference: Jeff Genzer Duncan, Weinberg, Genzer & Pembroke, P.C.  
1615 M Street, N.W., Suite 800  
Washington, D.C. 20036  
(202) 467-6370  
[JCG@dwgpc.com](mailto:JCG@dwgpc.com)

Reference: Michael R. Diller North Dakota Public Service Commission  
600 E Blvd Ave  
Dept. 408  
Bismarck, ND 58505  
(701) 328-4079  
[Mdiller@ND.gov](mailto:Mdiller@ND.gov)

**Snavely King Majoros & Associates, Inc.**

***References (continue...***

Reference: Fred Butler, Butler Advisor Services  
(Former New Jersey Utility Commissioner)  
176 Grayson Drive  
Belle Mead, NJ 08502  
(908) 874-6312  
[Frederickbutler@comcast.net](mailto:Frederickbutler@comcast.net)

**Experience****Snively King Majoros & Associates, Inc.****President (2010 to present)****Vice President and Treasurer (1988 to 2010)****Senior Consultant (1981-1987)**

Mr. Majoros provides consultation specializing in accounting, financial, and management issues. He has testified as an expert witness or negotiated on behalf of clients in more than one hundred thirty regulatory federal and state regulatory proceedings involving telephone, electric, gas, water, and sewerage companies. His testimony has encompassed a wide array of complex issues including taxation, divestiture accounting, revenue requirements, rate base, nuclear decommissioning, plant lives, and capital recovery. Mr. Majoros has also provided consultation to the U.S. Department of Justice and appeared before the U.S. EPA and the Maryland State Legislature on matters regarding the accounting and plant life effects of electric plant modifications and the financial capacity of public utilities to finance environmental controls. He has estimated economic damages suffered by black farmers in discrimination suits.

**Van Scoyoc & Wiskup, Inc., Consultant (1978-1981)**

Mr. Majoros conducted and assisted in various management and regulatory consulting projects in the public utility field, including preparation of electric system load projections for a group of municipally and cooperatively owned electric systems; preparation of a system of accounts and reporting of gas and oil pipelines to be used by a state regulatory commission; accounting system analysis and design for rate proceedings involving electric, gas, and telephone utilities. Mr. Majoros provided onsite management accounting and controllership assistance to a municipal electric and water utility. Mr. Majoros also assisted in an antitrust proceeding involving a major electric utility. He submitted expert testimony in FERC Docket No. RP79-12 (El Paso Natural Gas Company), and he co-authored a study entitled Analysis of Staff Study on Comprehensive Tax Normalization that was submitted to FERC in Docket No. RM 80-42.

**Handling Equipment Sales Company, Inc.****Controller/Treasurer (1976-1978)**

Mr. Majoros' responsibilities included financial management, general accounting and reporting, and income taxes.

**Ernst & Ernst, Auditor (1973-1976)**

Mr. Majoros was a member of the audit staff where his responsibilities included auditing, supervision, business systems analysis, report preparation, and corporate income taxes.

**University of Baltimore - (1971-1973)**

Mr. Majoros was a full-time student in the School of Business.

During this period Mr. Majoros worked consistently on a part-time basis in the following positions: Assistant Legislative Auditor – State of Maryland, Staff Accountant – Robert M. Carney & Co., CPA's, Staff Accountant – Naron & Wegad, CPA's, Credit Clerk – Montgomery Wards.

**Central Savings Bank, (1969-1971)**

Mr. Majoros was an Assistant Branch Manager at the time he left the bank to attend college as a full-time student. During his tenure at the bank, Mr. Majoros gained experience in each department of the bank. In addition, he attended night school at the University of Baltimore.

**Education**

University of Baltimore, School of Business, B.S. –  
Concentration in Accounting

**Professional Affiliations**

American Institute of Certified Public Accountants  
Maryland Association of C.P.A.s  
Society of Depreciation Professionals

***Publications, Papers, and Panels***

*"Analysis of Staff Study on Comprehensive Tax Normalization," FERC Docket No. RM 80-42, 1980.*

*"Telephone Company Deferred Taxes and Investment Tax Credits – A Capital Loss for Ratepayers," Public Utility Fortnightly, September 27, 1984.*

*"The Use of Customer Discount Rates in Revenue Requirement Comparisons," Proceedings of the 25th Annual Iowa State Regulatory Conference, 1986*

*"The Regulatory Dilemma Created By Emerging Revenue Streams of Independent Telephone Companies," Proceedings of NARUC 101st Annual Convention and Regulatory Symposium, 1989.*

*"BOC Depreciation Issues in the States," National Association of State Utility Consumer Advocates, 1990 Mid-Year Meeting, 1990.*

*"Current Issues in Capital Recovery" 30<sup>th</sup> Annual Iowa State Regulatory Conference, 1991.*

*"Impaired Assets Under SFAS No. 121," National Association of State Utility Consumer Advocates, 1996 Mid-Year Meeting, 1996.*

*"What's 'Sunk' Ain't Stranded: Why Excessive Utility Depreciation is Avoidable," with James Campbell, Public Utilities Fortnightly, April 1, 1999.*

*"Local Exchange Carrier Depreciation Reserve Percents," with Richard B. Lee, Journal of the Society of Depreciation Professionals, Volume 10, Number 1, 2000-2001*

*"Rolling Over Ratepayers," Public Utilities Fortnightly, Volume 143, Number 11, November, 2005.*

*"Asset Management – What is it ?" American Water Works Association, Pre-Conference Workshop, March 25, 2008.*

*"Main Street Gold Mine," with Dr. K. Pavlovic and J. Legieza, Public Utilities Fortnightly, October, 2010*



Michael J. Majoros, Jr.

| <u>Date</u>                  | <u>Jurisdiction / Agency</u>   | <u>Docket</u>  | <u>Utility</u>             |
|------------------------------|--|----------------|----------------------------|
| <b><u>Federal Courts</u></b> |  |                |                            |
| 2005                         | US District Court,<br>Northern District of<br>AL, Northwestern<br>Division 55/56/57/ | CV 01-B-403-NW | Tennessee Valley Authority |

|                                  |                                    |       |                          |
|----------------------------------|------------------------------------|-------|--------------------------|
| <b><u>State Legislatures</u></b> |                                    |       |                          |
| 2006                             | Maryland General<br>Assembly 61/   | SB154 | Maryland Healthy Air Act |
| 2006                             | Maryland House of<br>Delegates 62/ | HB189 | Maryland Healthy Air Act |

|   |                 |                               |                              |
|---|-----------------|-------------------------------|------------------------------|
| <b><u>Federal Regulatory Agencies</u></b> |                 |                               |                              |
| 1979                                      | FERC-US 19/     | RP79-12                       | El Paso Natural Gas Co.      |
| 1980                                      | FERC-US 19/     | RM80-42                       | Generic Tax Normalization    |
| 1996                                      | CRTC-Canada 30/ | 97-9                          | All Canadian Telecoms        |
| 1997                                      | CRTC-Canada 31/ | 97-11                         | All Canadian Telecoms        |
| 1999                                      | FCC 32/         | 98-137 (Ex Parte)             | All LECs                     |
| 1999                                      | FCC 32/         | 98-91 (Ex Parte)              | All LECs                     |
| 1999                                      | FCC 32/         | 98-177 (Ex Parte)             | All LECs                     |
| 1999                                      | FCC 32/         | 98-45 (Ex Parte)              | All LECs                     |
| 2000                                      | EPA 35/         | CAA-00-6                      | Tennessee Valley Authority   |
| 2003                                      | FERC 48/        | RM02-7                        | All Utilities                |
| 2003                                      | FCC 52/         | 03-173                        | All LECs                     |
| 2003                                      | FERC 53/        | ER03-409-000,<br>ER03-666-000 | Pacific Gas and Electric Co. |

