

California Water Service

WITNESS QUALIFICATIONS BOOK



2024 GENERAL RATE CASE
A.24-07-___ (FOR TEST YEAR 2026)
JULY 2024

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- Attachment A – Qualifications of Thomas Chesnutt**
- Attachment B – Qualifications of Luis Gonzales**
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- Attachment E – Dane Watson Summary of Testimony Appearances**
- Attachment F – Customer Support Services and Rancho Dominguez Capital Project Sponsors**

WITNESS QUALIFICATIONS

1 CHAPTER 1. OVERVIEW OF SPONSORED TESTIMONY AND SUPPORTING MATERIALS

Witness	Location	Items Sponsored
P. Alexander	Chapter 1 of Testimony Book #1	Overview of Request
P. Alexander	Chapter 2 of Testimony Book #1	Ratemaking Area Terminology and Descriptions
P. Alexander	Chapter 3 of Testimony Book #1	Capital-Related Ratemaking Testimony
P. Alexander	Chapter 3 SR #13 Testimony Book #1	Total Budget - SR#13
P. Alexander	Chapter 4 of Testimony Book #1	Water Production
P. Alexander	Chapter 4 of Testimony Book #1	Subsequent Rate Changes - SR#5
M. Singh	Chapter 5 of Testimony Book #1	O&M and A&G Expenses (except Apprentice Program and SR #7)
D. Duncan	Chapter 5 of Testimony Book #1	Apprentice Program
M. Singh	Chapter 5 of Testimony Book #1	Update escalation factors - SR#6
G. Milleman	Chapter 5 of Testimony Book #1	Payroll inflation using union wages - SR#7
G. Milleman	Chapter 6 of Testimony Book #1	Taxes
P. Alexander	Chapter 7 of Testimony Book #1	Rate Base
J. Yee	Chapter 7 SR #14 of Testimony Book #1	Normalization re Attrition Yr - SR#14
J. Yee	Chapter 7 SR #15 of Testimony Book #1	Normalization re Def. Taxes - SR#15
M. Singh	Chapter 8 of Testimony Book #1	Payroll (except Exec Comp & SERP)
M. Mortensen	Chapter 8 of Testimony Book #1	Executive Compensation
J. Lynch	Chapter 8 of Testimony Book #1	SERP
M. Singh	Chapter 9 of Testimony Book #1	Benefits (except PCBA, HCBA)
J. Lynch	Chapter 9 SR #9 of Testimony Book #1	PCBA, HCBA
P. Rawal	Chapter 10 of Testimony Book #1	Affiliate and CSS Allocations
N. Wales	Chapter 10 of Testimony Book #1	Unregulated Allocations
G. Milleman	Chapter 11 SR #12 of Testimony Book #1	Interim Decision - SR#12
M. Singh	Attachment A of Testimony Book #1	New Complement Support
J. Lynch	Attachment B of Testimony Book #1	Actuarial Reports
N. Wales	Attachment C of Testimony Book #1	Confidentiality Declaration
J. Yee	Attachment D of Testimony Book #1	SR #14 Private Letter Ruling
P. Alexander	Attachment E of Testimony Book #1	Changes May to July
G. Milleman	Chapter 1 of Testimony Book #2	Affordability
G. Milleman	Chapter 2 of Testimony Book #2	Decoupling and SRM Policy
C. Cameron	Chapter 3 of Testimony Book #2	Decoupling and SRM Program
K. Switzer	Chapter 4 of Testimony Book #2	Decoupling Background and History
G. Milleman	Chapter 5 of Testimony Book #2	Rate Design
G. Milleman	Chapter 6 of Testimony Book #2	Sales and Services
K. Jenkins	Chapter 7 of Testimony Book #2	Conservation
G. Milleman	Attachment A of Testimony Book #2	Enhancing Affordability Through Consolidation
C. Cameron	Attachment B of Testimony Book #2	Proposed Decoupling Program
G. Milleman	Attachment C of Testimony Book #2	Decoupling Program Benefits
M. Teodoro	Attachment D of Testimony Book #2	Decoupling Affordability Analysis (Report)
T. Chesnutt	Attachment E of Testimony Book #2	Economic Value of Efficiency (Report)

WITNESS QUALIFICATIONS

Witness	Location	Items Sponsored
D. Mitchell	Attachment F of Testimony Book #2	Rate Design Analytics (Report)
D. Mitchell	Attachment G of Testimony Book #2	Sales and Services Forecast (Report)
D. Mitchell	Attachment H of Testimony Book #2	Conservation Program (Report)
D. Mitchell	Attachment I of Testimony Book #2	CPUC Affordability Metrics (Report)
C. Cameron	Attachment J of Testimony Book #2	Proposed Decoupling Program
N. Wales	Chapter 1 of Testimony Book #3	BAMAs
N. Wales	Chapter 1 of Testimony Book #3	Amortization #8
[various]	Chapter 1 of Testimony Book #3	Reauthorization SR #9
J. Lynch	Chapter 1 of Testimony Book #3	Gen. Insurance MA SR #10
N. Wales	Chapter 1 of Testimony Book #3	Contam. Remediation MA SR #11
N. Wales	Chapter 2 of Testimony Book #3	Unregulated and Affiliate
D. Osby	Chapter 3 of Testimony Book #3	Safety and Emergency Response
R. Chang	Chapter 4 of Testimony Book #3	Cybersecurity
S. Dean	Chapter 5 of Testimony Book #3	ESJ
T. Henrie	Chapter 6 of Testimony Book #3	Water Quality
G. Milleman	Chapter 7 of Testimony Book #3	Lead Lag Overview
D. Watson	Chapter 8 of Testimony Book #3	Depreciation
N. Wales	Attachment A of Testimony Book #3	Affiliate Transactions Report
N. Wales	Attachment B of Testimony Book #3	Unregulated Activities Report
S. Dean	Attachment C of Testimony Book #3	CWS ESG Report
G. Milleman	Attachment D of Testimony Book #3	Lead/Lag Study
T. Anklan	Attachment E of Testimony Book #3	AMI Testimony of Tricia Anklan
D. Duncan	Attachment F of Testimony Book #3	AMI Testimony of Darin Duncan
T. Pray	Attachment G of Testimony Book #3	AMI Testimony of Todd Pray
P. Alexander	Assembly of Book 4	Minimum Data Requirements
D. Watson	Book 5A	Metro Districts Depreciation Study
D. Watson	Book 5B	Valley Districts Depreciation Study
P. Alexander	Assembly of RO Reports	Results of Operations Reports
E. McCauley	Chapter 13 of RO Reports	Beginning Plant Balance Justifications
E. McCauley	District Project Justification Books, Section A.	Operating District Overview
J. Kooy	District Project Justification Books, Section B.	Asset Management
D. Prasanna	District Project Justification Books, Section C.	Distribution and Operations
S. Wagner	District Project Justification Books, Section D.	Water Resources
T. Henrie	District Project Justification Books, Section E.	Water Quality
E. McCauley	District Project Justification Books, Section F.	Capital Planning
C. Sorce	District Project Justification Books, Section G.	Capital Delivery
D. Duncan	District Project Justification Books, Section H.	Operations

WITNESS QUALIFICATIONS

Witness	Location	Items Sponsored
E. McCauley	District Project Justification Books, Section I.	Cost Summary Table
E. McCauley	District Project Justification Books, Section J.	Supply Demand Report
E. McCauley	District Project Justification Books, Section K.	Background Reports
E. McCauley	District Project Justification Books, Section L.	Common Plant
E. McCauley	District Project Justification Books, Section M.	In Progress
E. McCauley	District Project Justification Books, Section N.	Under Threshold Projects
E. McCauley	Common Plant PJ Book, Section A.	Common Plant Issues Overview
J. Kooy	Common Plant PJ Book, Section B.	Main Replacement Program
D. Duncan	Common Plant PJ Book, Section B.	Automatic Metering Initiative
J. Kooy	Common Plant PJ Book, Section B.	Flowmeter Replacement Program
C. Chan	Common Plant PJ Book, Section B.	Vehicle Replacement Program
J. Kooy	Common Plant PJ Book, Section B.	Customer Meter Vault Lid Replacement Program
J. Kooy	Common Plant PJ Book, Section B.	Pump & Motor Replacement Program
J. Kooy	Common Plant PJ Book, Section B.	Tank Improvement Program
J. Kooy	Common Plant PJ Book, Section B.	Cathodic Protection System Improvement Program
J. Kooy	Common Plant PJ Book, Section B.	Control Valve Overhaul and Replacement Program
J. Kooy	Common Plant PJ Book, Section B.	Analyzers and Instrumentation Replacement
J. Kooy	Common Plant PJ Book, Section B.	Customer Meter Replacement Program
J. Kooy	Common Plant PJ Book, Section B.	Service Line Replacement Program
J. Kooy	Common Plant PJ Book, Section B.	Pressure Vessel Improvement Program
T. Henrie	Common Plant PJ Book, Section B.	Water Quality Sample Stations Program
J. Kooy	Common Plant PJ Book, Section B.	MCC/Panelboard Replacement Program
J. Kooy	Common Plant PJ Book, Section B.	Generator Replacement Program
J. Kooy	Common Plant PJ Book, Section B.	Well Renewal Program
T. Henrie	Common Plant PJ Book, Section B.	Routine Granular Activated Carbon Changeout Program
M. Luu	Common Plant PJ Book, Section B.	Physical Security Program
E. McCauley	Common Plant PJ Book, Section B.	Non-Specific Budgets
E. McCauley	Common Plant PJ Book, Section B.	Cost Catalog Report
E. McCauley	Common Plant PJ Book, Section B.	Additional Cost Factors
E. McCauley	Common Plant PJ Book, Section B.	Contingency
J. Kooy	Common Plant PJ Book, Section C.	Background Reports

WITNESS QUALIFICATIONS

1 CHAPTER 2. QUALIFICATIONS OF PATRICK ALEXANDER

2 **Q. Please state your name and business address.**

3 A. My name is Patrick Alexander, and my business address is 1720 North First Street, San
4 Jose, California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the General Rate Case Manager for California Water Service Company.

7 **Q. What is your educational and professional background?**

8 A. I hold a Bachelor of Arts in Economics and a Master of Arts in Applied Economics from
9 San Jose State University. I joined Cal Water as a Rates Analyst in 2009. Over the past fifteen
10 years I have worked in various positions across multiple departments including Fleet, Facilities
11 and Equipment Manager, Interim Conservation Manager, and Capital Budget Supervisor. I have
12 worked on several General Rate Case proceedings in California as well as in Hawaii and
13 Washington.

14 **Q. Do you hold any relevant professional certifications?**

15 A. Yes, I am a licensed Water Treatment Operator, Grade 2 and a licensed Water
16 Distribution Operator, Grade 2 from the State Water Resources Control Board.

17 **Q. What is the purpose of your testimony in this proceeding?**

18 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
19 *Book #1 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
20 thereto.

WITNESS QUALIFICATIONS

CHAPTER 3. QUALIFICATIONS OF TRICIA ANKLAN

Q. Please state your name and business address.

A. My name is Tricia Anklan and my business address is 311 West Monroe Street, 14th Floor, Chicago, IL 60606.

Q. What are your present responsibilities at California Water Service Company?

A. I am a Director at West Monroe on the Energy & Utilities team.

Q. What is your educational and professional background?

A. I graduated with a Bachelor of Arts Degree in Economics and Spanish from Bradley University. In my current position I am responsible for planning and managing projects at water utilities throughout the United States. This includes leading advanced metering infrastructure (AMI) projects, typically focusing on water utilities with 100,000 metered connections or more. My experience spans initial AMI strategy, business case development, vendor selection, contract negotiation, deployment management, and benefits realization. I have performed AMI-related projects at four Class A investor-owned water utilities in the state of California. On these projects I am supported by a variety of consultants, technical subject matter specialists, and quality assurance personnel from West Monroe, and I am able to leverage our collective knowledge base and past experience.

Q. Do you hold any relevant professional certifications?

A. Yes, I am a certified Project Management Professional by the Project Management Institute, a Prosci-certified Change Practitioner, a Lean Six Sigma Green Belt, and I earned an ITIL Foundation Certificate in IT Service Management.

Q. What is the purpose of your testimony in this proceeding?

A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony Book #3 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached thereto.

WITNESS QUALIFICATIONS

CHAPTER 4. QUALIFICATIONS OF THERESA BAPTISTE

Please state your name and business address.

A. My name is Theresa Baptiste and my business address is 1720 North First Street, San Jose, California 95112.

Q. What are your present responsibilities at California Water Service Company?

A. I am the Director of Customer Service for California Water Service Company.

Q. What is your educational and professional background?

A. I have Master of Business Administration degree. I have over 30 years' experience in customer support, back-office support, call center operations working in many industries prior to joining Cal Water. I worked in: Medical Device, Investments, Banking, Health Insurance and as a Business Consultant.

Q. Do you hold any relevant professional certifications?

A. I hold certifications in Regulatory, Human Resources, and Digital Marketing.

Q. What is the purpose of your testimony in this proceeding?

A. The purpose of my testimony in this proceeding is to sponsor portions of the *CSS Project Justification Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 5. QUALIFICATIONS OF COOPER CAMERON

2 **Q. Please state your name and business address.**

3 A. My name is Cooper Cameron, and my business address is 1720 North First Street, San
4 Jose, California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am a Regulatory Program Manager in the Rates Department. I am responsible for
7 various cost recovery and other regulatory proceedings and matters.

8 **Q. What is your educational and professional background?**

9 A. I hold a Bachelor of Arts degree in Business from the University of Puget Sound and a
10 Master of Business Administration degree from the University of North Carolina Kenan-Flagler
11 Business School. I joined Cal Water as a Regulatory Program Manager in 2023. Prior to joining
12 Cal Water, I was employed by Southern California Edison with roles in both the Operations and
13 Regulatory Affairs organizations. I have previously sponsored testimony and testified before the
14 California Public Utilities Commission.

15 **Q. Do you hold any relevant professional certifications?**

16 A. Yes, I am a licensed Water Treatment Operator Grade T2 and licensed Water
17 Distribution Operator Grade D2 from the State Water Resources Control Board.

18 **Q. What is the purpose of your testimony in this proceeding?**

19 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
20 *Book #2 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
21 thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 6. QUALIFICATIONS OF CARL CHAN

2 **Q. Please state your name and business address.**

3 A. My name is Carl Chan, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Fleet, Facilities and Equipment Manager for California Water Service Company.

7 **Q. What is your educational and professional background?**

8 A. I received a Bachelor of Science degree in Business Administration from San Francisco
9 State University in 1996. I have worked for California Water Service Company since 2000 and
10 have held several positions. I started out in the IT Department as a Help Desk Technician, then
11 progressed to a Network Administrator, Help Desk Supervisor and then Network Supervisor. In
12 2015, I moved to the Procurement team and have been the Fleet, Facilities and Equipment
13 Manager since this time.

14 **Q. Do you hold any relevant professional certifications?**

15 A. Yes, I hold a State Water Resources Control Board Water Distribution 2 license.

16 **Q. What is the purpose of your testimony in this proceeding?**

17 A. The purpose of my testimony in this proceeding is to sponsor portions of *Common Plant*
18 *PJ Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
19 thereto

WITNESS QUALIFICATIONS

CHAPTER 7. QUALIFICATIONS OF RICHARD CHANG

Q. Please state your name and business address.

A. My name is Richard Chang, and my business address is 1720 North First Street, San Jose, California 95112.

Q. What are your present responsibilities at California Water Service Company?

A. I am the Director of IT Security and Chief Information Security Officer for California Water Service Company.

Q. What is your educational and professional background?

A. I received a Bachelor of Arts in Biochemistry from the University of California at Berkeley. I've been at Cal Water for approximately eight years, starting as the IT Security and Compliance Manager before being promoted to Director of IT Security & Chief Information Security Officer three years ago. My key responsibilities include safeguarding information and operational security against foreign and domestic cyber threats. Additionally, I ensure that Cal Water adheres to federal and state compliance requirements, demonstrating a strong commitment to maintaining the integrity and security of the organization's information systems.