|   |                      |                  |                              |
|---|----------------------|------------------|------------------------------|
| <b><u>State Regulatory Agencies</u></b> |                      |                  |                              |
| 1982                                    | Massachusetts 17/    | DPU 557/558      | Western Mass Elec. Co.       |
| 1982                                    | Illinois 16/         | ICC81-8115       | Illinois Bell Telephone Co.  |
| 1983                                    | Maryland 8/          | 7574-Direct      | Baltimore Gas & Electric Co. |
| 1983                                    | Maryland 8/          | 7574-Surrebuttal | Baltimore Gas & Electric Co. |
| 1983                                    | Connecticut 15/      | 810911           | Woodlake Water Co.           |
| 1983                                    | New Jersey 1/        | 815-458          | New Jersey Bell Tel. Co.     |
| 1983                                    | New Jersey 14/       | 8011-827         | Atlantic City Sewerage Co.   |
| 1984                                    | Dist. Of Columbia 7/ | 785              | Potomac Electric Power Co.   |
| 1984                                    | Maryland 8/          | 7689             | Washington Gas Light Co.     |
| 1984                                    | Dist. Of Columbia 7/ | 798              | C&P Tel. Co.                 |
| 1984                                    | Pennsylvania 13/     | R-832316         | Bell Telephone Co. of PA     |
| 1984                                    | New Mexico 12/       | 1032             | Mt. States Tel. & Telegraph  |
| 1984                                    | Idaho 18/            | U-1000-70        | Mt. States Tel. & Telegraph  |



Michael J. Majoros, Jr.

|      |                             |                 |                               |
|------|-----------------------------|-----------------|-------------------------------|
| 1984 | Colorado <u>11/</u>         | 1655            | Mt. States Tel. & Telegraph   |
| 1984 | Dist. Of Columbia <u>7/</u> | 813             | Potomac Electric Power Co.    |
| 1984 | Pennsylvania <u>3/</u>      | R842621-R842625 | Western Pa. Water Co.         |
| 1985 | Maryland <u>8/</u>          | 7743            | Potomac Edison Co.            |
| 1985 | New Jersey <u>1/</u>        | 848-856         | New Jersey Bell Tel. Co.      |
| 1985 | Maryland <u>8/</u>          | 7851            | C&P Tel. Co.                  |
| 1985 | California <u>10/</u>       | I-85-03-78      | Pacific Bell Telephone Co.    |
| 1985 | Pennsylvania <u>3/</u>      | R-850174        | Phila. Suburban Water Co.     |
| 1985 | Pennsylvania <u>3/</u>      | R850178         | Pennsylvania Gas & Water Co.  |
| 1985 | Pennsylvania <u>3/</u>      | R-850299        | General Tel. Co. of PA        |
| 1986 | Maryland <u>8/</u>          | 7899            | Delmarva Power & Light Co.    |
| 1986 | Maryland <u>8/</u>          | 7754            | Chesapeake Utilities Corp.    |
| 1986 | Pennsylvania <u>3/</u>      | R-850268        | York Water Co.                |
| 1986 | Maryland <u>8/</u>          | 7953            | Southern Md. Electric Corp.   |
| 1986 | Idaho <u>9/</u>             | U-1002-59       | General Tel. Of the Northwest |
| 1986 | Maryland <u>8/</u>          | 7973            | Baltimore Gas & Electric Co.  |
| 1987 | Pennsylvania <u>3/</u>      | R-860350        | Dauphin Cons. Water Supply    |
| 1987 | Pennsylvania <u>3/</u>      | C-860923        | Bell Telephone Co. of PA      |
| 1987 | Iowa <u>6/</u>              | DPU-86-2        | Northwestern Bell Tel. Co.    |
| 1987 | Dist. Of Columbia <u>7/</u> | 842             | Washington Gas Light Co.      |
| 1988 | Florida <u>4/</u>           | 880069-TL       | Southern Bell Telephone       |
| 1988 | Iowa <u>6/</u>              | RPU-87-3        | Iowa Public Service Company   |
| 1988 | Iowa <u>6/</u>              | RPU-87-6        | Northwestern Bell Tel. Co.    |
| 1988 | Dist. Of Columbia <u>7/</u> | 869             | Potomac Electric Power Co.    |
| 1989 | Iowa <u>6/</u>              | RPU-88-6        | Northwestern Bell Tel. Co.    |
| 1990 | New Jersey <u>1/</u>        | 1487-88         | Morris City Transfer Station  |
| 1990 | New Jersey <u>5/</u>        | WR 88-80967     | Toms River Water Company      |
| 1990 | Florida <u>4/</u>           | 890256-TL       | Southern Bell Company         |
| 1990 | New Jersey <u>1/</u>        | ER89110912J     | Jersey Central Power & Light  |
| 1990 | New Jersey <u>1/</u>        | WR90050497J     | Elizabethtown Water Co.       |
| 1991 | Pennsylvania <u>3/</u>      | P900465         | United Tel. Co. of Pa.        |
| 1991 | West Virginia <u>2/</u>     | 90-564-T-D      | C&P Telephone Co.             |
| 1991 | New Jersey <u>1/</u>        | 90080792J       | Hackensack Water Co.          |
| 1991 | New Jersey <u>1/</u>        | WR90080884J     | Middlesex Water Co.           |
| 1991 | Pennsylvania <u>3/</u>      | R-911892        | Phil. Suburban Water Co.      |
| 1991 | Kansas <u>20/</u>           | 176, 716-U      | Kansas Power & Light Co.      |
| 1991 | Indiana <u>29/</u>          | 39017           | Indiana Bell Telephone        |
| 1991 | Nevada <u>21/</u>           | 91-5054         | Central Tele. Co. – Nevada    |
| 1992 | New Jersey <u>1/</u>        | EE91081428      | Public Service Electric & Gas |
| 1992 | Maryland <u>8/</u>          | 8462            | C&P Telephone Co.             |
| 1992 | West Virginia <u>2/</u>     | 91-1037-E-D     | Appalachian Power Co.         |
| 1993 | Maryland <u>8/</u>          | 8464            | Potomac Electric Power Co.    |
| 1993 | South Carolina <u>22/</u>   | 92-227-C        | Southern Bell Telephone       |
| 1993 | Maryland <u>8/</u>          | 8485            | Baltimore Gas & Electric Co.  |
| 1993 | Georgia <u>23/</u>          | 4451-U          | Atlanta Gas Light Co.         |

Michael J. Majoros, Jr.

|      |                           |                   |                                   |
|------|---------------------------|-------------------|-----------------------------------|
| 1993 | New Jersey <u>1/</u>      | GR93040114        | New Jersey Natural Gas. Co.       |
| 1994 | Iowa <u>6/</u>            | RPU-93-9          | U.S. West – Iowa                  |
| 1994 | Iowa <u>6/</u>            | RPU-94-3          | Midwest Gas                       |
| 1995 | Delaware <u>24/</u>       | 94-149            | Wilm. Suburban Water Corp.        |
| 1995 | Connecticut <u>25/</u>    | 94-10-03          | So. New England Telephone         |
| 1995 | Connecticut <u>25/</u>    | 95-03-01          | So. New England Telephone         |
| 1995 | Pennsylvania <u>3/</u>    | R-00953300        | Citizens Utilities Company        |
| 1995 | Georgia <u>23/</u>        | 5503-0            | Southern Bell                     |
| 1996 | Maryland <u>8/</u>        | 8715              | Bell Atlantic                     |
| 1996 | Arizona <u>26/</u>        | E-1032-95-417     | Citizens Utilities Company        |
| 1996 | New Hampshire <u>27/</u>  | DE 96-252         | New England Telephone             |
| 1997 | Iowa <u>6/</u>            | DPU-96-1          | U S West – Iowa                   |
| 1997 | Ohio <u>28/</u>           | 96-922-TP-UNC     | Ameritech – Ohio                  |
| 1997 | Michigan <u>28/</u>       | U-11280           | Ameritech – Michigan              |
| 1997 | Michigan <u>28/</u>       | U-112 81          | GTE North                         |
| 1997 | Wyoming <u>27/</u>        | 7000-ztr-96-323   | US West – Wyoming                 |
| 1997 | Iowa <u>6/</u>            | RPU-96-9          | US West – Iowa                    |
| 1997 | Illinois <u>28/</u>       | 96-0486-0569      | Ameritech – Illinois              |
| 1997 | Indiana <u>28/</u>        | 40611             | Ameritech – Indiana               |
| 1997 | Indiana <u>27/</u>        | 40734             | GTE North                         |
| 1997 | Utah <u>27/</u>           | 97-049-08         | US West – Utah                    |
| 1997 | Georgia <u>28/</u>        | 7061-U            | BellSouth – Georgia               |
| 1997 | Connecticut <u>25/</u>    | 96-04-07          | So. New England Telephone         |
| 1998 | Florida <u>28/</u>        | 960833-TP et. al. | BellSouth – Florida               |
| 1998 | Illinois <u>27/</u>       | 97-0355           | GTE North/South                   |
| 1998 | Michigan <u>33/</u>       | U-11726           | Detroit Edison                    |
| 1999 | Maryland <u>8/</u>        | 8794              | Baltimore Gas & Electric Co.      |
| 1999 | Maryland <u>8/</u>        | 8795              | Delmarva Power & Light Co.        |
| 1999 | Maryland <u>8/</u>        | 8797              | Potomac Edison Company            |
| 1999 | West Virginia <u>2/</u>   | 98-0452-E-GI      | Electric Restructuring            |
| 1999 | Delaware <u>24/</u>       | 98-98             | United Water Company              |
| 1999 | Pennsylvania <u>3/</u>    | R-00994638        | Pennsylvania American Water       |
| 1999 | West Virginia <u>2/</u>   | 98-0985-W-D       | West Virginia American Water      |
| 1999 | Michigan <u>33/</u>       | U-11495           | Detroit Edison                    |
| 2000 | Delaware <u>24/</u>       | 99-466            | Tidewater Utilities               |
| 2000 | New Mexico <u>34/</u>     | 3008              | US WEST Communications, Inc.      |
| 2000 | Florida <u>28/</u>        | 990649-TP         | BellSouth -Florida                |
| 2000 | New Jersey <u>1/</u>      | WR30174           | Consumer New Jersey Water         |
| 2000 | Pennsylvania <u>3/</u>    | R-00994868        | Philadelphia Suburban Water       |
| 2000 | Pennsylvania <u>3/</u>    | R-0005212         | Pennsylvania American Sewerage    |
| 2000 | Connecticut <u>25/</u>    | 00-07-17          | Southern New England Telephone    |
| 2001 | Kentucky <u>36/</u>       | 2000-373          | Jackson Energy Cooperative        |
| 2001 | Kansas <u>38/39/40/</u>   | 01-WSRE-436-RTS   | Western Resources                 |
| 2001 | South Carolina <u>22/</u> | 2001-93-E         | Carolina Power & Light Co.        |
| 2001 | North Dakota <u>37/</u>   | PU-400-00-521     | Northern States Power/Xcel Energy |

Michael J. Majoros, Jr.

|      |                     |                  |   |
|------|---------------------|------------------|---|
| 2001 | Indiana 29/41/      | 41746            | Northern Indiana Power Company                |
| 2001 | New Jersey 1/       | GR01050328       | Public Service Electric and Gas               |
| 2001 | Pennsylvania 3/     | R-00016236       | York Water Company                            |
| 2001 | Pennsylvania 3/     | R-00016339       | Pennsylvania America Water                    |
| 2001 | Pennsylvania 3/     | R-00016356       | Wellsboro Electric Coop.                      |
| 2001 | Florida 4/          | 010949-EL        | Gulf Power Company                            |
| 2001 | Hawaii 42/          | 00-309           | The Gas Company                               |
| 2002 | Pennsylvania 3/     | R-00016750       | Philadelphia Suburban                         |
| 2002 | Nevada 43/          | 01-10001 &10002  | Nevada Power Company                          |
| 2002 | Kentucky 36/        | 2001-244         | Fleming Mason Electric Coop.                  |
| 2002 | Nevada 43/          | 01-11031         | Sierra Pacific Power Company                  |
| 2002 | Georgia 27/         | 14361-U          | BellSouth-Georgia                             |
| 2002 | Alaska 44/          | U-01-34,82-87,66 | Alaska Communications Systems                 |
| 2002 | Wisconsin 45/       | 2055-TR-102      | CenturyTel                                    |
| 2002 | Wisconsin 45/       | 5846-TR-102      | TelUSA  |
| 2002 | Vermont 46/         | 6596             | Citizen's Energy Services                     |
| 2002 | North Dakota 37/    | PU-399-02-183    | Montana Dakota Utilities                      |
| 2002 | Kansas 40/          | 02-MDWG-922-RTS  | Midwest Energy                                |
| 2002 | Kentucky 36/        | 2002-00145       | Columbia Gas                                  |
| 2002 | Oklahoma 47/        | 200200166        | Reliant Energy ARKLA                          |
| 2002 | New Jersey 1/       | GR02040245       | Elizabethtown Gas Company                     |
| 2003 | New Jersey 1/       | ER02050303       | Public Service Electric and Gas Co.           |
| 2003 | Hawaii 42/          | 01-0255          | Young Brothers Tug & Barge                    |
| 2003 | New Jersey 1/       | ER02080506       | Jersey Central Power & Light                  |
| 2003 | New Jersey 1/       | ER02100724       | Rockland Electric Co.                         |
| 2003 | Pennsylvania 3/     | R-00027975       | The York Water Co.                            |
| 2003 | Pennsylvania 3/     | R-00038304       | Pennsylvania-American Water Co.               |
| 2003 | Kansas 20/ 40/      | 03-KGSG-602-RTS  | Kansas Gas Service                            |
| 2003 | Nova Scotia, CN 49/ | EMO NSPI         | Nova Scotia Power, Inc.                       |
| 2003 | Kentucky 36/        | 2003-00252       | Union Light Heat & Power                      |
| 2003 | Alaska 44/          | U-96-89          | ACS Communications, Inc.                      |
| 2003 | Indiana 29/         | 42359            | PSI Energy, Inc.                              |
| 2003 | Kansas 20/ 40/      | 03-ATMG-1036-RTS | Atmos Energy                                  |
| 2003 | Florida 50/         | 030001-E1        | Tampa Electric Company                        |
| 2003 | Maryland 51/        | 8960             | Washington Gas Light                          |
| 2003 | Hawaii 42/          | 02-0391          | Hawaiian Electric Company                     |
| 2003 | Illinois 28/        | 02-0864          | SBC Illinois                                  |
| 2003 | Indiana 28/         | 42393            | SBC Indiana                                   |
| 2004 | New Jersey 1/       | ER03020110       | Atlantic City Electric Co.                    |
| 2004 | Arizona 26/         | E-01345A-03-0437 | Arizona Public Service Company                |
| 2004 | Michigan 27/        | U-13531          | SBC Michigan                                  |
| 2004 | New Jersey 1/       | GR03080683       | South Jersey Gas Company                      |
| 2004 | Kentucky 36/        | 2003-00434,00433 | Kentucky Utilities, Louisville Gas & Electric |
| 2004 | Florida 50/ 54/     | 031033-EI        | Tampa Electric Company                        |