Q. Do you hold any relevant professional certifications?

A. I am a certified Project Management Professional (PMP) since 2011, and a Certified Information Security Practitioner (CISSP) since 2010.

Q. What is the purpose of your testimony in this proceeding?

A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony Book #3 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 8. QUALIFICATIONS OF THOMAS CHESNUTT

2 **Q.** *Have you prepared an appendix which contains your qualifications and experience?*

3 **A.** **Attachment A** to this **Testimony Book** contains a summary of qualifications and
4 experience.

WITNESS QUALIFICATIONS

CHAPTER 9. QUALIFICATIONS OF SHANNON DEAN

Q. Please state your name and business address.

A. My name is Shannon Dean, and my business address is 1720 North First Street, San Jose, California 95112.

Q. What are your present responsibilities at California Water Service Company?

A. I am the Vice President, Customer Service & Chief Citizenship Officer for California Water Service Company.

Q. What is your educational and professional background?

A. I have a Bachelor's Degree in Journalism/Public Relations and a Master's Degree in English, both from California State University, Long Beach. I have also completed the University of Southern California's Management Development Program. I have worked in the water utility industry for 30 years, having joined Dominguez Water Corporation in 1991 during one of the state's longest running droughts. I joined California Water Service (Cal Water) as Corporate Communications Manager in 2000, and was promoted to Corporate Communications Director in 2002. During the course of serving in this role, my responsibilities expanded to include customer and public communications, government and community relations, and conservation. I was named Vice President of Corporate Communications in 2015, and continued to support Cal Water's efforts to execute its strategy and fulfill its purpose of improving quality of life. In 2020, I assumed responsibility for our new Water Resource Sustainability Department, which combines our conservation and water supply teams, to enhance focus on long-term reliability in the face of climate change. In 2021, I took on the additional responsibilities for Customer Service and Environmental, Social, and Governance (ESG) performance as Vice President, Customer Service & Chief Citizenship Officer. I am active in both the National Association of Water Companies and the California Water Association, having chaired both organizations' communications/public information committees

Q. Do you hold any relevant professional certifications?

A. I'm Accredited in Public Relations (APR) by the Public Relations Society of America.

WITNESS QUALIFICATIONS

1 **Q. What is the purpose of your testimony in this proceeding?**

2 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
3 *Book #3 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
4 thereto.

WITNESS QUALIFICATIONS

1 **CHAPTER 10. QUALIFICATIONS OF DARIN DUNCAN**

2 **Q. Please state your name and business address.**

3 A. My name is Darin Duncan, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director of Field Operations (Central Region) for California Water Service
7 Company.

8 **Q. What is your educational and professional background?**

9 A. I received a Bachelor of Science degree in Mechanical Engineering from Santa Clara
10 University in 1990. I worked for Cal Water's Engineering Department where I held various staff
11 level and management level engineering positions. In 1999, I was promoted to the District
12 Manager of Cal Water's Bear Gulch District. During that time, I was responsible for the day-to-
13 day operations of that district. In 2008, I was promoted to Director of Rates for Cal Water's
14 Rates Department, where I oversaw the 2009, 2012, and 2015 general rate cases for the
15 Company. In 2016, I moved to the Operations area of the business and have been a Director of
16 Field Operations in the Central Region since this time. I have testified before the California
17 Public Utilities Commission on numerous occasions in support of General Rate Cases and special
18 applications to the Commission. I currently serve on the Board of Directors for the Bay Area
19 Water Supply and Conservation Agency (BAWSCA)

20 **Q. Do you hold any relevant professional certifications?**

21 A. I am a licensed Civil Engineer in the State of California. I hold a State Water Resources
22 Control Board Water Distribution 5 license and a Water Treatment 3 license. I hold a class A
23 contractor's license and I am the responsible managing employee on the Company's California
24 Contractor License.

25 **Q. What is the purpose of your testimony in this proceeding?**

WITNESS QUALIFICATIONS

- 1 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
- 2 *Book #1, #3, and District Project Justification Books of Cal Water's 2024 General Rate Case* as
- 3 identified in the Table of Contents attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 11. QUALIFICATIONS OF LUIS GONZALES

2 **Q.** *Have you prepared an appendix which contains your qualifications and experience?*

3 **A.** **Attachment B** to this **Testimony Book** contains a summary of qualifications and
4 experience.

5

WITNESS QUALIFICATIONS

1 CHAPTER 12. QUALIFICATIONS OF STEPHEN HARRISON

2 **Q. Please state your name and business address.**

3 A. My name is Stephen Harrison, and my business address is 1720 North First Street, San
4 Jose, California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director of Internal Audit for California Water Service Company.

7 **Q. What is your educational and professional background?**

8 A. My educational background includes a BS in Civil Engineering, Certificate in
9 Accountancy, and Masters in Business Administration. I have a combined twenty years of
10 experience regulated and non-regulated water utility management. The vast majority (19
11 years) includes working for the California Water Service Company. For 15 years I was part of
12 the engineering team focusing on maintenance engineering and enterprise asset management.
13 Since 2021 I have been leading the Internal Audit function of the organization which provides
14 audit, assurance, and consulting activities within the organization for enhance risk management
15 and optimal business practices.

16 **Q. Do you hold any relevant professional certifications?**

17 A. Yes, I am a Registered Professional Civil Engineer in California and Hawaii, a Certified
18 Grade 2 Treatment Operator and a Certified Grade 2 Distribution Operator, and an Internal
19 Audit Practitioner.

20 **Q. What is the purpose of your testimony in this proceeding?**

21 A. The purpose of my testimony in this proceeding is to sponsor portions of *the CSS Project*
22 *Justifications Book of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
23 attached thereto.

WITNESS QUALIFICATIONS

CHAPTER 13. QUALIFICATIONS OF TARRAH HENRIE

Q. Please state your name and business address.

A. My name is Tarrah Henrie, and my business address is 1720 North First Street, San Jose, California 95112.

Q. What are your present responsibilities at California Water Service Company?

A. I am the Director of Water Quality for California Water Service Company.

Q. What is your educational and professional background?

A. I hold a B.S. in Environmental Soil and Water Science from Utah State University, where I graduated Magna Cum Laude with University and Departmental Honors, and an M.S. in Soil Science, with a chemistry emphasis, from the University of California at Davis. Other Post Graduate Studies include, but are not limited to: technical training, leadership training, and management training.

I have over 20 years of experience solving inorganic and organic drinking water contaminant and regulatory compliance challenges for drinking water utilities. In California, I oversee the water quality compliance and planning for over 50 water systems.

The American Water Works Association (AWWA) has selected me for the George Warren Fuller Award. The California Nevada Section of AWWA has given me the Elliot Award, the Leadership Award, and three Chair's Awards.

For AWWA, I have served as Chair of the Inorganic Contaminant Committee and been a member of the Technical Advisory Committee to the Water Utility Council. I have also been a Trustee, Board Member, Technical Program Director, and Research Committee Chair for the California Nevada Section of AWWA

Q. Do you hold any relevant professional certifications?

A. I am a Certified Grade 2 Treatment Operator and a Certified Grade 2 Distribution Operator. Additionally, I hold a Cross Connection Control Specialist certification.

Q. What is the purpose of your testimony in this proceeding?

WITNESS QUALIFICATIONS

- 1 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
- 2 *Book #3 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
- 3 thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 14. QUALIFICATIONS OF KEN JENKINS

2 **Q. Please state your name and business address.**

3 A. My name is Kenneth G. Jenkins, and my business address is 2632 West 237th Street,
4 Torrance, CA 90505.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Chief Water Resource Sustainability Officer for California Water Service
7 Company. I am responsible for Water Supply, Conservation, Water Loss Control, Drought
8 Response, Grant Management, and Climate Change.

9 **Q. What is your educational and professional background?**

10 A. I received a Bachelor of Arts degree in Political Science and a Bachelor of Arts Degree in
11 Economics & Management from Beloit College in 1998. After graduating from Beloit College in
12 1998, I worked for the California State Legislator Betty Karnette until 2005. During that time I
13 served as a District Representative and District Manager. In my capacity as District Manager I
14 managed the day to day operation of the district office. I joined Cal Water's Corporate
15 Communications Department in 2005 as the Government & Community Relations Manager. In
16 2008 I was appointed as the Acting Conservation Manager and accepted the position on a
17 permanent basis in 2009. I served as the Interim Director of Drought Management &
18 Conservation during the most recent drought and accepted the position on a permanent basis
19 in 2017. I accepted the position of Director of Water Resource Sustainability in 2020 and the
20 position of Chief Water Resource Sustainability Officer in 2022. I also currently serve on the
21 Board of Directors of the California Water Efficiency Partnership.

22 **Q. What is the purpose of your testimony in this proceeding?**

23 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
24 *Book #2 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
25 thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 15. QUALIFICATIONS OF JAN KOOY

2 **Q. Please state your name and business address.**

3 A. My name is Jan F Kooy and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director of Asset Management for California Water Service Company.

7 **Q. What is your educational and professional background?**

8 A. I have a Bachelor's of Science degree in Engineering from Harvey Mudd College. I have
9 29 years of experience in Electrical Engineering, Control Systems, SCADA, Hydraulic Modeling,
10 water distribution systems operations, and asset management with 27 years of experience at
11 California Water Service Company.

12 **Q. Do you hold any relevant professional certifications?**

13 A. I am a registered Professional Electrical Engineer in California and I hold a D2 Water
14 Distribution Operators license.

15 **Q. What is the purpose of your testimony in this proceeding?**

16 A. The purpose of my testimony in this proceeding is to sponsor portions of *Common Plant*
17 *PJ Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
18 thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 16. QUALIFICATIONS OF MICHAEL LUU

2 **Q. Please state your name and business address.**

3 A. My name is Michael B. Luu, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Senior VP, Corporate Services and Chief Risk Officer for California Water Service
7 Group and its subsidiaries.

8 **Q. What is your educational and professional background?**

9 A. I received a Bachelor of Science degree in Management Information System and Master
10 of Business Administration from San Jose State University. I've been at Cal Water for 25 years
11 working in different capacities including Customer Service, Information Technology,
12 Engineering, Water Quality, Environmental Affairs, Safety and Physical Security, Operations,
13 Procurement, Fleet and Facilities, Business Development, and Risk Management. In my current
14 role as the Chief Risk Officer, I work closely with our departments and districts to manage all
15 enterprise level risks and emergency response activities. The physical security program falls
16 within my domain, and Cal Water collaborates with different State and Federal agencies to
17 protect our critical assets. I also served as the President of the San Francisco Bay Area InfraGard
18 Chapter with over 1,000 members from water and wastewater, energy, information
19 technology, banking, healthcare, etc. InfraGard is a private public organization supported by the
20 FBI to foster information sharing and incident response within the 16 critical infrastructure
21 sectors.

22 **Q. Do you hold any relevant professional certifications?**

23 A. I am a certified Project Management Professional (PMP) since 2007, Certified
24 Information Security Manager (CISM) since 2015, and Certified Terrorism Liaison Officer as
25 designated by the Department of Homeland Security since 2019.

26 **Q. What is the purpose of your testimony in this proceeding?**

WITNESS QUALIFICATIONS

- 1 A. The purpose of my testimony in this proceeding is to sponsor portions of *Common Plant*
- 2 *PJ Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
- 3 thereto.

WITNESS QUALIFICATIONS

CHAPTER 17. QUALIFICATIONS OF JAMES LYNCH

Q. Please state your name and business address.

A. My name is James P Lynch, and my business address is 1720 North First Street, San Jose, California 95112.

Q. What are your present responsibilities at California Water Service Company?

A. I am the Senior Vice President, Chief Financial Officer, and Treasurer for California Water Service Group and its subsidiaries.

Q. What is your educational and professional background?

A. I received a Bachelor of Science and Commerce degree with a major in accounting from Santa Clara University in 1983. After graduating from Santa Clara University in 1983, I worked for the accounting firm Peat Marwick Mitchel, which was subsequently renamed KPMG, LLP, until 2010. While at KPMG, I provided business advice, audit services, and technical accounting advice to public and privately held manufacturing and retail companies, including serving five years as audit engagement partner on California Water Service Group (CWSG) and its California water utility, California Water Service Company, and five years as audit engagement partner on SJW Group (SJWG) and its California water utility, San Jose Water Company. I left KPMG to join SJWG as its Chief Financial Officer and Treasurer in October 2010. While at SJWG, I managed all facets of the accounting, tax, treasury, and investor relations functions; coordinated accounting and regulatory reporting functions, including drafting and presenting written and oral testimony in California Public Utility Commission proceedings; implemented and maintained an optimal capital structure through operating results and equity/debt issuances; and managed all aspects of the Company's SEC reporting and compliance activities and annual financial and internal control audits. I joined CWSG in 2023 as Manager of Special Projects where I collaborated with senior financial management on key initiatives and projects identified to strengthen the accounting and reporting process and advance ongoing accounting, reporting and business growth initiatives. I was appointed Senior Vice President, Chief Financial Officer, and Treasurer of CWSG in January 2024.

WITNESS QUALIFICATIONS

1 **Q. Do you hold any relevant professional certifications?**

2 A. I am a licensed Certified Public Accountant in the State of California.

3 **Q. What is the purpose of your testimony in this proceeding?**

4 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
5 *Books #1 and #3 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
6 attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 18. QUALIFICATIONS OF ERIN MCCAULEY

2 **Q. Please state your name and business address.**

3 A. My name is Erin McCauley, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director of Capital Planning and Budgeting in the Engineering Department. I am
7 responsible for overseeing the development of and reporting on Cal Water's capital budgets.

8 **Q. What is your educational and professional background?**

9 A. I hold a Bachelor of Science degree in Civil Engineering and a Bachelor of Arts degree in
10 Environmental Science and Engineering from Rice University. I joined Cal Water's Engineering
11 Department in 2002. Prior to my current role, I have served in a variety of roles within Cal
12 Water, including Manager of Capital Delivery for the Northern region, Interim District Manager
13 in Bear Gulch, Interim Director of Water Quality, Interim Rates Analyst, Interim Director of
14 Capital Delivery and Director of Integration for Corporate Development. Prior to joining Cal
15 Water, I was a United States Peace Corps Volunteer.

16 **Q. Do you hold any relevant professional certifications?**

17 A. Yes, I am a licensed Professional Engineer in Civil Engineering in California and hold State
18 Water Resources Control Board Water Treatment Grade T2 and Water Distribution Grade D2
19 licenses. I am also a licensed contractor in California and certified Project Management
20 Professional.

21 **Q. What is the purpose of your testimony in this proceeding?**

22 A. The purpose of my testimony in this proceeding is to sponsor portions of *the RO*
23 *Reports, District Project Justification Books, and Common Plant PJ Books of Cal Water's 2024*
24 *General Rate Case* as identified in the Table of Contents attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 19. QUALIFICATIONS OF KEVIN MCCUSKER

2 **Q. Please state your name and business address.**

3 A. My name is Kevin McCusker, and my business address is 1720 North First Street, San
4 Jose, California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director of Government and Community Affairs for California Water Service
7 Company.

8 **Q. What is your educational and professional background?**

9 A. I have a Master's degree in International Marketing Management from Boston
10 University. I have been with Cal Water for nine years. I oversee a small team placed regionally
11 around the state and whose role it is to serve as liaisons with various stakeholders in
12 communities we serve. Such stakeholders include elected officials and administrative staff at
13 the county and municipal level as well as local service providers, nonprofits and non-
14 governmental organizations that are active in the various communities we serve. In addition to
15 leading the team, I have a portfolio of service districts that I handle as a team member myself.
16 As mentioned, in addition to working with local government, we work with service clubs,
17 nonprofits, advocacy groups, etc. We manage our community giving program including event
18 sponsorships and participation. I have more than 30 years of experience as a communications
19 professional. Prior to joining, Cal Water, I worked in California higher education as a public
20 information officer and marketing coordinator. Prior to that, I was a newspaper journalist in
21 New Jersey, Guam and California

22 **Q. What is the purpose of your testimony in this proceeding?**

23 A. The purpose of my testimony in this proceeding is to sponsor portions of the *CSS Project*
24 *Justification Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
25 attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 20. QUALIFICATIONS OF GREG MILLEMAN

2 **Q. Please state your name and business address.**

3 A. My name is Greg A. Milleman, and my business address is 1720 North First Street, San
4 Jose, California 95112.

5 **Q. What is your current position?**

6 A. I am the Vice President, Rates and Regulatory Affairs for California Water Service Group.

7 **Q. What is your educational background?**

8 A. I received a Bachelor of Science degree in Business Administration from California State
9 University Northridge in 1986.