Michael J. Majoros, Jr.

|      |                    |  |   |
|------|--------------------|--|---|
| 2004 | Kentucky 36/       | 2004-00067                             | Delta Natural Gas Company                                     |
| 2004 | Georgia 23/        | 18300, 15392, 15393                    | Georgia Power Company   |
| 2004 | Vermont 46/        | 6946, 6988                             | Central Vermont Public Service Corporation                    |
| 2004 | Delaware 24/       | 04-288                                 | Delaware Electric Cooperative                                 |
| 2004 | Missouri 58/       | ER-2004-0570                           | Empire District Electric Company                              |
| 2005 | Florida 50/        | 041272-EI                              | Progress Energy Florida, Inc.                                 |
| 2005 | Florida 50/        | 041291-EI                              | Florida Power & Light Company                                 |
| 2005 | California 59/     | A.04-12-014                            | Southern California Edison Co.                                |
| 2005 | Kentucky 36/       | 2005-00042                             | Union Light Heat & Power                                      |
| 2005 | Florida 50/        | 050045 & 050188-EI                     | Florida Power & Light Co.                                     |
| 2005 | Kansas 38/ 40/     | 05-WSEE-981-RTS                        | Westar Energy, Inc.   |
| 2006 | Delaware 24/       | 05-304                                 | Delmarva Power & Light Company                                |
| 2006 | California 59/     | A.05-12-002                            | Pacific Gas & Electric Co.                                    |
| 2006 | New Jersey 1/      | GR05100845                             | Public Service Electric and Gas Co.                           |
| 2006 | Colorado 60/       | 06S-234EG                              | Public Service Co. of Colorado                                |
| 2006 | Kentucky 36/       | 2006-00172                             | Union Light, Heat & Power                                     |
| 2006 | Kansas 40/         | 06-KGSG-1209-RTS                       | Kansas Gas Service  |
| 2006 | West Virginia 2/   | 06-0960-E-42T,<br>06-1426-E-D          | Allegheny Power   |
| 2006 | West Virginia 2/   | 05-1120-G-30C,<br>06-0441-G-PC, et al. | Hope Gas, Inc. and Equitable Resources, Inc.                  |
| 2007 | Delaware 24/       | 06-284                                 | Delmarva Power & Light Company                                |
| 2007 | Kentucky 36/       | 2006-00464                             | Atmos Energy Corporation                                      |
| 2007 | Colorado 60/       | 06S-656G                               | Public Service Co. of Colorado                                |
| 2007 | California 59/     | A.06-12-009,<br>A.06-12-010            | San Diego Gas & Electric Co., and Southern California Gas Co. |
| 2007 | Kentucky 36/       | 2007-00143                             | Kentucky-American Water Co.                                   |
| 2007 | Kentucky 36/       | 2007-00089                             | Delta Natural Gas Co.   |
| 2007 | Maine 71/          | 2007-00215                             | Central Maine Power   |
| 2008 | Kansas 40/         | 08-ATMG-280-RTS                        | Atmos Energy Corporation                                      |
| 2008 | New Jersey 1/      | GR07110889                             | New Jersey Natural Gas Co.                                    |
| 2008 | North Dakota 37/   | PU-07-776                              | Northern States Power/Xcel Energy                             |
| 2008 | Pennsylvania 3/    | A-2008-2034045 et al                   | UGI Utilities, Inc. / PPL Gas Utilities Corp.                 |
| 2008 | Washington 63/     | UE-072300,<br>UG-072301                | Puget Sound Energy  |
| 2008 | Pennsylvania 3/    | R-2008-2032689                         | Pennsylvania-American Water Co. - Coatesville                 |
| 2008 | New Jersey 1/      | WR08010020                             | NJ American Water Co.   |
| 2008 | Washington 63/ 64/ | UE-080416,<br>UG-080417                | Avista Corporation  |
| 2008 | Texas 65/          | 473-08-3681, 35717                     | Oncor Electric Delivery Co.                                   |
| 2008 | Tennessee 66/      | 08-00039                               | Tennessee-American Water Co.                                  |
| 2008 | Kansas             | 08-WSEE-1041-RTS                       | Westar Energy, Inc.   |



Michael J. Majoros, Jr.

|      |                         |                 |                                     |
|------|-------------------------|-----------------|-------------------------------------|
| 2009 | Kentucky 36/            | 2008-00409      | East Kentucky Power Coop.           |
| 2009 | Indiana 29/             | 43501           | Duke Energy Indiana                 |
| 2009 | Indiana 29/             | 43526           | Northern Indiana Public Service Co. |
| 2009 | Michigan 33/            | U-15611         | Consumers Energy Company            |
| 2009 | Kentucky 36/            | 2009-00141      | Columbia Gas of Kentucky            |
| 2009 | New Jersey 1/           | GR00903015      | Elizabethtown Gas Company           |
| 2009 | District of Columbia 7/ | FC 1076         | Potomac Electric Power              |
| 2009 | New Jersey 1/           | GR09050422      | Public Service Gas & Electric Co.   |
| 2009 | Kentucky 36/            | 2009-00202      | Duke Energy Kentucky Co.            |
| 2010 | Kentucky 36/            | 2009-00549      | Louisville Gas and Electric Co.     |
| 2010 | Kentucky 36/            | 2009-00548      | Kentucky Utilities Co.              |
| 2010 | New Jersey 1/           | GR10010035      | Southern New Jersey Gas Co.         |
| 2010 | Hawaii 42/              | 2009-0286       | Mauui Electric Co.                  |
| 2010 | Hawaii 42/              | 2009-0321       | Hawaii Electric Light Co.           |
| 2010 | Hawaii 42/              | 2010-0053       | Hawaiian Electric Co.               |
| 2010 | Lancaster 3/            | R-2010-2179103  | Lancaster Water Fund                |
| 2011 | Kansas 40/              | 11-KCPE-581-PRE | Kansas City Power and Light Co.     |
| 2011 | Delaware 24/            | 11-207          | Artesian                            |
| 2012 | Kentucky 36/            | 2012-00221      | Kentucky Utilities Company          |
| 2012 | Kentucky 36/            | 2012-00222      | Louisville Gas and Electric Company |
| 2012 | Massachusetts 67/       | DPU 12-25       | Bay State Gas Company               |
| 2012 | District of Columbia 7/ | FC 1093         | Washington Gas Light Company        |
| 2012 | New Jersey 1/           | WR11070460      | New Jersey American Water           |
| 2012 | New Jersey 1/           | ER11080469      | Atlantic City Electric Company      |
| 2013 | Michigan 33/            | U-16769         | Michigan Consolidated Gas           |
| 2013 | New Jersey 1/           | ER12111052      | Jersey Central Power & Light        |
| 2013 | Alberta 68/             | 2322            | ATCO Pipelines                      |
| 2013 | North Dakota 37/        | PU-12-813       | Northern States Power               |
| 2013 | Massachusetts 67/       | D.P.U 13-07     | New England Gas Company             |
| 2013 | Wyoming /69             | 20000-427-EA-13 | Rocky Mountain Power                |
| 2013 | New York /70            | 13-E-0030       | Consolidated Edison                 |
| 2013 | Maine /71               | 2013-00168      | Central Maine Power                 |