10 **Q. Do you hold any professional certifications?**

11 A. I am a California Certified Public Accountant and hold a State Water Resources Control
12 Board Water Distribution 2 license and a Water Treatment 2 license.

13 **Q. Please summarize your business experience.**

14 A. I joined California Water Service Company in April 2013 as Manager of Special Projects
15 and was promoted to Director of Field Operation in January 2014. In August 2017 I became the
16 Interim Director of Rates. In January 2019 I was promoted to Vice President California Rates. In
17 January 2022 I was promoted to Vice President, Rates and Regulatory Affairs for California
18 Water Service Group. I am responsible for all company activities regulated by state economic
19 commissions, primarily in regards to rate setting and compliances matters.

20 Prior to joining California Water Services, I was at Valencia Water Company for 21 years
21 and was Senior Vice President of Administration at the end of my tenure. At Valencia Water
22 Company I was responsible for all filings made before the California Public Utility Commission. I
23 was also responsible for all regulatory, financial, administrative, contracting, customer service
24 and conservation activities of the Company. I have served on the California Water Association
25 Board of Directors for 32 years and was President of the Association in 2015/2016.

26

WITNESS QUALIFICATIONS

1 **Q. What is the purpose of your testimony in this proceeding?**

2 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
3 *Books #1, 2, and 3 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
4 attached thereto.

5

WITNESS QUALIFICATIONS

1 CHAPTER 21. QUALIFICATIONS OF DAVID MITCHELL

2 **Q.** *Have you prepared an appendix which contains your qualifications and experience?*

3 **A.** **Attachment C** to this **Testimony Book** contains a summary of qualifications and
4 experience.

WITNESS QUALIFICATIONS

1 CHAPTER 22. QUALIFICATIONS OF MICHELLE MORTENSEN

2 **Q. Please state your name and business address.**

3 A. My name is Michelle Mortensen, and my business address is 1720 North First Street,
4 San Jose, California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Vice President, Corporate Secretary and Chief of Staff for California Water
7 Service Company.

8 **Q. What is your educational and professional background?**

9 A. I have a Bachelor of Science in Commerce/Finance Concentration from Santa Clara
10 University, Santa Clara, CA. I have spent the last 31 years of my career in several finance,
11 accounting, and governance positions. As Corporate Secretary, I hold significant responsibility
12 as pertains to the development and administration of the executive compensation program,
13 working with the independent executive compensation advisor, and serving as the primary
14 author of the annual proxy statements as filed with the Securities and Exchange Commission
15 (SEC)

16 **Q. Do you hold any relevant professional certifications?**

17 A. I previously held the Series 7 license (general securities representative license) as
18 overseen by the Financial Industry Regulatory Authority (FINRA) as well as the Series 63
19 (Uniform Securities Agent license) and Series 65 (Uniform Investment Advisor license), both
20 administered thru the North American Securities Administrators Association (NASAA).

21 **Q. What is the purpose of your testimony in this proceeding?**

22 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
23 *Book #1 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
24 thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 23. QUALIFICATIONS OF TAMMY NGUYEN

2 **Q. Please state your name and business address.**

3 A. My name is Tammy Nguyen, and my business address is 1720 North First Street, San
4 Jose, California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director Talen Acquisition & HR Services for California Water Service Company.

7 **Q. What is your educational and professional background?**

8 A. I have a Bachelor of Science in Business Management. I would like to share my
9 background and experience in the fields of Human Resources and Information Technology. I
10 have had the privilege of working in these areas for over 24 years and have gained a wealth of
11 knowledge and skills during this time.

12 One of the areas in which I have specialized is in the implementation of various HR
13 systems. In particular, I have been involved in the implementation of Taleo Recruiting, HCM
14 People Soft, and HCM Workday. These are all complex systems that require careful planning
15 and execution to ensure a successful implementation.

16 I have found that my experience in both Human Resources and Information Technology
17 has been invaluable in these implementations. Having a strong understanding of both areas
18 allows me to effectively bridge the gap between the technical and HR teams, ensuring that the
19 needs of both are met.

20 **Q. Do you hold any relevant professional certifications?**

21 A. I have certifications in SHRM-CP (Society of Human Resources Management – Certified
22 Professional) and PHR (Professional of Human Resources).

23 **Q. What is the purpose of your testimony in this proceeding?**

24 A. The purpose of my testimony in this proceeding is to sponsor portions of *the CSS Project*
25 *Justifications of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
26 attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 24. QUALIFICATIONS OF JENNIFER OLSEN

2 **Q. Please state your name and business address.**

3 A. My name is Jennifer Olsen, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Facility Project Manager for California Water Service Company.

7 **Q. What is your educational and professional background?**

8 A. I have a Bachelor of Social Science Degree, Economics major from the University of
9 Ottawa, Canada. I have worked in Facility Management for over 20 years. I have experience in
10 delivering large projects and managing day-to-day facility operations for corporate headquarter
11 offices as well as multiple satellite offices ranging between 60K SF – 164K SF in various
12 industries. My specific responsibilities included programming, defining scopes of work,
13 developing initial budget estimates, vendor selection and management for physical security,
14 furniture, audio visual, real estate acquisitions, leasing of office space, as well as managing
15 construction / tenant improvement projects. In 2011/12 I successfully lead a project for a high-
16 tech company, from inception to completion, delivering a new 45K SF satellite office building
17 with specialty technical labs, on a two-acre parcel.

18 I began working with California Water Service Company in 2018 as a consultant to
19 execute the facility master plan. I managed and completed multiple projects for their
20 headquarters and district offices including the Water Quality Office and Laboratory renovation
21 on the San Jose campus, four Regional Customer Centers, and multiple district office remodels
22 during the pandemic. In 2021 I was engaged directly with California Water Service Company as
23 the Facility Project Manager to manage building facility projects and facility operations
24 throughout the company. Additionally, I support corporate Environmental, Social and
25 Governance (ESG) initiatives through planned incorporation of fleet electrification, energy
26 efficiency projects, and solar where possible at our office facilities. I am active in the
27 International Facility Management Association at the chapter level, having served on the
28 executive board and steering committees since 2011, and with the Utilities Council on the

WITNESS QUALIFICATIONS

1 board of directors.

2 **Q. Do you hold any relevant professional certifications?**

3 A. I hold Certified Facility Manager (CFM) from the International Facility Management
4 Association and a Masters of Corporate Real Estate (MCR) from CoreNet Global. I also earned
5 Sustainable Facility Professional (SFP) and Facility Management Professional (FMP) certificates
6 from the International Facility Management Association.

7 **Q. What is the purpose of your testimony in this proceeding?**

8 A. The purpose of my testimony in this proceeding is to sponsor portions of the *CSS Project*
9 *Justification Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
10 attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 25. QUALIFICATIONS OF DARYL OSBY

2 **Q. Please state your name and business address.**

3 A. My name is Daryl Osby, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Vice President of Emergency Preparedness, Safety & Security for California
7 Water Service Company.

8 **Q. What is your educational and professional background?**

9 A. I have a Bachelor of Science degree in organizational leadership from Azusa Pacific
10 University. I have also taken numerous technical and classroom courses, including at Harvard
11 University. I have over 38 years of emergency management, leadership, and strategic planning
12 experience as a member of the Los Angeles County Fire Department, where for the last 11
13 years he served as the Fire Chief. My fire service background includes experience as the leader
14 of an incident management team, Chairperson of the Los Angeles County Emergency
15 Preparedness Commission, Chairperson of FIRESCOPE, Homeland Security, and Strategic
16 Planning. I currently serve on the boards of One Legacy, a non-profit dedicated to saving lives
17 through organ, eye, and tissue donation, and Special Needs Network, which supports
18 underserved families dealing with developmental disabilities. I am also the chairperson of the
19 Los Angeles County Fire Department Foundation, which supports public safety and youth
20 mentoring.

21 **Q. What is the purpose of your testimony in this proceeding?**

22 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
23 *Book #3 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
24 thereto.

WITNESS QUALIFICATIONS

CHAPTER 26. QUALIFICATIONS OF ELISSA OUYANG

Q. Please state your name and business address.

A. My name is Elissa Y Ouyang, and my business address is 1720 North First Street, San Jose, California 95112.

Q. What are your present responsibilities at California Water Service Company?

A. I am the Vice President, Facilities, Fleet and Procurement for California Water Service Company.

Q. What is your educational and professional background?

A. I have a Bachelor's Degree in Interior Architecture from the School of the Art Institute of Chicago, and a Master's Degree in Accountancy from the University of Illinois in Chicago. I have also completed the Women's Leadership Program at Stanford University. After I graduated with Master Degree in 1995, I worked for R.R. Donnelley as a Senior Business Analyst and KPMG Consulting as a Senior Consultant helping clients improve business processes and implement technology solutions.

I joined California Water Service Company in 2001 as an IT Project Lead supporting the company's business applications. I was promoted to the Business Application Manager in 2003, and the Director of IT in Architecture and Security in 2008. In 2011 I successfully led a project to revamp Cal Water's Procure-to-Pay processes to address SOX deficiencies and improve efficiencies. In 2013 I took an assignment as the Acting District Manager in Los Altos to learn the company's field operations. Later that year I became the Acting Director of Procurement. In 2016 I was promoted to the Chief Procurement and Lead CI Officer to oversee the company's Procurement, Fleet and Facilities functions, the Supplier Diversity program and the Continuous Improvement program. In 2021 I was promoted to the Vice President, Facilities, Fleet and Procurement and continued to execute the company's strategies with additional focus in ESG (Environmental, Social and Governance) in the above functions. I am active in Sourcing Industry Group and National Utilities Diversity Council, having served on the advisory board for both organizations.

WITNESS QUALIFICATIONS

1 **Q. Do you hold any relevant professional certifications?**

2 A. I'm a Certified Public Accountant, a Project Management Professional from Project
3 Management Institute, and a Certified Grade 2 Distribution Operator.

4 **Q. What is the purpose of your testimony in this proceeding?**

5 A. The purpose of my testimony in this proceeding is to sponsor portions of the *CSS Project*
6 *Justification Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
7 attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 27. QUALIFICATIONS OF DEVI PRASANNA

2 **Q. Please state your name and business address.**

3 A. My name is Devi Prasanna, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director of Distribution and Operations Engineering for California Water Service
7 Company.

8 **Q. What is your educational and professional background?**

9 A. I hold a Bachelor of Technology degree from College of Engineering, Trivandrum in India
10 and a Master of Science degree in Environmental Engineering from San Jose State University. I
11 spent thirteen years of my career with Cal Water in the Distribution Engineering group leading
12 and designing all new business projects. This included developing and specifying special
13 facilities (like tanks and pumps) to serve developments, supporting districts in distribution
14 system upgrades, and conducting overall planning for large developments. I have served as the
15 Manager of Capital Delivery for the Northern region, overseeing the northern Capital Delivery
16 team whose primary function is to provide engineering services and support to safely execute
17 high quality capital projects on scope, schedule, and budget and overseeing the technical
18 design, permitting, and management of construction for capital projects thru completion.

19 **Q. Do you hold any relevant professional certifications?**

20 A. Yes, I am a licensed Professional Engineer (PE) in Civil Engineering in California and hold
21 State Water Resources Control Board Water Treatment Grade T2 and Water Distribution Grade
22 D2 licenses. I also hold Project Management Professional certification (PMP) from Project
23 Management Institute.

24 **Q. What is the purpose of your testimony in this proceeding?**

25 A. The purpose of my testimony in this proceeding is to sponsor portions of *District Project*
26 *Justification Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
27 attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 28. QUALIFICATIONS OF TODD PRAY

2 **Q. Please state your name and business address.**

3 A. My name is Todd Pray, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am a Regulatory Program Manager for California Water Service Company.

7 **Q. What is your educational and professional background?**

8 A. I hold a Master of Arts degree in Economics from San Jose State University. I first
9 joined the water utility industry in 2007 with California American Water. I held various roles in
10 finance and regulatory matters before joining in my current role with California Water Service
11 in July 2018.

12 **Q. What is the purpose of your testimony in this proceeding?**

13 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
14 *Book #3 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
15 thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 29. QUALIFICATIONS OF PRIYA RAWAL

2 **Q. Please state your name and business address.**

3 A. My name is Priya Rawal, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am a Regulatory Program Manager in the Rates Department. I am responsible for
7 affiliate allocations in this GRC. I also perform various analyses for ratemaking and other
8 regulatory proceedings and matters.

9 **Q. What is your educational and professional background?**

10 A. I hold a Bachelor of Arts degree in Accounting and Business Administration from Gujarat
11 University, India. I joined Cal Water in 2013 and have held several positions. I started as an
12 Engineering Admin support in the Engineering department and then in 2015 I moved to the
13 Rates department as Rates Admin Support. Since then, I have worked as a Rates Analyst, Sr.
14 Rate Analyst and now working as a Regulatory Program Manager.

15 **Q. Do you hold any relevant professional certifications?**

16 A. I have received computer programming certifications in language Visual Basic (6.0) and
17 in Data base SQL (7.0) and Oracle (8i).

18 **Q. What is the purpose of your testimony in this proceeding?**

19 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
20 *Book #1 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
21 thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 30. QUALIFICATIONS OF THOMAS SCANLON

2 **Q. Please state your name and business address.**

3 A. My name is Thomas A. Scanlon, and my business address is 1720 North First Street, San
4 Jose, California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Corporate Controller and Principal Accounting Officer for California Water
7 Service Company.

8 **Q. What is your educational and professional background?**

9 A. I hold a Bachelor of Science degree in Finance from Marquette and a Master of Business
10 Administration degree from the University of Illinois.

11 **Q. Do you hold any relevant professional certifications?**

12 A. I am a licensed Certified Public Accountant in the State of California. I have over 30
13 years of professional experience in banking, public accounting, and account for private industry.

14 **Q. What is the purpose of your testimony in this proceeding?**

15 A. The purpose of my testimony in this proceeding is to sponsor portions of the *CSS Project*
16 *Justification Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
17 attached thereto.

WITNESS QUALIFICATIONS

1 **CHAPTER 31. QUALIFICATIONS OF MELODY SINGH**

2 **Q. Please state your name and business address.**

3 A. My name is Melody Singh, and my business address is 980 9th Street suite 410,
4 Sacramento, CA 95814.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Revenue Manager for California Water Service Company. I am responsible for
7 expenses in this GRC and various regulatory proceedings and matters.

8 **Q. What is your educational and professional background?**

9 A. I hold a Bachelor of Science degree in Environmental Economics and Policy from the
10 University of California, Berkeley. I have 11 years of ratemaking and regulatory experience. I
11 began my career in the water industry at California American Water in 2013 and joined Cal
12 Water as a Senior Rates Analyst in 2018. I've since had the roles of a Regulatory Program
13 Manager and now Revenue Manager.

14 **Q. Do you hold any relevant professional certifications?**

15 A. Yes, I am a licensed Water Distribution Operator Grade D2 from the State Water
16 Resources Control Board.

17 **Q. What is the purpose of your testimony in this proceeding?**

18 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
19 *Book #1 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
20 thereto.

WITNESS QUALIFICATIONS

1 **CHAPTER 32. QUALIFICATIONS OF CARMELO SORCE**

2 **Q. Please state your name and business address.**

3 A. My name is Carmelo Sorce, and my business address is 2632 West 237th Street,
4 Torrance, California 90505.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Chief Engineer and Director of Capital Delivery for California Water Service
7 Company.

8 **Q. What is your educational and professional background?**

9 A. I received a Bachelor of Science degree in Civil Engineering from California Polytechnic
10 State University Pomona in 1998. I have approximately 25 years' experience working in the
11 design, construction, project management, planning and optimization of water and wastewater
12 systems in California, including providing overall capital program management and governance
13 for Cal Water' \$300M+ program. Experienced in directly delivering and overseeing major
14 capital projects in both the water utility and general civil space, using conventional and
15 alternative delivery approaches and experienced with general regulated utility operations and
16 management.

17 **Q. Do you hold any relevant professional certifications?**

18 A. I am a licensed Civil Engineer in the State of California. I hold State of California Water
19 Distribution Operator Certification level D3 and State of California Water Treatment Operator
20 Certification level T2. I am a Project Management Professional (PMP) and hold a contractor's
21 license in California.

22 **Q. What is the purpose of your testimony in this proceeding?**

23 A. The purpose of my testimony in this proceeding is to sponsor portions of *District Project*
24 *Justification Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
25 attached thereto.

WITNESS QUALIFICATIONS

CHAPTER 33. QUALIFICATIONS OF KEITH SWITZER

Q. Please state your name and business address.

A. My name is Keith Switzer. I am a self-employed consultant.

Q. What are your present responsibilities at California Water Service Company?

A. I was retained by California Water Service Company to provide testimony supporting the Company's request for a revenue decoupling mechanism.

Q. What is your educational and professional background?

A. I hold a Bachelor of Arts Degree in Economics from California State University, Fullerton, a Master of Arts Degree in Economics from the University of California, Los Angeles, and a Master of Public Administration Degree from the University of Southern California.

I am currently retired. Prior to my retirement in 2022, I was the Vice President of Regulatory Affairs for Golden State Water Company. I held that position for over 17 years. I initially joined Golden State Water in 2000 as a Manager in the Regulatory Affairs Department. I was promoted to the Vice President position in 2004. During my tenure at Golden State Water, I sponsored testimony and testified in numerous proceedings involving Golden State's regulated water operations and the regulated electric operations of Golden State's affiliate Bear Valley Electric Service.

Prior to joining Golden State Water, I had approximately twenty years' experience at a number of utility or utility-affiliated firms, including five years in the Treasurers Department at Southern California Edison, seven years in the Rate Design group at Southern California Gas Company, four years as a Senior Analyst at National Economic Research Associates, one year as the Rate Department Manager for San Gabriel Valley Water Company, and one year at the California Power Exchange.

Q. What is the purpose of your testimony in this proceeding?

A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony Book #2 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 34. QUALIFICATIONS OF MANUEL TEODORO

2 **Q.** *Have you prepared an appendix which contains your qualifications and experience?*

3 **A.** **Attachment D** to this **Testimony Book** contains a summary of qualifications and
4 experience.

WITNESS QUALIFICATIONS

1 CHAPTER 35. QUALIFICATIONS OF SCOTT WAGNER

2 **Q. Please state your name and business address.**

3 A. My name is Scott Wagner, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director of Water Resources for California Water Service Company.

7 **Q. What is your educational and professional background?**

8 A. I received a Bachelor of Science degree in Civil Engineering from California Polytechnic
9 State University San Luis Obispo in 2000. I received a Master of Business Administration degree
10 and a Master of Science degree in Systems Engineering from San Jose State University in 2007.
11 After graduating from California Polytechnic State University San Luis Obispo in 2000, I
12 worked for multiple civil engineering consultant companies performing land development and
13 utility design.

14 In 2007, I started work for Cal Water's Engineering Department where I was a
15 civil design engineer responsible for the design and construction of water facilities. In 2012 I
16 was promoted to Acting Design Manager for a six month duration overseeing civil engineering
17 design for Cal Water's 16 northern districts. In 2013 I was promoted to the Acting Engineering
18 GRC Project Manager position within Engineering. In this position I was responsible for the
19 planning and completion of the capital project justifications for all 23 ratemaking areas for the
20 2015 GRC. In 2015 I was promoted to the Capital Program Manager. In 2016 I became the
21 Director of Capital Planning & Water Resources, responsible for the capital planning, budgeting,
22 distribution and water resources teams within the Engineering Department. In 2020, I became
23 the Director of Distribution & Operations Engineering, overseeing pipeline installations for the
24 Main Replacement and New Business programs, as well as engineering-related operations
25 analyses. In 2023 I became the Director of Water Resources responsible for ensuring long-term

WITNESS QUALIFICATIONS

1 supply reliability and pursuing alternative water supply sources for Cal Water's 24 water
2 districts throughout California.

3 **Q. Do you hold any relevant professional certifications?**

4 A. I am a licensed Civil Engineer in the State of California. I hold State of California
5 Water Distribution Operator Certification level D2 and State of California Water Treatment
6 Operator Certification level T2. I am a LEED Green Associate and Project Management
7 Professional (PMP).

8 **Q. What is the purpose of your testimony in this proceeding?**

9 A. The purpose of my testimony in this proceeding is to sponsor portions of *District Project*
10 *Justification Books of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
11 attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 36. QUALIFICATIONS OF NATALIE WALES

2 **Q. Please state your name and business address.**

3 A. My name is Natalie Wales, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director of Rates for California Water Service Company.

7 **Q. What is your educational and professional background?**

8 A. I have a Juris Doctor (JD) degree from the George Washington National Law Center in
9 Washington, DC. I also have a Bachelor of Arts degree in Psychology, with a minor in General
10 Literature, from the University of California at San Diego.

11 Since 2010, I have held various roles at California Water Service including Regulatory
12 Counsel, Director of Regulatory Policy and Compliance, and now Director of Rates. Previously, I
13 worked at the California Public Utilities Commission for eight years, first as Public Utility
14 Counsel representing the ratepayer advocate, and then as Chief of Staff to Commissioner
15 Timothy Alan Simon. My additional experience in the field of utility regulation results from
16 practicing as a regulatory attorney at the Federal Communications Commission, Sprint
17 Communications Company, and the California Cable & Telecommunications Association.

18 **Q. Do you hold any relevant professional certifications?**

19 A. I am a member of the Bar of both the Supreme Court of California and the Court of
20 Appeals of Maryland.

21 **Q. What is the purpose of your testimony in this proceeding?**

22 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
23 *Book #1, and #3 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents
24 attached thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 37. QUALIFICATIONS OF DANE WATSON

2 **Q. Please state your name and business address.**

3 A. My name is Dane A. Watson. My business address is 1410 Avenue K, Suite 1105B,
4 Plano, TX 75074.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am Managing Partner of Alliance Consulting Group. Alliance Consulting Group provides
7 consulting and expert services to the utility industry. I have been retained by California Water
8 Service ("California Water" or "the Company") to present testimony in this proceeding.

9 **Q. What is your educational and professional background?**

10 A. I hold a Bachelor of Science degree in Electrical Engineering from the University of
11 Arkansas at Fayetteville and a Master's Degree in Business Administration from Amberton
12 University. Since graduation from college in 1985, I have worked in the area of depreciation
13 and valuation. I founded Alliance Consulting Group in 2004 and am responsible for conducting
14 depreciation, valuation and certain accounting-related studies for utilities in various industries.
15 My duties related to depreciation studies include the assembly and analysis of historical and
16 simulated data, conducting field reviews, determining service life and net salvage estimates,
17 calculating annual depreciation, presenting recommended depreciation rates to utility
18 management for its consideration, and supporting such rates before regulatory bodies.

19 My prior employment from 1985 to 2004 was with Texas Utilities ("TXU"). During my
20 tenure with TXU, I was responsible for, among other things, conducting valuation and
21 depreciation studies for the domestic TXU companies. During that time, I served as Manager of
22 Property Accounting Services and Records Management in addition to my depreciation
23 responsibilities.

24 I have twice been Chair of the Edison Electric Institute ("EEI") Property Accounting and
25 Valuation Committee and have been Chairman of EEI's Depreciation and Economic Issues
26 Subcommittee. I was the Industry Project Manager for the EEI/AGA effort around the electric
27 and gas industry adoption of FAS 143 and testified before the Federal Energy Regulatory

WITNESS QUALIFICATIONS

1 Commission (“FERC”) in the hearings leading up to the release of FERC Order 631. I was also
2 the Project Leader for the EEI/American Gas Association (“AGA”) *Introduction to Depreciation*
3 textbook update. I am a Registered Professional Engineer (“PE”) in the State of Texas and a
4 Certified Depreciation Professional. I am a Senior Member of the Institute of Electrical and
5 Electronics Engineers (“IEEE”) and have held various local, regional and world-wide offices in
6 IEEE. I have served as past President of the Society of Depreciation Professionals, most recently
7 in 2015. As part of the annual training program for the Society of Depreciation Professionals, I
8 serve as a faculty member. I also teach depreciation in multiple venues for EEI/AGA and other
9 entities.

10 I have previously testified before the California Public Utilities Commission and
11 numerous other state regulatory commissions as identified in Attachment E of this Book.

12 **Q. Do you hold any relevant professional certifications?**

13 A. I am a Registered Professional Engineer (“PE”) in the State of Texas and a Certified
14 Depreciation Professional.

15 **Q. What is the purpose of your testimony in this proceeding?**

16 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
17 *Book #3 of Cal Water’s 2024 General Rate Case* as identified in the Table of Contents attached
18 thereto.

WITNESS QUALIFICATIONS

1 CHAPTER 38. QUALIFICATIONS OF JIMMY YEE

2 **Q. Please state your name and business address.**

3 A. My name is Jimmy Yee, and my business address is 1720 North First Street, San Jose,
4 California 95112.

5 **Q. What are your present responsibilities at California Water Service Company?**

6 A. I am the Director of Accounting Operations for California Water Service Group (CWSG).

7 **Q. What is your educational and professional background?**

8 A. I received from the University of Wisconsin, Madison with a Bachelor of Science in
9 Business Administration, with an emphasis in accounting in 1995 and from San Jose State
10 University with a Master of Science in Taxation in 2003. After graduating from the University of
11 Wisconsin, Madison in 1995 and from San Jose State University with a Master of Science in
12 Taxation in 2003, I worked for the accounting firm KPMG and Ernst & Young. I provided audit
13 services and tax technical advice to public and privately held companies. After I left the
14 accounting firms, I joined Levi Strauss as a senior tax manager, and I managed their domestic
15 income tax accounting. I then joined the Fujitsu group as a Director of Accounting and Finance.
16 I have started working as Director of Accounting Operations in CWSG in 2022. I have more
17 than 20 years of experience in corporate accounting and taxation. My corporate experience
18 includes compliance with federal and state corporate income tax regulations and compliance
19 with public company Securities and Exchange Commission (SEC) quarterly and annual financial
20 statement filing requirements.

21 **Q. Do you hold any relevant professional certifications?**

22 A. I am a licensed Certified Public Accountant in the State of California.

23 **Q. What is the purpose of your testimony in this proceeding?**

24 A. The purpose of my testimony in this proceeding is to sponsor portions of *Testimony*
25 *Book #1 of Cal Water's 2024 General Rate Case* as identified in the Table of Contents attached
26 thereto.

ATTACHMENT A

QUALIFICATIONS OF THOMAS CHESNUTT

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Chesnutt, T.W., *the Market Response to the Government Regulation of Chlorinated Solvents: A Policy Analysis*, P-7548-RGS, the Rand Corporation, October 1988.

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Dertouzos J.N., J.M. Polich, A. Bamezai, and T.W. Chesnutt, *Recruiting Effects of Army Advertising*, R-3577-FMP, The Rand Corporation, June 1987.

Quinn T.H., K.A. Wolf, W.E. Mooz, J.K. Hammitt, T.W. Chesnutt, and S. Sarma, *Projected Use, Emissions, and Banks of Potential Ozone-Depleting Substances*, N-2282-EPA, The Rand Corporation, January 1986.

ATTACHMENT B

QUALIFICATIONS OF LUIS GONZALES



Luis Gonzalez, PE

Civil Engineer - Water Infrastructure



PROFILE:

With more than 20 years of total engineering experience, Luis's technical expertise, project planning ability, and construction experience have proven a critical factor in the success of his recently completed projects.

Luis is well versed in many aspects of water distribution systems and recycled water infrastructure projects, including feasibility studies, planning, cost estimating, design, and construction inspections. At Blair, Church & Flynn, Luis's current responsibilities include the master planning and design of major water systems and the replacement of aging water mains, as well as recycled water infrastructure.

Project experience includes his work with the City of Fresno and the City of Clovis on their Recycled Water Master Plans. Luis was responsible for determining infrastructure requirements, developing a hydraulic computer model of the proposed system, estimating costs of required infrastructure, developing implementation tools, and evaluation of possible funding sources for the City of Clovis. In addition, he has also assisted the City of Fresno with their Regional Water Transmission Mains and the Southwest Quadrant Recycled Water Distribution System.

Luis is familiar with a variety of regulated utility clients, including California Water Service Company, who he has helped with the design of multiple replacement water mains to improve service reliability throughout their Central and Northern California territories.

RELEVANT PROJECT EXPERIENCE:

- California American Water Carmel River Bridge Water Main, Monterey County, CA
- California American Water Hillview Water System Improvements, Madera, CA
- California American Water Bellflower Water Main Replacement, Bellflower, CA
- Cal Water Main Replacements Engineering & Land Surveying, Central & Northern CA
- California American Water Springwood Gradient Water Main Replacement, Ventura County, CA
- California American Water San Diego Water Small Mains Replacements, San Diego, CA
- Cal Water Service Co. Construction Estimating & Cost Catalog Update, Central and Northern, CA

YEARS OF EXPERIENCE:

21 Years

PROFESSIONAL EXPERTISE:

- Water / Wastewater Infrastructure
- Medium / Large Diameter Pipeline Design
- Distribution & Collection Systems
- Pump Stations
- Pipeline Evaluation
- Cost Estimating
- Underground Utilities
- SCADA Improvements
- Water System Evaluation & Analysis

EDUCATION & AFFILIATIONS:

Registration:

- Civil Engineer
State of California No. C63506

Education:

- B.S. in Civil Engineering,
Cal Poly, San Luis Obispo

Affiliations:

- American Council of Engineering Companies, California, Member
- American Water Works Association, Member
- WateReuse Association, Member

ATTACHMENT C

QUALIFICATIONS OF DAVID MITCHELL

David Mitchell

Education

MS, Agricultural and Natural Resource Economics, University of California, Berkeley, 1989

BS, Political Economy of Natural Resources, University of California, Berkeley, 1987

Years Experience

Thirty years of professional experience

Distinguishing Qualifications

- Founder and principal of economic consulting firm, M.Cubed
- Director of Research for the California Urban Water Conservation Council 1992-2007
- Thirty years of experience developing integrated water management plans for California's urban water suppliers
- Pioneered methods and analytical models now widely used to evaluate urban water conservation programs throughout California
- Lead economist for cost and finance studies of major environmental restoration initiatives, including the CALFED Bay-Delta Program, Bay Delta Conservation Plan, Lake Tahoe Environmental Improvement Program, and Santa Ana River HCP
- Extensive experience evaluating policies, programs, and natural phenomena impacting California's agricultural economy
- Adjunct Fellow Public Policy Institute of California

Relevant Experience

Mr. Mitchell has in-depth knowledge of the water supply, water quality and environmental management challenges confronting resource management agencies in the western United States. His practice areas include benefit-cost analysis, regional economic impact assessment, utility rate setting and financial planning, natural resource valuation, water demand forecasting, and water conservation program evaluation and planning. He has 30 years of experience using statistical and economic methods and models to help guide water resources management and investment decisions. He has been deeply involved in urban water conservation planning and evaluation since he became the California Urban Water Conservation Council's first Project Manager and Director of Research back in 1993. Serving for 15 years in this capacity, he has had a direct hand in shaping many of the policies and technical resources guiding urban conservation in California, including revisions to existing and creation of new urban water conservation Best Management

Practices (BMPs), development of BMP implementation guidebooks, cost-effectiveness guidelines and models, conservation rate guidelines, and design and oversight of numerous program evaluation studies. At the state level, he has provided economic modeling support to the California Water Fix, Bay Delta Conservation Plan, Delta Risk Management Strategy, CALFED Program. He has worked on numerous regional water planning efforts, including Sonoma County Water Agency's Fish Habitat Flows and Water Rights Project, EBMUD's 2040 Water Supply Master Plan, Contra Costa Water District's Future Water Supply Study Update, Sonoma County Water Agency's Water Supply, Transmission, and Reliability Project, and Metropolitan Water District's 2000 and 2005 Urban Water Management Plans. Mr. Mitchell has provided written and oral testimony in legal and regulatory proceedings concerned with the valuation and pricing of environmental resources. Water right valuations prepared by Mr. Mitchell have supported damage judgments in legal proceedings and have supported negotiated leases and sales of water.