Michael J. Majoros, Jr.

**PARTICIPATION AS NEGOTIATOR IN FCC TELEPHONE DEPRECIATION  
RATE REPRESRIPTION CONFERENCES**

| <u>COMPANY</u>                                      | <u>YEARS</u>       | <u>CLIENT</u>                 |
|---|--------------------|-------------------------------|
| Diamond State Telephone Co. <u>24</u> /             | 1985 + 1988        | Delaware Public Service Comm  |
| Bell Telephone of Pennsylvania <u>3</u> /           | 1986 + 1989        | PA Consumer Advocate          |
| Chesapeake & Potomac Telephone Co. - Md. <u>8</u> / | 1986               | Maryland People's Counsel     |
| Southwestern Bell Telephone – Kansas <u>20</u> /    | 1986               | Kansas Corp. Commission       |
| Southern Bell – Florida <u>4</u> /                  | 1986               | Florida Consumer Advocate     |
| Chesapeake & Potomac Telephone Co.-W.Va. <u>2</u> / | 1987 + 1990        | West VA Consumer Advocate     |
| New Jersey Bell Telephone Co. <u>1</u> /            | 1985 + 1988        | New Jersey Rate Counsel       |
| Southern Bell - South Carolina <u>22</u> /          | 1986 + 1989 + 1992 | S. Carolina Consumer Advocate |
| GTE-North – Pennsylvania <u>3</u> /                 | 1989               | PA Consumer Advocate          |

Michael J. Majoros, Jr.

**PARTICIPATION IN PROCEEDINGS WHICH WERE  
SETTLED BEFORE TESTIMONY WAS SUBMITTED**

| <u>STATE</u>              | <u>DOCKET NO.</u> | <u>UTILITY</u>                                     |
|---------------------------|-------------------|--|
| Maryland <u>8/</u>        | 7878              | Potomac Edison                                     |
| Nevada <u>21/</u>         | 88-728            | Southwest Gas                                      |
| New Jersey <u>1/</u>      | WR90090950J       | New Jersey American Water                          |
| New Jersey <u>1/</u>      | WR900050497J      | Elizabethtown Water                                |
| New Jersey <u>1/</u>      | WR91091483        | Garden State Water                                 |
| West Virginia <u>2/</u>   | 91-1037-E         | Appalachian Power Co.                              |
| Nevada <u>21/</u>         | 92-7002           | Central Telephone - Nevada                         |
| Pennsylvania <u>3/</u>    | R-00932873        | Blue Mountain Water                                |
| West Virginia <u>2/</u>   | 93-1165-E-D       | Potomac Edison                                     |
| West Virginia <u>2/</u>   | 94-0013-E-D       | Monongahela Power                                  |
| New Jersey <u>1/</u>      | WR94030059        | New Jersey American Water                          |
| New Jersey <u>1/</u>      | WR95080346        | Elizabethtown Water                                |
| New Jersey <u>1/</u>      | WR95050219        | Toms River Water Co.                               |
| Maryland <u>8/</u>        | 8796              | Potomac Electric Power Co.                         |
| South Carolina <u>22/</u> | 1999-077-E        | Carolina Power & Light Co.                         |
| South Carolina <u>22/</u> | 1999-072-E        | Carolina Power & Light Co.                         |
| Kentucky <u>36/</u>       | 2001-104 & 141    | Kentucky Utilities, Louisville Gas<br>and Electric |
| Kentucky <u>36/</u>       | 2002-485          | Jackson Purchase Energy<br>Corporation             |
| Kentucky <u>36/</u>       | 2009-00202        | Duke Energy Kentucky                               |
| New Jersey <u>1/</u>      | ER09080664        | Atlantic City Electric Co.                         |
| New Jersey <u>1/</u>      | ER09080668        | Rockland Electric Co.                              |



Michael J. Majoros, Jr.

Clients

|  |  |
|--|--|
| <u>1/</u> New Jersey Rate Counsel/Advocate                   | 36/ Kentucky Attorney General                          |
| <u>2/</u> West Virginia Consumer Advocate                    | 37/ North Dakota Public Service Commission             |
| <u>3/</u> Pennsylvania OCA                                   | 38/ Kansas Industrial Group                            |
| <u>4/</u> Florida Office of Public Advocate                  | 39/ City of Wichita                                    |
| <u>5/</u> Toms River Fire Commissioner's                     | 40/ Kansas Citizens' Utility Rate Board                |
| <u>6/</u> Iowa Office of Consumer Advocate                   | 41/ NIPSCO Industrial Group                            |
| <u>7/</u> D.C. People's Counsel                              | 42/ Hawaii Division of Consumer Advocacy               |
| <u>8/</u> Maryland's People's Counsel                        | 43/ Nevada Bureau of Consumer Protection               |
| <u>9/</u> Idaho Public Service Commission                    | 44/ GCI  |
| <u>10/</u> Western Burglar and Fire Alarm                    | 45/ Wisc. Citizens' Utility Rate Board                 |
| <u>11/</u> U.S. Dept. of Defense                             | 46/ Vermont Department of Public Service               |
| <u>12/</u> N.M. State Corporation Comm.                      | 47/ Oklahoma Corporation Commission                    |
| <u>13/</u> City of Philadelphia                              | 48/ National Assn. of State Utility Consumer Advocates |
| <u>14/</u> Resorts International                             | 49/ Nova Scotia Utility and Review Board               |
| <u>15/</u> Woodlake Condominium Association                  | 50/ Florida Office of Public Counsel                   |
| <u>16/</u> Illinois Attorney General                         | 51/ Maryland Public Service Commission                 |
| <u>17/</u> Mass Coalition of Municipalities                  | 52/ MCI  |
| <u>18/</u> U.S. Department of Energy                         | 53/ Transmission Agency of Northern California         |
| <u>19/</u> Arizona Electric Power Corp.                      | 54/ Florida Industrial Power Users Group               |
| <u>20/</u> Kansas Corporation Commission                     | 55/ Sierra Club  |
| <u>21/</u> Public Service Comm. – Nevada                     | 56/ Our Children's Earth Foundation                    |
| <u>22/</u> SC Dept. of Consumer Affairs                      | 57/ National Parks Conservation Association, Inc.      |
| <u>23/</u> Georgia Public Service Comm.                      | 58/ Missouri Office of the Public Counsel              |
| <u>24/</u> Delaware Public Service Comm.                     | 59/ The Utility Reform Network                         |
| <u>25/</u> Conn. Ofc. Of Consumer Counsel                    | 60/ Colorado Office of Consumer Counsel                |
| <u>26/</u> Arizona Corp. Commission                          | 61/ MD State Senator Paul G. Pinsky                    |
| <u>27/</u> AT&T  | 62/ MD Speaker of the House Michael Busch              |
| <u>28/</u> AT&T/MCI  | 63/ Washington Office of Public Counsel                |
| <u>29/</u> IN Office of Utility Consumer Counselor           | 64/ Industrial Customers of Northwestern Utilities     |
| <u>30/</u> Unitel (AT&T – Canada)                            | 65/ Steering Committee of Cities                       |
| <u>31/</u> Public Interest Advocacy Centre                   | 66/ City of Chattanooga                                |
| <u>32/</u> U.S. General Services Administration              | 67/ Massachusetts Attorney General                     |
| <u>33/</u> Michigan Attorney General                         | 68/ Alberta Office of the Utilities Consumer Advocate  |
| <u>34/</u> New Mexico Attorney General                       | 69/ Wyoming Industrial Energy Consumers                |
| <u>35/</u> Environmental Protection Agency Enforcement Staff | 70/ New York State Department                          |
|  | 71/ Maine Office of Public Advocate                    |

## **SNAVELY KING TEAM MEMBER RESUMES**

**KARL RICHARD PAVLOVIC, PH.D.**

**SENIOR CONSULTANT**

### **Education**

Purdue University – MA and Ph.D. in Philosophy  
Karl-Ruprecht Universität, Heidelberg, Germany – graduate study  
Yale University – BA in Philosophy

### **Professional Experience**

Dr. Pavlovic provides clients with economic and policy analyses of commercial operations and expert testimony in support of litigation, negotiation and strategic planning. His analyses and testimony are distinguished by systematic articulation and testing of assumptions, thorough evaluation of data, innovative application of statistical tools and economic principles, and clarity and precision of presentation. Dr. Pavlovic has provided expert testimony on the operations, costs and revenues of gas and electric utilities, the impacts of restructuring wholesale and retail electric markets, the operation and competitiveness of petroleum and electric markets, the market valuation of crude oil, and electric and gas reliability. Major projects directed by Dr. Pavlovic have included: analytical assistance to counsel and testimony on all aspects of the restructuring of wholesale and retail electric markets in the Eastern Interconnection; analysis of petroleum markets, expert testimony, and coordination of technical testimony in the Trans-Alaska Pipeline quality bank litigation; Independent Technical Review of the economic models used by the US Army Corps of Engineers for the Ohio River System Investment Plan; assistance to a major independent telephone company in the formulation and implementation of corporate strategic plans, applications for long-distance authority, and settlement negotiations with major domestic and foreign carriers.

By education and professional experience Dr. Pavlovic has expertise in formal and mathematical logic, statistics, economics, financial analysis, econometrics, and computer modeling. With over 25 years' experience as a consultant and expert witness, Dr. Pavlovic has in-depth knowledge of commercial and industrial operations in the energy, transportation, and telecommunications industries and is familiar with a wide range of experimental and investigative methods in science and engineering.

### **Professional and Business Affiliations**

- The Society of Depreciation Professionals
- American Water Works Association

**References**

Delaware Public Service Commission, Dkt. 13-115, Application of Delmarva Power & Light for an Increase in Electric Base Rates

Reference: James Geddes  
Ashby & Geddes  
500 Delaware Avenue  
Wilmington, DE 19899  
(302) 654-1888

North Dakota Public Service Commission, Dkt. PU-12-813, In the Matter of the Application of Northern States Power Company For Authority to Increase Rates for Electric Service in North Dakota

Reference: Michael R. Diller  
North Dakota Public Service Commission  
600 E Boulevard Ave  
Dept 408  
Bismarck, ND 58505-0480  
(701) 328-4079

Maryland Public Service Commission, Case 9332, Application of Columbia Gas of Maryland, Inc. for Authority to Adopt an Infrastructure Replacement Surcharge Mechanism, On-going Revenue Requirement Surcharge

Reference: Gary Alexander  
Maryland Office of People's Counsel  
6 St. Paul Street – Suite 2201  
Baltimore, Maryland 21202  
(410) 767-8150

**Regulatory Projects and Appearances**

In re: Examination of Long-Term Natural Gas Hedging Proposals (2014)  
LA Public Service Commission Docket No. R-32975-LPSC

In re: 2013 Integrated Resource Planning Process for Southwestern Electric Power Company (2014)  
LA Public Service Commission Docket No. I-33013

**Snavely King Majoros & Associates, Inc.**

In the Matter of the Application of Columbia Gas of Maryland, Inc. for Authority to Adopt an Infrastructure Replacement Surcharge Mechanism (2013)  
MD Public Service Commission Case No. 9332

In the Matter of the Application of Baltimore Gas and Electric Company for Approval of a Gas System Strategic Infrastructure Development and Enhancement Plan and Accompanying Cost Recovery Mechanism (2013)  
MD Public Service Commission Case No. 9331

In the Matter of the Application of Delmarva Power & Light Company for an Increase in Electric Base Rates and Miscellaneous Tariff Changes (2013)  
DE Public Service Commission Docket No. 13-115

In the Matter of the Application of Northern States Power Company for Authority to Increase Rates for Electric Service in North Dakota (2013)  
ND Public Service Commission Case No. PU-12-813

In the Matter of the Application of Columbia Gas of Maryland, Inc. for Authority to Increase Rates and Charges (2013)  
MD Public Service Commission Case No. 9316

In the Matter of the Application of Baltimore Gas and Electric Company for Adjustment in its Electric and Gas Base Rates (2012)  
MD Public Service Commission Case No. 9299

In the Matter of the Application of Delmarva Power & Light Company for an Increase in Electric Base Rates and Miscellaneous Tariff Changes (2012)  
DE Public Service Commission Docket No. 11-528

In the Matter of the Petition of Atlantic City Electric Company for Approval of Amendments to Its Tariff to Provide for an Increase in Rates and Charges for Electric Service Pursuant to *N.J.S.A. 48:2-21* and *N.J.S.A. 48:2-21.1* and for Other Appropriate Relief (2011)  
New Jersey BPU Docket No. ER11080469

In the Matter of the Application of the Potomac Electric Power Company for Authority to Increase Existing Retail Rates and Charges for Electric Distribution Service (2011)  
D.C. Public Service Commission Formal Case No. 1087

Electric Transmission Rate Annual Informational Filing of Central Maine Power Company (2011)  
Federal Energy Regulatory Commission Docket No. ER09-934-000 (2011)