Representative Projects

California Water Service 2021 General Rate Case Sales Forecast Testimony

California Water Service (2021-2022)

Prepared class-level sales forecasts for California Water Service's 24 service districts for Test Year 2023 and Forecast Years 2024 and 2025. The forecasts are built up from forecasts of average use per customer and projections of total customers. The forecasts of average use per customer are derived from econometric models of average water use that account for the effects of climate and weather, strength of the economy, cost of water, passive and active conservation, and drought effects and recovery. The forecasts provided the basis for California Water Service's 2021 Rate Filing before the CPUC.

San Jose Water Company 2020 General Rate Case Sales Forecast Testimony

San Jose Water Company (2020-2021)

Prepared class-level sales forecasts for San Jose Water Company for Test Year 2022 and Forecast Years 2023 and 2024. The forecasts are built up from forecasts of average use per customer and projections of total customers. The forecasts of average use per customer are derived from econometric models of average water use that account for the effects of climate and weather, strength of the economy, cost of water, passive and active conservation, and drought effects and recovery. The forecasts provided the basis for San Jose Water Company's 2020 Rate Filing before the CPUC.

California American 2019 General Rate Case Sales Forecast Testimony

San Jose Water Company (2019)

Prepared class-level sales forecasts for California American service areas for Test Year 2021 and Forecast Years 2022 and 2023. The forecasts are built up from forecasts of average use per customer and projections of total customers. The forecasts of average use per customer are derived from econometric models of average water use that account for the effects of climate and weather, strength of the economy, cost of water, passive and active conservation, and drought effects and recovery. The forecasts provided the basis for California American's 2019 Rate Filing before the CPUC.

California Water Service 2018 General Rate Case Sales Forecast Testimony

California Water Service (2018)

Prepared class-level sales forecasts for California Water Service's 24 service districts for Test Year 2020 and Forecast Years 2021 and 2022. The forecasts are built up from forecasts of average use per customer and projections of total customers. The forecasts of average use per customer are derived from econometric models of average water use that account for the effects of climate and weather, strength of the economy, cost of water, passive and active conservation, and drought effects and recovery. The forecasts provided the basis for California Water Service's 2018 Rate Filing before the CPUC.

Hawaii Water Service 2017 General Rate Case Conservation Program Testimony

Hawaii Water Service (2017)

Prepared district-level demand forecasts and conservation program designs, budget justifications, and staffing recommendations for the Ka'anapali and Waikoloa water service districts operated by Hawaii Water Service.

San Jose Water Company 2017 General Rate Case Sales Forecast Testimony

San Jose Water Company (2017)

Prepared class-level sales forecasts for San Jose Water Company for Test Year 2019 and Forecast Years 2020 and 2021. The forecasts are built up from forecasts of average use per customer and projections of total customers. The forecasts of average use per customer are derived from econometric models of average water use that account for the effects of climate and weather, strength of the economy, cost of water, passive and active conservation, and drought effects and recovery. The forecasts provided the basis for San Jose Water Company's 2017 Rate Filing before the CPUC.

California Water Service 2015 General Rate Case Sales Forecast Testimony

California Water Service (2015)

Prepared class-level sales forecasts for California Water Service's 24 service districts for Test Year 2017 and Forecast Years 2018 and 2019. The forecasts are built up from forecasts of average use per customer and projections of total customers. The forecasts of average use per customer are derived from econometric models of average water use that account for the effects of climate and weather, strength of the economy, cost of water, and passive and active conservation. The forecasts provided the basis for California Water Service's 2015 Rate Filing before the CPUC.

California Water Service 2021 General Rate Case Conservation Program Testimony

California Water Service (2021)

Prepared district-level conservation program designs, budget justifications, and staffing recommendations for 24 water service districts operated by California Water Service.

California Water Service 2018 General Rate Case Conservation Program Testimony

California Water Service (2018)

Prepared district-level conservation program designs, budget justifications, and staffing recommendations for 24 water service districts operated by California Water Service.

California Water Service 2015 General Rate Case Conservation Program Testimony

California Water Service (2015)

Prepared district-level conservation program designs, budget justifications, and staffing recommendations for 24 water service districts operated by California Water Service.

California Water Service 2012 General Rate Case Conservation Program Testimony
California Water Service (2012)

Prepared district-level conservation program designs, budget justifications, and staffing recommendations for 24 water service districts operated by California Water Service.

Paying for Water in California

Public Policy Institute of California (2014)

Co-author of report on funding gaps in California's water management systems, including safe drinking water in small, disadvantaged communities, flood protection, ecosystem management, integrated water management, and stormwater and polluted runoff management. Identified magnitude of funding gaps in each management area and proposed policy reforms to address these gaps. Report download: <http://www.ppic.org/publication/paying-for-water-in-california/>

Building Drought Resilience in California's Cities and Suburbs

Public Policy Institute of California (2017)

Primary author of report examining California's cities and suburbs responses to recent droughts and local and state government's evolving roles in urban drought management. From a policy context, the report examines key areas for improving urban drought resilience, including coordinating water shortage contingency planning and implementation, fostering water system flexibility and integration, improving water supplier fiscal resilience, addressing water shortages in vulnerable communities and ecosystems, and balancing long-term water use efficiency and drought resilience. Report download: <http://www.ppic.org/publication/building-drought-resilience-californias-cities-suburbs/>

Managing Drought in a Changing Climate: Four Essential Reforms

Public Policy Institute of California (2018)

Co-author of report examining how hotter temperatures, shrinking snowpack, shorter and more intense wet seasons, and more volatile precipitation will stress the state's water management systems. The report provide a road map of essential reforms to prepare for and respond to droughts in California's changing climate. Key reforms include stronger drought planning, upgrades to state's water grid, improved water allocation rules, and development of new funding sources. Report download: <http://www.ppic.org/publication/managing-drought-in-a-changing-climate-four-essential-reforms/>

Model Design and Programming, Alliance for Water Efficiency Sales Forecasting and Rate Model

Alliance for Water Efficiency (2014)

With A&N Technical Services, developed the AWE Sales Forecasting and Rate Model, a new analytical tool that can explicitly model the effects of rate structures on urban water use. Typical water rate models assume that future sales are known with certainty, and do not respond to price, weather, the economy, or supply shortages – that is to say, not the world we live in. The AWE Sales Forecasting and Rate Model addresses this deficiency and enables analysis of the following: Customer Consumption Variability – weather, drought/shortage, or external shock;

Demand Response - Predicting future block sales (volume and revenue) with empirical price elasticities; Drought Pricing - Contingency planning for revenue neutrality; Probability Management - Risk theoretic simulation of revenue risks; Fiscal Sustainability - Sales forecasting over a 5 Year Time Horizon. Built in Excel with an extensive visual basic backend, the model's rate design and revenue simulation modules allow for a wide range of analyses of alternative rate designs.

ATTACHMENT D

QUALIFICATIONS OF MANUEL TEODORO

MANUEL P. TEODORO

CURRICULUM VITAE

CONTACT	La Follette School of Public Affairs University of Wisconsin-Madison 1225 Observatory Drive Madison, Wisconsin 53706	Phone 608.262.3581 Email mteodoro@wisc.edu Web mannyteodoro.com Twitter @MPTeodoro
ACADEMIC APPOINTMENTS	University of Wisconsin Madison, Wisconsin La Follette School of Public Affairs Robert F. & Sylvia T. Wagner Professor, 2023- Associate Professor, 2020-2023 Nelson Institute for Environmental Studies Faculty Affiliate, 2021- Texas A&M University College Station, Texas College of Liberal Arts, Department of Political Science Professor, 2020 Associate Professor, 2013-2020 Colgate University Hamilton, New York Department of Political Science Assistant Professor, 2007-2013	
EDUCATION	University of Michigan Ann Arbor, Michigan College of Literature, Science & the Arts Ford School of Public Policy PhD Political Science & Public Policy, 2007 Cornell University Ithaca, New York MPA Public Administration, 1997 Seattle University Seattle, Washington BA Political Science, <i>summa cum laude</i> , 1995	
BOOKS	Teodoro, Manuel P., Samantha Zuhlke & David Switzer. 2022. <i>The Profits of Distrust: Citizen-consumers, drinking water, and the crisis of confidence in American government</i> . New York: Cambridge University Press. Teodoro, Manuel P. 2011. <i>Bureaucratic Ambition: Careers, Motives, and the Innovative Administrator</i> . Baltimore: Johns Hopkins University Press. ❖ 2016 <i>Herbert Simon Book Award</i> , American Political Science Association. ❖ 2013 <i>Best Book Award</i> , American Society for Public Administration, Section on Public Administration Research.	

- PEER-REVIEWED ARTICLES
- Teodoro, Manuel P. 2022. "Issue framing and public willingness to pay water and sewer rate increases," *AWWA Water Science* 4(2): e1275.
- Haider, Mellie & Manuel P. Teodoro. 2021. "Environmental Federalism in Indian Country: sovereignty, primacy, and environmental protection," *Policy Studies Journal* 49(3): 887-908.
❖ 2022 *Evan Ringquist Award* (best paper on environmental politics), APSA Science, Technology & Environmental Policy Section.
- Zhang, Youlang, Manuel P. Teodoro & David Switzer. 2021. "Public water waste reporting: contextual correlates and conservation outcomes," *Water Resources Research* 57(4): e2020WR027805.
- Teodoro, Manuel P., Youlang Zhang & David Switzer. 2020. "Political Decoupling: Private Implementation of Public Policy," *Policy Studies Journal* 48(2): 401-424.
- Teodoro, Manuel P. & Robin Rose Saywitz. 2020. "Water and Sewer Affordability in the United States, 2019," *AWWA Water Science* 2(2): e1176.
❖ 2021 *Best Paper Award*, AWWA Management & Leadership Division.
- Switzer, David & Manuel P. Teodoro. 2019. "Comment on 'U.S. Urban Water Prices: Cheaper When Drier,' by Luby, Polasky, and Swackhamer," *Water Resources Research* 55: 6316–6321.
- Maranto, Robert, Manuel P. Teodoro, Kristen Carroll & Albert Cheng. 2019. "Gendered Ambition: Men's and Women's Career Advancement in Public Administration," *American Review of Public Administration* 49(4): 469-481.
- Teodoro, Manuel P. 2019. "Water and Sewer Affordability in the United States," *AWWA Water Science* 1(2): e1129.
❖ 2020 *Best Paper Award*, AWWA Management & Leadership Division.
- Maranto, Robert, Kristen Carroll, Albert Cheng & Manuel P. Teodoro. 2018. "Boys will be superintendents: School leadership as a gendered profession," *Kappan* 100(2): 12-15.
- Teodoro, Manuel P. & Seung-Ho An. 2018. "Citizen-Based Brand Equity: A Model and Experimental Evaluation," *Journal of Public Administration Research and Theory* 28(3): 321-338.
- Switzer, David & Manuel P. Teodoro. 2018. "Class, Race, Ethnicity, and Justice in Safe Drinking Water Act Compliance," *Social Science Quarterly* 99(2): 524-535.
- Teodoro, Manuel P., Mellie Haider & David Switzer. 2018. "U.S. Environmental Policy Implementation on Tribal Lands: Trust, Neglect,

and Justice,” *Policy Studies Journal* 46(1): 37-59.

Wutich, Amber, Jessica Buddz, Laura Eichelberger, Jo Geere, Leila Harris, Wendy Jepson, Emma Norman, Kathleen O’Reilly, Amber Pearson, Sameer Shah, K. Simpson, Chad Staddon, Justin Stoler, Manuel P. Teodoro & Sera Young. 2018. “Advancing methods for research on household water insecurity: Studying entitlements and capabilities, socio-cultural dynamics, and political processes, institutions and governance,” *Water Security* 2: 1-10.

Teodoro, Manuel P. 2018. “Measuring Household Affordability for Water and Sewer Utilities,” *Journal AWWA* 110(1): 13-22.

❖ 2019 Best Paper Award, AWWA Management & Leadership Division.

Teodoro, Manuel P. & M. Anne Pitcher. 2017. “Contingent Technocracy: Bureaucratic Independence in Developing Countries,” *Journal of Public Policy* 37(4): 401-429.

Teodoro, Manuel P. & Jon R. Bond. 2017. “Presidents, Baseball, and Wins above Expectations: Why Lyndon Johnson is like Joe Torre and Ronald Reagan is like Bobby Cox,” *PS: Political Science & Politics* 50(2): 339-346.

Konisky, David M. & Manuel P. Teodoro. 2016. “When Governments Regulate Governments,” *American Journal of Political Science* 60(3): 559-574.

Teodoro, Manuel P. & David Switzer. 2016. “Drinking from the Talent Pool: A Resource Endowment Theory of Human Capital and Agency Performance,” *Public Administration Review* 76(4): 564-575.

Switzer, David, Manuel P. Teodoro & Stuart Karasik. 2016. “The Human Capital Resource Challenge: Recognizing and overcoming small utility workforce obstacles,” *Journal AWWA* 108(8): E416-E424.

❖ 2017 Best Paper Award, AWWA Management & Leadership Division.

Teodoro, Manuel P. 2014. “When Professionals Lead: Executive Management, Normative Isomorphism, and Policy Implementation,” *Journal of Public Administration Research and Theory* 24(4): 983-1004.

Teodoro, Manuel P. 2013. “Moving In, Managing Up: Executive Job Formation and Political Behaviour,” *Journal of Public Policy* 33(2): 137-164.

Teodoro, Manuel P. & Adam G. Hughes. 2012. “Socializer or Signal? How Agency Accreditation Affects Organizational Culture,” *Public Administration Review* 72(4): 583-591.

Teodoro, Manuel P. 2010. “Contingent Professionalism: Bureaucratic Mobility and Adoption of Water Conservation Rates,” *Journal of Public Administration Research and Theory* 20(2): 437-459.