**Snavely King Majoros & Associates, Inc.**

Electric Transmission Rate Annual Informational Filing of Bangor Hydro Electric Company (2011)

Federal Energy Regulatory Commission Docket No. ER09-938-000

Pennsylvania Public Utility Commission Office of Consumer Advocate Office of Small Business Advocate v. City of Bethlehem – Bureau of Water (2011)

Pennsylvania PUC Docket Nos. R-2011-2244756, C-2011-2246910, and C-2011-2248241

Southern California Edison Company Transmission Owners Tariff (2011)

Federal Energy Regulatory Commission Docket No. ER11-2061-000

In the Matter of the Petition of Kansas City Power & Light Company for Determination of the Ratemaking Principles and Treatment that Will Apply to the Recovery in Rates of the Cost to be Incurred by KCP&L for Certain Electric Generation Facilities under K.S.A. 66-1239 (2011)

Kansas Corporation Commission Docket No. 11-KCPE-581-PRE

Midwest Independent Transmission System Operator, Inc., and Ameren Illinois Company (2011)

Federal Energy Regulatory Commission Docket No. ER11-2788-000

Electric Generation Plant Valuation Study (2010 - 2012)

California Department of Water Resources

Tampa Electric Company Wholesale Power Tariff (2010 - 2011)

Federal Energy Regulatory Commission Docket No. ER10-2061-000

Pacific Gas & Electric Company, Transmission Owner Tariff (2010-2011)

Federal Energy Regulatory Commission Docket No. ER10-2026-000

Impact Evaluation Study of the District of Columbia Department of the Environment's Two-Year Pilot Reliable Energy Trust Fund Programs (2007 - 2008)

D.C. Public Service Commission Formal Case No. 945

In the Matter of the Application of the Potomac Electric Power Company for Authority to Increase Existing Retail Rates and Charges for Electric Distribution Service (2007 - 2008)

D.C. Public Service Commission Formal Case No. 1053



**Snively King Majoros & Associates, Inc.**

In the Matter of the Investigation of Interconnection Standards in the District of Columbia (2006)

D.C. Public Service Commission Formal Case No. 1050

In the Matter of the Investigation into the Omnibus Utility Emergency Amendment Act of 2005, Specifically Regarding the Establishment of the Natural Gas Trust Fund Programs (2006)

D.C. Public Service Commission Formal Case No. 1037

Emergency Application of the Potomac Electric Power Company For A Certificate of Public Convenience and Necessity To Construct Two 69kV Overhead Transmission Lines and Notice of The Proposed Construction of Two Underground 230kV Transmission Lines (2005 - 2006)

D.C. Public Service Commission Formal Case No. 1044

Investigation Into Potomac Electric Power Company's Distribution Service Rates (2003 - 2005)

D.C. Public Service Commission Formal Case No. 1032

Investigation of the Feasibility of Removing Pre-Existing Aboveground Utility Lines and Cables and Relocating Them Underground in the District of Columbia (2003)

D.C. Public Service Commission Formal Case No. 1026

Guadalupe L. Garcia v. Ann Veneman, Secretary, US Department of Agriculture (2003 - 2006)

U.S. District Court for the District of Columbia

Mirant Corporation, et al., Debtors (2003 - 2005)

U.S. District Court for the Northern District of Texas

Complaint: Office of the People's Counsel of the District of Columbia v. Mirant Americas Energy Marketing, L.P. (2003)

Federal Energy Regulatory Commission

Investigation into the Effect of the Bankruptcy of Mirant Corporation on Retail Electric Service in the District of Columbia (2003 - 2005)

D.C. Public Service Commission Formal Case No. 1023

Development and Designation of Standard Offer Service in the District of Columbia (2003 - 2007)

D.C. Public Service Commission Formal Case No. 1017

**EDWARD CHRISTIAN, CPA**

**STAFF CONSULTANT**

**Education**

University of Baltimore - Baltimore, Maryland B.S. Accounting, 1996

**Professional Experience**

Mr. Christian has an accounting and financial advisory consulting experience in areas that include external audit, acquisition due diligence, revenue and expenditure growth projection, litigation support, and business valuation, gained while working as a Financial Consultant and Senior External Audit Manager with various public accounting firms during in the Washington, DC area for ten years. In this position, he assisted publicly traded companies' internal audit departments in assessing European foreign corporate subsidiaries' compliance with Sarbanes-Oxley Act reporting requirements under International Financial Reporting Standards. His financial consulting experience ranges from constructing detailed financial accounting and reporting policies and procedures manuals for clients to consulting on issues of cross-border financial consolidations, US GAAP financial reporting, and SEC reporting and compliance for US-based multi-national, public companies.

Mr. Christian also has participated in performing formula rate audits for Central Maine Power and Bangor Hydro Electric for the Maine Public Service Commission. Mr. Christian will assist in the detail analysis and preparation of supporting work papers and documentation.

**Assisted in the following Regulatory Cases**

Proceeding on Motion of the Commission as to the Rates, Charges, Rules and Regulations of Consolidated Edison Company of New York, Inc. for Electric Service. Case 13-E-0030, Case 13-G-0031 & Case 13-S-0032

In the matter of the Application of Rocky Mountain Power for an Order authorizing a change in depreciation rates applicable to its depreciable electric property. Docket No. 20000-427-EA-13

In the Matter of the *Alberta Utilities Commission Act*, S.A. 2007, c. A-37.2 and in the Matter of ATCO Pipelines 2013-2014 General Rate Application 1609158; Proceeding ID 2322

Ameren Illinois Company Proposed Increase in Transmission Distribution Rates Docket Nos. ER13-312

Application of Kentucky Utilities Company for an Adjustment of its electric rates. Case



**Snavely King Majoros & Associates, Inc.**

No. 2012-00221

Application of Louisville Gas and Electric Company for an Adjustment of its electric and Gas rats, a certificate of public convenience and necessity, approval of ownership of gas service lines and risers, and a gas line surcharge. Case No. 2012-00222

In the matter of application of Michigan Consolidated Gas Company for approval of depreciation accrual rates proposed rates and charges for gas utility plant. Case No. U-16769

Petition of Bay State Gas Company d/b/a Columbia Gas of Massachusetts, pursuant to General Laws Chapter 164, § 94, and 220 C.M.R. §§5.00 et seq. D.P.U. 12-25

In the Matter of The Investigation Into The Reasonableness of Washington Gas Light Company's Existing Rates and Charges For Gas Service Formal Case No. 1093

New Jersey American Water Company - 2011 RATE CASE BPU Docket No. WR11070460

In The Matter Of the Application of Artesian Water Company, INC. For a Revision of Rates PSC Docket No. 11-207

Pacific Gas and Electric Company Type of Filing Code 80: Compliance Filing to Revise Rates Pursuant to Order Accepting and Suspending Proposed Tariff Changes PG&E FERC Electric Tariff Volume Docket No. 5 ER12-2701-000

**Professional and Business Affiliations**

- American Water Works Association
- National Association of Utility Regulatory Commission
- Member American Institute of Certified Public Accountants (AICPA)
- Institute of Internal Auditors (IIA)

**MITCHELL ANTHONY SEMANIK**

**ANALYST**

**Education**

College of William and Mary, Williamsburg, VA BA in ECONOMICS

**Professional Experience**

Mr. Semanik provides analytical support to Snavely King clients and principals. His main responsibilities include research and quantitative analysis for regulatory proceedings. Mr. Semanik has knowledge in economics, econometrics, and financial analysis. He has aided senior consultants with research and analysis on issues including depreciation, cost of capital, cost-allocation, and revenue requirement for numerous regulatory cases. In addition, Mr. Semanik has both created and provided expert analysis of in-depth data belonging to complex spreadsheets.

**Assisted in the following Regulatory Cases**

In the Matter of the Application of PENNSYLVANIA-AMERICAN WATER COMPANY for authority to Increase Rates for Water Service in Pennsylvania Docket No. R-2013-2355276

In the Matter of the Application of YORK WATER COMPANY for authority to Increase Rates for Water Service in Pennsylvania Docket No. R-2013-2336379

Central Maine Power Company Request for New Alternative Rate Plan Docket No.2013 00168

Proceeding on Motion of the Commission as to the Rates, Charges, Rules and Regulations of Consolidated Edison Company of New York, Inc. for Electric Service. Case 13-E-0030, Case 13-G-0031 & Case 13-S-0032

In the matter of the Application of Rocky Mountain Power for an Order authorizing a change in depreciation rates applicable to its depreciable electric property. Docket No. 20000-427-EA-13

In the Matter of the *Alberta Utilities Commission Act*, S.A. 2007, c. A-37.2 and in the Matter of ATCO Pipelines 2013-2014 General Rate Application 1609158; Proceeding ID 2322

Ameren Illinois Company Proposed Increase in Transmission Distribution Rates Docket Nos. ER13-312

Application of Kentucky Utilities Company for an Adjustment of its electric rates. Case

**Snavely King Majoros & Associates, Inc.**

No. 2012-00221

Application of Louisville Gas and Electric Company for an Adjustment of its electric and Gas rates, a certificate of public convenience and necessity, approval of ownership of gas service lines and risers, and a gas line surcharge. Case No. 2012-00222

In the matter of application of Michigan Consolidated Gas Company for approval of depreciation accrual rates proposed rates and charges for gas utility plant. Case No. U-16769

Petition of Bay State Gas Company d/b/a Columbia Gas of Massachusetts, pursuant to General Laws Chapter 164, § 94, and 220 C.M.R. §§5.00 et seq. D.P.U. 12-25

In the Matter of The Investigation Into The Reasonableness of Washington Gas Light Company's Existing Rates and Charges For Gas Service Formal Case No. 1093

New Jersey American Water Company - 2011 RATE CASE BPU Docket No. WR11070460

In The Matter Of the Application of Artesian Water Company, INC. For a Revision of Rates PSC Docket No. 11-207

Pacific Gas and Electric Company Type of Filing Code 80: Compliance Filing to Revise Rates Pursuant to Order Accepting and Suspending Proposed Tariff Changes PG&E FERC Electric Tariff Volume Docket No. 5 ER12-2701-000

**Professional and Business Affiliations**

- American Water Works Association
- National Association of Utility Regulatory Commission

ATTACHMENT C

PSC14536- CONSULTING BID FORM

| PSC14536 - CONSULTING BID FORM      |                                   |             |                |
|-------------------------------------|-----------------------------------|-------------|----------------|
| Employee/Title                      | Not to Exceed<br>Number of Hours* | Hourly Rate | Extended Price |
| MICHAEL J. MAJORS JR / ADVISORY     | -                                 | \$ 165      | \$ -           |
| DANTE MUGRACE - WITNESS             | 260                               | \$ 150      | \$ 39,000.00   |
| DR. KARL PAULOVIC - QUALITY CONTROL | 6                                 | \$ 150      | \$ 900.00      |
| ED. CHRISTIAN - STAFF CONSULTANT    | 46                                | \$ 100      | \$ 4,600.00    |
| MITCH SEMANIK - ANALYST             | 64                                | \$ 85       | \$ 5,440.00    |
|                                     |                                   | \$          | \$             |
|                                     |                                   | Total       | \$ 49,940.00   |

Bidder / Vendor Information:

Name: SNAVELY KING MAJORS AND ASSOCIATES, INC.

Address: 4351 GARDEN CITY DRIVE SUITE 350C  
LAND OVER, MARYLAND 20785

Phone #: 1-202-371-9153

Email Address: mmajors@snavely-king.com

---

Contact Coordinator Information:

Name: MICHAEL J. MAJORS, JR

Address: 4351 GARDEN CITY DRIVE SUITE 350C  
LAND OVER, MARYLAND 20785

Phone #: 1-202-371-9153

Email Address: mmajors@snavely-king.com

The Consultant will not be reimbursed for hours that exceed the total hours for each Employee/Title

Appalachian Power Company and Wheeling Power Company- Revenue Requirement  
Budget

| <u>Professional</u>   | <u>Project Function</u>        | <u>Hours</u> | <u>Hourly Rate</u> | <u>Total</u>    |
|-----------------------|--------------------------------|--------------|--------------------|-----------------|
| Michael J Majoros,Jr. | Advisory/As-Needed             | -            | 165.00             | -               |
| Dante Mugrace         | Project Manager/Expert Witness | 260.00       | 150.00             | 39,000.00       |
| Dr. Karl Pavlovic     | Quality Control                | 6.00         | 150.00             | 900.00          |
| Edward D Christian    | Staff Consultant               | 46.00        | 100.00             | 4,600.00        |
| Mitchell Semanik      | Analyst                        | <u>64.00</u> | 85.00              | <u>5,440.00</u> |
|                       |                                | 376.00       |                    | 49,940.00       |

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ATTACHMENT D

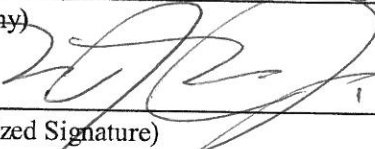
CERTIFICATION AND SIGNATURE PAGE



**CERTIFICATION AND SIGNATURE PAGE**

By signing below, I certify that I have reviewed this Solicitation in its entirety, understand the requirements, terms and conditions, and other information contained herein; that I am submitting this bid or proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

SNARELY KING MAJORS AND ASSOCIATES INC  
(Company)

x   
(Authorized Signature)

x MICHAEL J. MAJORS, JR. PRESIDENT/CEO  
(Representative Name, Title)

1-202-371-9153  
(Phone Number) (Fax Number)

03-26-2014  
(Date)

ATTACHMENT E

PURCHASING AFFIDAVIT

RFQ No. PSC14536STATE OF WEST VIRGINIA  
Purchasing Division**PURCHASING AFFIDAVIT**

**MANDATE:** Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

**EXCEPTION:** The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

**DEFINITIONS:**

**"Debt"** means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

**"Employer default"** means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

**"Related party"** means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

**AFFIRMATION:** By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

**WITNESS THE FOLLOWING SIGNATURE:**Vendor's Name: SNARELY KING MAJORS AND ASSOCIATES INC.Authorized Signature: [Signature] Date: 3/25/14State of District of Columbia

County of \_\_\_\_\_, to-wit:

Taken, subscribed, and sworn to before me this 25 day of MARCH, 2014.My Commission expires July 14, 2014.**AFFIX SEAL HERE****NOTARY PUBLIC** [Signature]

Purchasing Affidavit (Revised 07/01/2012)