- Teodoro, Manuel P. 2010. "The Institutional Politics of Water Conservation," *Journal AWWA* 102(2): 98-111.
- Teodoro, Manuel P. 2009. "Bureaucratic Job Mobility and the Diffusion of Innovations," *American Journal of Political Science* 53(1): 175-189.
- Teodoro, Manuel P. 2005. "Measuring Fairness: Assessing the Equity of Municipal Water Rates," *Journal AWWA* 97(4): 111-124.
- Teodoro, Manuel P. 2002. "Tailored Rates," *Journal AWWA* 94(10): 54-64.
- CHAPTERS IN
EDITED VOLUMES Pitcher, M. Anne & Manuel P. Teodoro. 2018. "The Bureaucracy: Policy Implementation and Reform," in *Institutions and Democracy in Africa*, Nic Cheeseman, ed. New York: Cambridge University Press.
- Davis, Jon P. & Manuel P. Teodoro. 2014. "Financial Capability and Affordability," in *Water and Wastewater Financing and Pricing, Fourth Edition*, ed. by George Raftelis. New York: Taylor & Francis (443-465).
- RESEARCH
REPORTS Teodoro, Manuel P. 2019. "Water & Sewer Service Affordability in Ohio: Assessment & Opportunities for State Policy," report to the Alliance for the Great Lakes and Ohio Environmental Council.
- Teodoro, Manuel P. & Robin Rose Saywitz. 2019. "Water & Sewer Affordability in the Cascade Water Alliance Service Area," report to the Cascade Water Alliance.
- Teodoro, Manuel P. & David Switzer. 2015. "Workforce Quality & Regulatory Compliance in Economically Challenged Regions: Identifying New Strategies," report to the Workforce Strategies Committee, American Water Works Association.
- Teodoro, Manuel P. 2013. *Water Utility Executive Leadership for the 21st Century*. Denver: Water Research Foundation.
- Goering, John M., Katherine Carnevale & Manuel P. Teodoro. 1996. *Expanding Housing Choices for HUD-Assisted Families: Moving to Opportunity*. Washington, DC: HUD.
- INVITED ARTICLES
& REVIEWS Teodoro, Manuel P. 2023. "The Science of Talking About Rate Increases," *Water Innovations* (November): 12-13.
- Teodoro, Manuel P. 2023. "(Un)taxing the Tap: How to Stop Taxing Water," *Water Online* (Oct. 13).
- Teodoro, Manuel P. 2023. "TAP Dance: Lessons from six years of income-based water assistance in Philadelphia," *Water Online* (Aug. 10).
- Teodoro, Manuel P. 2023. "Trust at the Tap," *Water Utility Executive* (May).

- Robin Rose Saywitz & Manuel P. Teodoro. 2021. "Which drains get claimed? Adopt-a-Drain Programs in Three U.S. Cities," *Journal AWWA* 113(2): 54-64.
- Teodoro, Manuel P. & Robin Rose Saywitz. 2020. "A snapshot of water and sewer affordability in the United States, 2019" *Journal AWWA* 112(8): 10-19.
- Metzler, Jake & Manuel P. Teodoro. 2019. "Dude, Where's My Rates? Best (and Worst) Practices in Providing Rates Information Online," *Journal AWWA* 111(1): 40-47.
- Switzer, David & Manuel P. Teodoro. 2017. "The Color of Drinking Water: Class, Race, Ethnicity, and Safe Drinking Water Act Compliance," *Journal AWWA* 109(9): 40-45.
- Teodoro, Manuel P. & Travis E. Whisenant. 2015. "Water Utility Executive Leadership, Part 3: What Our CEOs Do," *Journal AWWA* 107(1): 71-80.
- Teodoro, Manuel P. & David M. Konisky. 2015. "Environmental Regulation: Can government regulate itself?" Mosbacher Institute's *The Takeaway* 6(6): 1-4.
- Teodoro, Manuel P. & Travis E. Whisenant. 2014. "Water Utility Executive Leadership, Part 2: What Our CEOs Think," *Journal AWWA* 106(4): 55-63.
- Teodoro, Manuel P. & Travis E. Whisenant. 2013. "Water Utility Executive Leadership, Part 1: Who Our CEOs Are," *Journal AWWA* 105(12): 22-30.
- Teodoro, Manuel P. 2013. Book review of *Congress vs. the Bureaucracy*, by Mordecai Lee. *Perspectives on Politics* 11(3): 953-955.
- OP-EDS
- Teodoro, Manuel P. 2023. "Helping People Pay Their Sky-High Water Bills is a SNAP," *Newsweek* ([Mar. 29](#)).
- Teodoro, Manuel P. 2023. "La Follette forum to tackle how to restore trust in government," *Milwaukee Journal-Sentinel* ([Feb. 13](#)).
- Sorensen, Kathryn, Bidtah Becker & Manuel P. Teodoro. 2022. "In praise of the monthly water bill," *The Hill* ([Dec. 28](#)).
- Teodoro, Manuel P. 2021. "Wisconsin's utilities levy hidden taxes on the water that flows from your tap. There are better ways to fund government," *Milwaukee Journal-Sentinel* ([Nov. 11](#)).
- Teodoro, Manuel P. 2018. "Affordability: Why Now | Why Us | Why it Matters," *AWWA Connections* (August).
- Konisky, David M. & Manuel P. Teodoro. 2016. "Flint Isn't Alone: Drinking water crisis reveals a pervasive weakness in America's environmental

regulatory system,” *The Hill* ([Feb. 8](#)).

WORK UNDER REVIEW	<p><u>Paper</u>: “Public enterprise pricing as redistributive policy,” (with D. Switzer), with invitation to revise & resubmit at <i>Policy Studies Journal</i>.</p> <p><u>Paper</u>: “Race, Career Paths, and Bureaucratic Ambition,” (with K. Carroll, A. Cheng & R. Maranto).</p> <p><u>Paper</u>: “Medium and Message by Mail: A field experiment to promote low-income assistance programs,” (with J. Smith).</p> <p><u>Paper</u>: “Nuclear Bros,” (with A. Cohen).</p>
WORK IN PROGRESS	<p><u>Paper</u>: “Mass Perceptions of Agency Ideology,” (with M. Allamong).</p> <p><u>Paper</u>: “The Nonprofit Monopolist: Nonprofit Performance and Regulation in the Absence of Market Competition,” (with S. Zuhlke).</p> <p><u>Paper</u>: “Centripetal Force: Public Administration Career Systems & Bureaucratic Ideology” (with M. Allamong & S. An).</p> <p><u>Paper</u>: “Do water customers get what they pay for? Institutional politics and the price-quality tradeoff in drinking water,” (with R. Saywitz).</p> <p><u>Paper</u>: “A Labor Market Theory of Bureaucratic Politics” (with N. Favero).</p> <p><u>Book</u>: <i>When Governments Regulate Governments</i> (with D. Konisky).</p>
GRANTS & RESEARCH FUNDING	<p>Tommy Thompson Center, “Excellence and trust in drinking water systems in rural Wisconsin,” 2023-2024 (\$104,515).</p> <p>Spring Point Partners, “Career Systems and U.S. Water Sector Leadership & Governance,” 2023-2025 (\$300,000).</p> <p>Kohl Competition, “Water System Excellence Project,” 2021-22 (\$99,740).</p> <p>Spring Point Partners, “New Directions in Water & Sewer Affordability,” 2019-2021 (\$305,250).</p> <p>Cascade Water Alliance, “Water & Sewer Affordability,” 2018 (\$60,000).</p> <p>American Water Works Association, “Workforce Quality & Regulatory Compliance in Economically Challenged Regions,” <i>Technical and Educational Council Grant</i>; 2015 (\$25,000).</p> <p>Water Research Foundation, “Water Utility Executive Leadership for the 21st Century,” <i>Unsolicited Grant</i>, 2011-12 (Project No. 4342; \$223,347).</p> <p>Colgate University Research Council, <i>Discretionary Research Grant</i>; 2007-2012 (various amounts, \$900-4,000).</p>

FELLOWSHIPS & SCHOLARSHIPS	<p><i>G.R. Ford Doctoral Fellowship</i>, Gerald R. Ford Foundation; 2006-07.</p> <p><i>Graduate Research Fellowship</i>, National Science Foundation; 2003-06.</p> <p><i>Institute for Public Affairs Graduate Fellowship</i>, Cornell University; 1995-97.</p> <p><i>Harry S. Truman Scholarship</i>, Truman Scholarship Foundation; 1994.</p> <p><i>William J. Sullivan Scholarship</i> (4-year full cost), Seattle University; 1991-95.</p>
AWARDS	<p><i>Robert F. and Sylvia T. Wagner Distinguished Faculty Award</i>, University of Wisconsin-Madison College of Letters & Sciences; 2023.</p> <p><i>Evan Ringquist Best Paper Award</i>, APSA Science, Technology & Environmental Politics Section; 2022.</p> <p><i>Best Paper Award</i>, AWWA Management & Leadership Division; 2017, 2019, 2020, 2021.</p> <p><i>Herbert Simon Book Award</i>, American Political Science Association (for <i>Bureaucratic Ambition</i>); 2016.</p> <p><i>Best Book Award</i>, American Society for Public Administration, Section on Public Administration Research (for <i>Bureaucratic Ambition</i>); 2013.</p> <p><i>Norton Long Young Scholar Award</i>, APSA Urban Politics Section; 2010.</p> <p><i>Fredric Jablin Dissertation Award</i>, International Leadership Assoc.; 2007.</p> <p><i>NASPAA Dissertation Award</i>, National Association of Schools of Public Affairs and Administration; 2007.</p> <p><i>Lurie Teaching Prize</i>, University of Michigan Honors Program; 2003.</p>
KEYNOTE ADDRESSES	<p>National Association of Clean Water Agencies, 2024.</p> <p>City Club of Cleveland <i>Sustainability Series</i>, 2023.</p> <p>Wisconsin Department of Natural Resources, 2023.</p> <p>Wisconsin AWWA <i>Annual Conference</i>, 2022, 2023.</p> <p>Association of Metropolitan Water Agencies <i>Policy Conference</i>, 2023.</p> <p>Council of Infrastructure Financing Authorities <i>State Revolving Fund Workshop</i>, 2022.</p> <p>American Water Works Association <i>General Managers' Dinner</i>, 2022.</p> <p>University of Minnesota <i>Headwaters Lecture</i>, 2022.</p> <p>Ohio State University <i>World Water Day</i>, 2022.</p> <p>Northern Illinois University <i>Public Administration Colloquium</i>, 2021.</p>

National Association of Regulatory Utility Commissioners, 2021.
 Oregon Government Finance Officers Association, 2019.
 Metcalf Institute *Public Lecture Series*, 2019.
 Jersey Water Works *Annual Conference*, 2018.
 California Water Association *Annual Conference*, 2018.
 American Water Works Association *Transformative Issues Symposium*,
 2018.
 Connecticut AWWA *Annual Conference*, 2018.
 Michigan AWWA *Annual Conference*, 2017.
 Utility CFO Forum, 2016.
 American Water Works Association *General Managers' Dinner*, 2015.
 American Water Works Association *Young Professionals Summit*, 2015.
 Association of Metropolitan Water Agencies *Annual Conference*, 2013.

INVITED
RESEARCH
TALKS

Association of State Drinking Water Administrators (2023); Indiana University (2023); Wisconsin Dept. of Natural Resources (2023); University of Southern California (2023); University of Minnesota (2022); Third Coast Seminar Series (2021); Water Agency Leaders Alliance (2020); University of Chicago (2020); University of Kentucky (2019); NAACP Legal Defense Fund (2019); University of Kansas (2019); University of Toronto (2019); Washington University-St. Louis (2019); University of Michigan (2019); California Public Utilities Commission (2019); Michigan Drinking Water Workshop (2018); University of Gothenburg (2017); Indiana University (2017); Arizona State University (2015); University of Michigan (2014); Florida State University (2013); University of Southern California (2012); Texas A&M University (2012); American Water Works Association (2011).

FORUM
PARTICIPATION

AWWA Water 2050 Economics Think Tank (2023); National Academies of Sciences, Engineering, and Medicine (2022, 2019); Wisconsin Main Street Agenda/Green Bay Town Hall (2022); National Association of Water Companies (2022); AWWA Transformative Issues Symposium (2021); Canadian Municipal Water Consortium (2021); U.S. Water Alliance (2021); Wisconsin Alumni Research Foundation (2020, 2021); Wisconsin Public Utility Institute & National Association of Regulatory Utility Commissioners (2020); National Academy of Public Administration (2019); California State Water Resources Control Board

(2018); Water Environment Federation (2016).

- RECENT
CONFERENCE
PRESENTATIONS
- “Troubling Trends: A National Water & Sewer Affordability Update,” *Annual Conference & Exposition*, American Water Works Association; Anaheim, CA (June 2024).
 - “Aquam cum laude: Drinking Water Report Cards and Public Attitudes Toward Municipal Utilities,” *Annual Conference*, Midwest Political Science Association; Chicago, IL (Apr. 2024).
 - “Federalism, Meritocracy, and Ideological Extremism in Latin American Bureaucracies,” *Annual Conference*, Midwest Political Science Association; Chicago, IL (Apr. 2024) (with T. Cruz).
 - “Centripetal Force: A Theory of Bureaucratic Ideology and Democracy,” *Annual Conference*, American Political Science Association; Los Angeles, CA (Sept. 2023) (with M. Allamong & S. An).
 - “Nuclear Bros,” *Environmental Politics & Governance Conference*; Glasgow, UK (July 2023).
 - “Hot Air, Lukewarm Water, and Nuclear Bros: Dimensions of Support for Environmental Policy,” *Annual Conference*, Midwest Political Science Association; Chicago, IL (Apr. 2023) (with A. Cohen).
 - “Driving Greater Customer Assistance Participation: Evidence from an Outreach Experiment,” *Utility Management Conference*, American Water Works Association; Sacramento, CA (Mar. 2023) (with J. Smith).
 - “The Third Way to Water: public, private, and nonprofit water governance,” *Annual Conference*, American Political Science Association; Montreal, Canada (Sept. 2022) (with S. Zuhlke).
 - “Social Construction in *N* Dimensions,” *Annual Conference*, American Political Science Association; Montreal, Canada (Sept. 2022) (with S. Zuhlke).
 - “Centripetal Force: public employment, ideology, and bureaucracy as democratic mainstay,” *Public Management Research Conference*, Public Management Research Association; Phoenix, AZ (May 2022) (with M. Allamong & S. An).
 - “Centripetal Force: public employment, ideology, and bureaucracy as democratic mainstay,” *Annual Conference*, Midwest Political Science Association; (Apr. 2022) (with M. Allamong & S. An).
 - “Framing Effects on Public Support for Rate Increases: Experimental Evidence,” *Utilities Management Conference*, Water Environment Federation; Orlando, FL (Feb. 2022).

“Centripetal Force: Public Administration & Pluralism,” *Annual Conference, American Political Science Association*; Seattle, WA (Sept. 2021) (with S. An & M. Allamong).

“Hosed? Inequality, redistribution, and the political economy of water prices,” *Annual Conference, American Political Science Association*; Seattle, WA (Sept. 2021) (with D. Switzer).

“(Dis)Trust at the Tap: Confidence in utilities, bottled water, and public support for infrastructure investment,” *Utility Management Conference, Water Environment Federation*; Atlanta, GA (Aug. 2021).

“Pandemic Effects on Water Demand: Analyzing inter-class, diurnal, and total response to COVID-19 with customer-level data,” *Utility Management Conference, Water Environment Federation*; Atlanta, GA (Aug. 2021) (with A. Barton & E. Cebron).

“Who gets hosed? Inequality, redistribution, and the political economy of water prices,” *Environmental Politics & Governance Conference*; online (June 2021).

“Do water customers get what they pay for? Institutional politics and the price-quality tradeoff in drinking water,” *Annual Conference, Midwest Political Science Association*; online (Apr. 2021) (with R. Saywitz).

“Water & Sewer Affordability in the United States: Conditions and Trends,” *Virtual Summit, American Water Works Association* (Sept. 2020).

“Coproduction without Production: Public Engagement as Symbolic Environmental Policy,” *Environmental Politics & Governance Conference*; Oslo, Norway (June 2020) (with R. Saywitz).

“Austin Water Affordability Assessment,” *Utility Management Conference, Water Environment Federation*; Anaheim, CA (Feb. 2020) (with D. Anders & G. Rabon).

“Symbolic Policy from the Bureaucracy: the case of Adopt-a-Drain,” *Annual Conference, Southern Political Science Association*; San Juan, PR (Jan. 2020) (with R. Saywitz).

EDITORIAL SERVICE

Deputy Editor, *AWWA Water Science*; 2022-

Associate Editor, *AWWA Water Science*; 2019-2022.

Editorial Board, *Journal of Public Administration Research & Theory*; 2018-2021.

Editorial Board, *Public Administration Review*; 2014-2017.

Co-editor (with David Konisky), *Studies in American Public Policy and Management*, book series by Johns Hopkins University Press; 2012-2015.

Referee, *Administrative Theory & Praxis*, *Administration & Society*, *American Journal of Criminal Justice*, *American Political Science Review*, *Environmental Politics*, *Global Environmental Politics*, *Environmental and Resource Economics*, *Governance*, Johns Hopkins University Press, *International Journal of Public Management*, *International Journal of Water Resources Development*; *Journal of the American Water Resources Association*, *Journal of the American Water Works Association*, *Journal of Behavioral Public Administration*, *Journal of Environmental Policy & Planning*, *Journal of Planning Education & Research*, *Journal of Politics*, *Journal of Public Administration Research & Theory*, *Journal of Public Policy*, *Law & Social Inquiry*, Oxford University Press, *Perspectives on Public Management & Governance*, *Policy Studies Journal*, *Political Research Quarterly*, *Proceedings of the National Academy of Sciences*, *Public Administration*, *Public Administration Review*, *Regulation & Governance*, *Review of Policy Research*, *Society & Natural Resources*, *State & Local Government Review*, *Urban Affairs Review*, *Urban Studies*, *Utilities Policy*, *Water Economics & Policy*, *Water Resources Research*.

GRANT REVIEW PANELS Lake Champlain Sea Grant; National Science Foundation; Water Research Foundation.

PUBLIC SERVICE Member, Water & Health Advisory Council, 2022-
 Member, *Rates & Charges Committee*, American Water Works Association, 2002-2022.
 Chair, *Cost-of-Service Subcommittee*, American Water Works Association, 2020-2022.
 Advisory panel member: Great Lakes Commission (2021-2022); UNICEF/World Health Organization (2018-2021); Brookings Institution (2020); New Jersey Future (2020); California Public Utilities Commission (2019); Natural Resources Defense Council (2019); Chicago Metro Planning Council (2018); Alliance for Water Efficiency (2012, 2014).
 Member, *Academic Council*, Water Research Foundation, 2016-2019.
 Member, *Harry S. Truman Scholarship*, Austin selection panel, 2020-2021.
 State legislative testimony: New Jersey (Sept. 2019), Ohio (Dec. 2019).
 Member, *Transformative Issues Symposium* planning committee, American Water Works Association, 2018.
 Member, *Workforce Strategies Committee*, American Water Works

Association, 2012-2018.

ACADEMIC
SERVICE

Chair, *Public Administration Section*, American Political Science Association, 2017-2018.

Member, *Public Administration Section Council*, American Political Science Association, 2013-2019.

Program Chair: 2016 APSA *Annual Conference* (Public Administration section); 2012 APSA *Annual Conference* (Science, Technology & Environmental Politics section).

Committee Chair: 2023 *Evan Ringquist Award Committee*, APSA Science, Technology, and Environmental Politics Section; 2017 *Herbert Simon Book Award Committee*, APSA Public Administration section; 2014 *Don K. Price Award Committee*, APSA Science, Technology, and Environmental Politics section; 2012 *Best Dissertation Award Committee*, APSA Urban Politics section.

Program Committee: 2024 *Public Management Research Conference*.

Committee Member: 2024 APSA *Environmental Politics Emerging Scholar Award*; 2022 APSA *Virginia M. Walsh Dissertation Award*; 2021 SPSA *Arnold Vedlitz Award*, 2020 MPSA *Kenneth J. Meier Award*, 2015 APSA *Leonard White Award*, 2013 APSA *Herbert Kaufman Award*, 2013 APSA *Harrell Rodgers Scholarship*, 2011 *Herbert Simon Award*.

Conference discussant/chair: American Political Science Association (2011, 2015-2016, 2019, 2021), Midwest Political Science Association (2007, 2009, 2014-2020), Southern Political Science Association (2016, 2019).

UNIVERSITY
SERVICE

University of Wisconsin

Chair, LaFollette Policy Forum, 2023.

Tommy Thompson Center Faculty Advisory Committee, 2021-2024.

La Follette School Undergraduate Major Committee, 2021-2022.

La Follette School Teaching Load Committee, 2020-2021.

Texas A&M University

Department Head's Advisory Committee, 2019-2020.

College of Liberal Arts Strategic Planning Committee, 2019-2020.

Director, Program in Politics & Public Policy, 2017-2019.

Political Science Graduate Committee, 2015-2017

Political Science Post-tenure Review Committee, 2015-2017.

Political Science Diversity Committee, 2013-2015.

Colgate University

Truman Scholarship Committee (chair), 2008-2013.

TEACHING

University of Wisconsin-Madison

PA 874 Public Policy Process

PA 869 Workshop in Public Affairs

PA 366 U.S. Environmental Governance

Texas A&M University

POLS 207 State & Local Government

POLS 316 Urban Politics

POLS 347 Politics of Energy & the Environment

POLS 623/641 Comparative Federalism & U.S. Local Government

POLS 642 Politics & Public Administration (graduate seminar)

POLS 646 Public Policy Theory & Analysis (graduate seminar)

POLS 689 Environmental Politics & Public Policy (graduate seminar)

Colgate University

POSC 150 America as a Democracy

POSC 335 U.S. Environmental Politics

POSC 340 Politics of the American Metropolis

POSC 420 Street-level Bureaucracy (senior seminar)

PHD

Chair / co-chair

COMMITTEES

Lauren Bondarenko (2022, US Dept. of Defense)

Mellie Haider*

Laura Morales*

Robin Rose Saywitz (2022, Saint Louis University)

David Switzer (2017, University of Missouri)

Youlang Zhang (2019, Renmin University of China)

Samantha Zuhlke (2021, University of Iowa)

Committee member

Seung-Ho An (2018, University of Arizona)

Kristen Carroll (2017, Bellwether)

Ohbet Cheon (2016, Clarkson University)

Jose Luis Enriquez*

Nathan Favero (2016, American University)

Jason Knutson*

Nathalie Mendez (2021, Universidad de los Andes)

Abhisekh Ghosh Moulick (2015, University of North Carolina)

Amanda Rutherford (2015, Indiana University)

Brian Shreck (2015, Rhode Island OMB)

Kathryn Smith-Hicks (2017, Texas A&M University)

*In progress

OTHER
EMPLOYMENT

Water Finance Lab / EJ Metrics, LLC
Principal, 2001-

FCS Group, Inc. | Redmond, Washington
Senior Economist, 1997-2001.

US Department of Housing & Urban Development | Washington, DC
Social Science Analyst, 1995.

AFFILIATIONS

American Political Science Association
American Water Works Association
Midwest Political Science Association
Public Management Research Association

ATTACHMENT E

DANE WATSON SUMMARY OF TESTIMONY APPEARANCES

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
North Carolina	North Carolina Utilities Commission	G-9, Sub 837	Piedmont Natural Gas Company	2024	Gas Depreciation Study
Mississippi	FERC	ER-24-1652-000	Mississippi Power Company	2024	Electric Depreciation Study
New Jersey	New Jersey Board of Public Utilities	GR24020158	Elizabethtown Gas Company	2024	Gas Depreciation Study
Texas New Mexico	FERC	ER24-1431-000	Southwestern Public Service Company	2024	Electric Technical Update
Missouri	Missouri Public Service Commission	WR-2024-0104	Liberty Utilities Missouri Water	2024	Water Depreciation Study
Missouri	Missouri Public Service Commission	SR-2024-0105	Liberty Utilities Missouri Waste Water	2024	Waste Water Depreciation Study
Texas	Public Utility Commission of Texas	56211	CenterPoint	2024	Electric Depreciation Study
California	California Public Utilities Commission	A.24-01-001	San Jose Water Co	2024	Water/Wastewater Depreciation Study
Missouri	Missouri Public Service Commission	GR-2024-0106	Liberty Utilities Midstates Gas	2024	Gas Depreciation Study
Pennsylvania	Pennsylvania Public Utility Commission	R-2024-3045193	Veolia Pennsylvania	2024	WasteWater Depreciation Study
Pennsylvania	Pennsylvania Public Utility Commission	R-2024-3045192	Veolia Pennsylvania	2024	Water Depreciation Study
Arkansas	Arkansas Public Service Commission	23-079-U	Summit Utilities Arkansas	2024	Gas Depreciation Study
Colorado	Colorado Public Utilities Commission	23A-0632G	Atmos Energy	2023	Gas Clean Heat Plan
Oklahoma	Oklahoma Corporation Commission	2023-00087	Oklahoma Gas & Electric	2023	Electric Depreciation Study
Illinois	Illinois Commerce Commission	24-0043	Liberty Mid States Gas- Illinois	2023	Gas Depreciation Study
Michigan	Michigan Public Service Commission	U-21513	Upper Peninsula Power Company	2023	Electric Depreciation Study
Texas	Public Utility Commission of Texas	55867	Lower Colorado River Authority	2023	Electric Depreciation Study
Texas	Railroad Commission of Texas	Case No. OS-23-00015513	CenterPoint Texas Gas	2023	Gas Depreciation Study
Nevada	Public Utility Commission of Nevada	23-090-12	Southwest Gas	2023	Gas Depreciation Study - Nevada Division
Louisiana	Public Service Commission of Louisiana	36959	Entergy Louisiana	2023	Electric Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Texas	Railroad Commission of Texas	13758	Atmos Energy - APT	2023	Gas Depreciation Study
Florida	Florida Public Service Commission	20230023-GU	People Gas System	2023	Gas Depreciation Study
Texas	Public Utility Commission of Texas	54565	Central States Water Resources (CSWR Texas)	2023	Water Depreciation Study
Louisiana	Louisiana Public Service Commission	U-36923	Cleco	2023	Electric Depreciation study
New York	New York State Public Service Commission	23-W-0111	Veolia New York	2023	Water Depreciation Study
Arkansas	Arkansas Public Service Commission	22-085-U	Empire District Electric Company	2023	Electric Depreciation Study
Alaska	Regulatory Commission of Alaska	TA50-733 (U-21-058)	Cook Inlet Natural Gas Storage Alaska	2023	Focused Study - Communication Equipment
Manitoba Canada	Manitoba Public Utilities Board		Manitoba Hydro Electric	2022	Electric Depreciation Study
Tennessee	Tennessee Public Utility Commission	20-00086	Piedmont Natural Gas	2022	Gas Depreciation Study - 3 State
Texas	Public Utility Commission of Texas	54634	Southwestern Public Service Company	2023	Electric Technical Update
Florida	Florida Public Service Commission	20220219	People Gas System	2023	Gas Depreciation Study
Michigan	Michigan Public Service Commission	U-21329	Michigan Gas Utilities Corporation	2022	Gas Depreciation Study
Dominica	Independent Regulatory Commission		Dominica Electricity Services LTD	2022	Electric Depreciation Study
New Mexico	New Mexico Public Regulation Commission	22-00270-UT	Public Service of New Mexico	2022	Electric Depreciation Study
New Mexico	New Mexico Public Regulation Commission	22-00286-UT	Southwestern Public Service Company	2022	Electric Technical Update
Minnesota	Minnesota Public Utilities Commission	22-299	Northern States Power-Minnesota	2022	Electric Gas and Common Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
California	California Public Utilities Commission	A.22-08-010	Bear Valley Electric	2022	Electric Depreciation Study
Michigan	Michigan Public Service Commission	U-21294	SEMCO Gas	2022	Gas Depreciation Study
Arkansas	Arkansas Public Service Commission	22-064-U	Liberty Pine Bluff Water	2022	Water Depreciation Study
Colorado	Colorado Public Utilities Commission	22AL-0348G	Atmos Energy	2022	Gas Depreciation Study
New York	FERC	ER22-2581-000	New York Power Authority	2022	Transmission and General Depreciation Study
South Carolina	South Carolina Public Service Commission	2022-89-G	Piedmont Natural Gas	2022	Natural Gas Depreciation Study
California	California Public Utilities Commission	A.22-007-001	California American Water	2022	Water and Waste Water Depreciation Study
Alaska	Regulatory Commission of Alaska	U-22-034	Chugach Electric Association	2022	Electric Depreciation Study
Georgia	Georgia Public Service Commission	44280	Georgia Power Company	2022	Electric Depreciation Study
Texas	Public Utility Commission of Texas	53719	Entergy Texas	2022	Electric Depreciation Study
California	California Public Utilities Commission	22-05-015/016	San Diego Gas and Electric	2022	Electric Gas and Common Depreciation Study
California	California Public Utilities Commission	22-05-015/016	Southern California Gas	2022	Gas Depreciation Study
Colorado	Colorado Public Utilities Commission	22AL-0046G	Public Service of Colorado	2022	Gas Depreciation given potential for climate change
Texas	Public Utility Commission of Texas	53601	Oncor Electric Delivery	2022	Electric Depreciation Study
New Jersey	New Jersey Board of Public Utilities	GR2222040253	South Jersey Gas	2022	Gas Depreciation Study
Oklahoma	Corporation Commission of Oklahoma	PUD 202100163	Empire District Electric Company	2022	Electric Depreciation Study
Michigan	Michigan Public Service Commission	U-21176	Consumers Gas	2021	Gas Depreciation Study
New Jersey	New Jersey Board of Public Utilities	GR21121254	Elizabethtown Natural Gas	2021	Gas Depreciation Study
Ontario Canada	Ontario Energy Board	EB-2021-0110	Hydro One	2021	Electric Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Alaska	Regulatory Commission of Alaska	TA116-118, TA155-97, TA160-37 and TA110-290	Fairbanks Water and Wastewater	2021	Water and Waste Water Depreciation Study
Colorado	Public Utilities Commission of Colorado	21AL-0317E	Public Service of Colorado	2021	Electric and Common Depreciation Study
Alaska	Regulatory Commission of Alaska	U-21-025	Golden Valley Electric Association	2021	Electric Depreciation Study
Wisconsin	Public Service Commission of Wisconsin	5-DU-103	WE Energies	2021	Electric and Gas Depreciation Study
Kentucky	Public Service Commission of Kentucky	2021-00214	Atmos Kentucky	2021	Gas Depreciation Study
Missouri	Missouri Public Service Commission	ER-2021-0312	Empire District Electric Company	2021	Electric Depreciation Study
Wisconsin	Public Service Commission of Wisconsin	4220-DU-111	Northern States Power Wisconsin	2021	Transmission, Distribution General and Common Depreciation Study
Louisiana	Louisiana Public Service Commission	U-35951	Atmos Energy	2021	Statewide Gas Depreciation Study
Minnesota	Minnesota Public Utilities Commission	E015-D-21-229	Allete Minnesota Power	2021	Intangible, Transmission, Distribution, and General Depreciation Study
Michigan	Michigan Public Service Commission	U-20849	Consumers Energy	2021	Electric and Common Depreciation Study
Texas	Texas Public Utility Commission	51802	Southwestern Public Service Company	2021	Electric Technical Update
MultiState	FERC	RP21-441-000	Florida Gas Transmission	2021	Gas Depreciation Study
New Mexico	New Mexico Public Regulation Commission	20-00238-UT	Southwestern Public Service Company	2021	Electric Technical Update
Yukon Territory Canada	Yukon Energy Board	2021 General Rate Application	Yukon Energy	2020	Electric Depreciation Study
MultiState	FERC	ER21-709-000	American Transmission Company	2020	Electric Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Texas	Texas Public Utility Commission	51611	Sharyland Utilities	2020	Electric Depreciation Study
Texas	Texas Public Utility Commission	51536	Brownsville Public Utilities Board	2020	Electric Depreciation Study
New Jersey	New Jersey Board of Public Utilities	WR20110729	Suez Water New Jersey	2020	Water and Waste Water Depreciation Study
Idaho	Idaho Public Utilities Commission	SUZ-W-20-02	Suez Water Idaho	2020	Water Depreciation Study
Texas	Texas Public Utility Commission	50944	Monarch Utilities	2020	Water and Waste Water Depreciation Study
Michigan	Michigan Public Service Commission	U-20844	Consumers Energy/DTE Electric	2020	Ludington Pumped Storage Depreciation Study
Mexico	Comision Reguladora de Energia	G/352/TRA/2015 UH-250/125738/2019	Arguelles Depreciation Study	2020	Gas Depreciation Study
Tennessee	Tennessee Public Utility Commission	2000086	Piedmont Natural Gas	2020	Gas Depreciation Study
Texas	Railroad Commission of Texas	OS-00005136	CoServ Gas	2020	Gas Depreciation Study
Texas	Railroad Commission of Texas	GUD 10988	EPCOR Gas Texas	2020	Gas Depreciation Study
Florida	Florida Public Service Commission	20200166-GU	People Gas System	2020	Gas Depreciation Study
Mississippi	Federal Energy Regulatory Commission	ER20-1660-000	Mississippi Power Company	2020	Electric Depreciation Study
Texas	Public Utility Commission of Texas	50557	Corix Utilities	2020	Water and Waste Water Depreciation Study
Georgia	Georgia Public Service Commission	42959	Liberty Utilities Peach State Natural Gas	2020	Gas Depreciation Study
Texas	Public Utility Commission of Texas	50734	Oncor Electric Delivery	2020	Life of Intangible Plant
New Jersey	New Jersey Board of Public Utilities	GR20030243	South Jersey Gas	2020	Gas Depreciation Study
Kentucky	Kentucky Public Service Commission	2020-00064	Big Rivers	2020	Electric Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Colorado	Colorado Public Utilities Commission	20AL-0049G	Public Service of Colorado	2020	Gas Depreciation Study
Texas	NA	NA	Pedernales Electric Coop	2019	Electric Depreciation Study
New York	Federal Energy Regulatory Commission	ER20-716-000	LS Power Grid New York, Corp.	2019	Electric Transmission Depreciation Study
Mississippi	Mississippi Public Service Commission	2019-UN-219	Mississippi Power Company	2019	Electric Depreciation Study
Texas	Public Utility Commission of Texas	50288	Kerrville Public Utility District	2019	Electric Depreciation Study
Texas	Railroad Commission of Texas	GUD 10920	CenterPoint Gas	2019	Gas Depreciation Study and Propane Air Study
Texas, New Mexico	Federal Energy Regulatory Commission	ER20-277-000	Southwestern Public Service Company	2019	Electric Production and General Plant Depreciation Study
New Mexico	New Mexico Public Regulation Commission		New Mexico Gas	2019	Gas Depreciation Study
Alaska	Regulatory Commission of Alaska	U-19-086	Alaska Electric Light and Power	2019	Electric Depreciation Study
Texas	Railroad Commission of Texas	GUD 10900	Atmos Energy West Texas Division - Triangle	2019	Depreciation Rates for Natural Gas Property
Delaware	Delaware Public Service Commission	19-0615	Suez Water Delaware	2019	Water Depreciation Study
California	California Public Utilities Commission	A.19-08-015	Southwest Gas Northern California	2019	Gas Depreciation Study
California	California Public Utilities Commission	A.19-08-015	Southwest Gas Southern California	2019	Gas Depreciation Study
Texas	Railroad Commission of Texas	GUD 10895	CenterPoint Propane Air	2019	Depreciation Rates for Propane Air Assets
Texas	Public Utility Commission of Texas	49831	Southwestern Public Service Company	2019	Electric Depreciation Study
New Mexico	New Mexico Public Regulation Commission	19-00170-UT	Southwestern Public Service Company	2019	Electric Depreciation Study
Georgia	Georgia Public Service Commission	42516	Georgia Power Company	2019	Electric Depreciation Study
Georgia	Georgia Public Service Commission	42315	Atlanta Gas Light	2019	Gas Depreciation Study
Arizona	Arizona Corporation Commission	G-01551A-19-0055	Southwest Gas Corporation	2019	Gas Removal Cost Study
New Hampshire	New Hampshire Public Service Commission	DE 19-064	Liberty Utilities	2019	Electric Distribution and General

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
New Jersey	New Jersey Board of Public Utilities	GR19040486	Elizabethtown Natural Gas	2019	Gas Depreciation Study
Texas	Public Utility Commission of Texas	49421	CenterPoint Houston Electric LLC	2019	Electric Depreciation Study
North Carolina	North Carolina Utilities Commission	Docket No. G-9, Sub 743	Piedmont Natural Gas	2019	Gas Depreciation Study
Minnesota	Minnesota Public Utilities Commission	E-015/D-18-226	Allete Minnesota Power	2018	Electric Compliance Filing
Colorado	Colorado Public Utilities Commission	19AL-0063ST	Public Service of Colorado	2019	Steam Depreciation Study
Texas	NA	NA	CenterPoint Texas	2019	Propane Air Depreciation Study
Various	NA	NA	Enable Midstream Partners	2019	Gas Depreciation Study
Alaska	Regulatory Commission of Alaska	U-18-121	Municipal Power and Light City of Anchorage	2018	Electric Depreciation Study
Various	NA	NA	Pattern Energy	2018	Renewable Asset Capital Accounting
New York	NA	NA	Long Island Electric Utility Servco LLC	2018	Electric Depreciation Study
Various	FERC	RP19-352-000	Sea Robin	2018	Gas Depreciation Study
Texas New Mexico	Federal Energy Regulatory Commission	ER19-404-000	Southwestern Public Service Company	2018	Electric Transmission Depreciation Study
California	Federal Energy Regulatory Commission	ER19-221-000	San Diego Gas and Electric	2018	Electric Transmission Depreciation Study
Kentucky	Kentucky Public Service Commission	2018-00281	Atmos Kentucky	2018	Gas Depreciation Study
Texas	Public Utility Commission of Texas	48500	Golden Spread Electric Coop	2018	Electric Depreciation Study
Alaska	Regulatory Commission of Alaska	U-18-054	Matanuska Electric Coop	2018	Electric Generation Depreciation Study
California	California Public Utilities Commission	A17-10-007	San Diego Gas and Electric	2018	Electric and Gas Depreciation Study
Texas	NA	NA	Lower Colorado River Authority	2018	Electric Transmission and General Study
Texas	Public Utility Commission of Texas	48401	Texas New Mexico Power	2018	Electric Depreciation Study
Nevada	Public Utility Commission of Nevada	18-05031	Southwest Gas	2018	Gas Depreciation Study
Texas	Public Utility Commission of Texas	48231	Oncor Electric Delivery	2018	Depreciation Rates
Texas	Public Utility Commission of Texas	48371	Entergy Texas	2018	Electric Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Kansas	Kansas Corporation Commission	18-KCPE-480-RTS	Kansas City Power and Light	2018	Electric Depreciation Study
Louisiana	Louisiana Public Service Commission	U-34803	Atmos LGS	2018	Gas Depreciation Study
Arkansas	Arkansas Public Service Commission	18-027-U	Liberty Pine Bluff Water	2018	Water Depreciation Study
Minnesota	Minnesota Public Utilities Commission	E-015/D-18-226	Allete Minnesota Power	2018	Electric Depreciation Rate
Kentucky	Kentucky Public Service Commission	2017-00349	Atmos KY	2018	Gas Depreciation Rates
Tennessee	Tennessee Public Utility Commission	18-00017	Chattanooga Gas	2018	Gas Depreciation Study
Texas	Railroad Commission of Texas	10679	Si Energy	2018	Gas Depreciation Study
Texas	City of Dallas Statement of Intent	NA	Atmos Mid-Tex	2017-2018	Gas Depreciation Study
Alaska	Regulatory Commission of Alaska	U-17-104	Anchorage Water and Wastewater	2017	Water and Waste Water Depreciation Study
Michigan	Michigan Public Service Commission	U-18488	Michigan Gas Utilities Corporation	2017	Gas Depreciation Study
New Mexico	FERC	ER18-228-000	Southwestern Public Service Company	2017	Electric Production Depreciation Study
Texas	Railroad Commission of Texas	10669	CenterPoint South Texas	2017	Gas Depreciation Study
New Mexico	New Mexico Public Regulation Commission	17-00255-UT	Southwestern Public Service Company	2017	Electric Production Depreciation Study
Arkansas	Arkansas Public Service Commission	17-061-U	Empire District Electric Company	2017	Depreciation Rates for New Wind Generation
Kansas	Kansas Corporation Commission	18-EPDE-184-PRE	Empire District Electric Company	2017	Depreciation Rates for New Wind Generation
Oklahoma	Oklahoma Corporation Commission	PUD 201700471	Empire District Electric Company	2017	Depreciation Rates for New Wind Generation
Missouri	Missouri Public Service Commission	EO-2018-0092	Empire District Electric Company	2017	Depreciation Rates for New Wind Generation
Michigan	Michigan Public Service Commission	U-18457	Upper Peninsula Power Company	2017	Electric Depreciation Study
Florida	Florida Public Service Commission	20170179-GU	Florida City Gas	2017	Gas Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Iowa	NA		Cedar Falls Utility	2017	Telecommunications, Water, and Cable Utility
Michigan	FERC	ER18-56-000	Consumers Energy	2017	Electric Depreciation Study
Missouri	Missouri Public Service Commission	GR-2018-0013	Liberty Utilities	2017	Gas Depreciation Study
Michigan	Michigan Public Service Commission	U-18452	SEMCO	2017	Gas Depreciation Study
Texas	Public Utility Commission of Texas	47527	Southwestern Public Service Company	2017	Electric Production Depreciation Study
Minnesota	Minnesota Public Utilities Commission	17-581	Minnesota Northern States Power	2017	Electric, Gas and Common Transmission, Distribution and General
Colorado	Colorado Public Utilities Commission	17AL-0363G	Public Service of Colorado-Gas	2017	Gas Depreciation Study
MultiState	FERC	ER17-1664	American Transmission Company	2017	Electric Depreciation Study
Alaska	Regulatory Commission of Alaska	U-17-008	Municipal Power and Light City of Anchorage	2017	Generating Unit Depreciation Study
Louisiana	Louisiana Public Service Commission	U-34343	Atmos Trans Louisiana	2017	Gas Depreciation Study
Mississippi	Mississippi Public Service Commission	2017-UN-041	Atmos Energy	2017	Gas Depreciation Study
New York	FERC	ER17-1010-000	New York Power Authority	2017	Electric Depreciation Study
Oklahoma	Oklahoma Corporation Commission	PUD 201700078	CenterPoint Oklahoma	2017	Gas Depreciation Study
Texas	Railroad Commission of Texas	GUD 10580	Atmos Pipeline Texas	2017	Gas Depreciation Study
Texas	Public Utility Commission of Texas	46957	Oncor Electric Delivery	2017	Electric Depreciation Study
Alabama	FERC	ER16-2312-000	Alabama Power Company	2016	Electric Depreciation Study
Alabama	FERC	ER16-2313-000	SEGCO	2016	Electric Depreciation Study
Alaska	Regulatory Commission of Alaska	U-16-067	Alaska Electric Light and Power	2016	Generating Unit Depreciation Study
Arizona	Arizona Corporation Commission	G-01551A-16-0107	Southwest Gas	2016	Gas Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
California	California Public Utilities Commission	A 16-07-002	California American Water	2016	Water and Waste Water Depreciation Study
Colorado	Colorado Public Utilities Commission	16A-0231E	Public Service Company of Colorado	2016	Electric Depreciation Study
Mississippi	Mississippi Public Service Commission	2016 UN 267	Willmut Gas	2016	Gas Depreciation Study
Florida	Florida Public Service Commission	160170-EI	Gulf Power	2016	Electric Depreciation Study
Georgia	N/A	N/A	Dalton Utilities	2016	Electric, Gas, Water, Wastewater & Fiber Depreciation Study
Georgia	NA	NA	Oglethorpe Power	2016	Electric Depreciation Study
Illinois	Illinois Commerce Commission	GRM #16-208	Liberty-Illinois	2016	Natural Gas Depreciation Study
Iowa	Iowa Utilities Board	RPU-2016-0003	Liberty-Iowa	2016	Natural Gas Depreciation Study
Kentucky	FERC	RP16-097-000	KOT	2016	Natural Gas Depreciation Study
Michigan	Michigan Public Service Commission	U-18195	Consumers Energy/DTE Electric	2016	Ludington Pumped Storage Depreciation Study
Michigan	Michigan Public Service Commission	U-18127	Consumers Energy	2016	Natural Gas Depreciation Study
MultiState	FERC	ER17-191-000	American Transmission Company	2016	Electric Depreciation Study
Hawaii			Hawaii American Water	2015	Wastewater and Water Depreciation Study
New Jersey	New Jersey Board of Public Utilities	GR16090826	Elizabethtown Natural Gas	2016	Gas Depreciation Study
New York	NA		New York Power Authority	2016	Electric Transmission and General Study
North Carolina	North Carolina Utilities Commission	Docket G-9 Sub 77H	Piedmont Natural Gas	2016	Gas Depreciation Study
Texas	Railroad Commission of Texas	GUD 10567	CenterPoint Texas	2016	Gas Depreciation Study
Texas	Public Utility Commission of Texas	45414	Sharyland	2016	Electric Depreciation Study
Alaska	Regulatory Commission of Alaska	U-15-089	Fairbanks Water and Wastewater	2015	Water and Waste Water Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Arkansas	Arkansas Public Service Commission	15-098-U	CenterPoint Arkansas	2015	Gas Depreciation Study and Cost of Removal Study
Arkansas	Arkansas Public Service Commission	15-031-U	Source Gas Arkansas	2015	Underground Storage Gas Depreciation Study
Hawaii			Hawaii American Water	2015	Wastewater and Water Depreciation Study
Arkansas	Arkansas Public Service Commission	15-011-U	Source Gas Arkansas	2015	Gas Depreciation Study
Atmos Energy Corporation	Tennessee Regulatory Authority	14-00146	Atmos Tennessee	2015	Natural Gas Depreciation Study
Colorado	Colorado Public Utilities Commission	15-AL-0299G	Atmos Colorado	2015	Gas Depreciation Study
Kansas	Kansas Corporation Commission	16-ATMG-079-RTS	Atmos Kansas	2015	Gas Depreciation Study
Kansas	Kansas Corporation Commission	15-KCPE-116-RTS	Kansas City Power and Light	2015	Electric Depreciation Study
Montana	NA	NA	Energy Keepers	2015	Property Units/ Depreciation Rates Hydro Facility
Multi-State NE US	FERC	16-453-000	Northeast Transmission Development, LLC	2015	Electric Depreciation Study
New Mexico	New Mexico Public Regulation Commission	15-00261-UT	Public Service Company of New Mexico	2015	Electric Depreciation Study
New Mexico	New Mexico Public Regulation Commission	15-00296-UT	Southwestern Public Service Company	2015	Electric Depreciation Study
New Mexico	New Mexico Public Regulation Commission	15-00139-UT	Southwestern Public Service Company	2015	Electric Depreciation Study
Texas	Railroad Commission of Texas	GUD 10432	CenterPoint- Texas Coast Division	2015	Gas Depreciation Study
Texas	Public Utility Commission of Texas	44704	Entergy Texas	2015	Electric Depreciation Study
Texas	Public Utility Commission of Texas	44746	Wind Energy Transmission Texas	2015	Electric Depreciation Study
Texas, New Mexico	FERC	ER15-949-000	Southwestern Public Service Company	2015	Electric Depreciation Study
Alaska	Regulatory Commission of Alaska	U-14-120	Alaska Electric Light and Power	2014-2015	Electric Depreciation Study
Alabama	State of Alabama Public Service Commission	U-5115	Mobile Gas	2014	Gas Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Alaska	Regulatory Commission of Alaska	U-14-045	Matanuska Electric Coop	2014	Electric Generation Depreciation Study
Alaska	Regulatory Commission of Alaska	U-14-054	Sand Point Generating LLC	2014	Electric Depreciation Study
Alaska	Regulatory Commission of Alaska	U-14-055	TDX North Slope Generating	2014	Electric Depreciation Study
California	California Public Utilities Commission	A.14-07-006	Golden State Water	2014	Water and Waste Water Depreciation Study
Colorado	Public Utilities Commission of Colorado	14AL-0660E	Public Service Company of Colorado	2014	Electric Depreciation Study
Louisiana	Louisiana Public Service Commission	U-28814	Atmos Energy Corporation	2014	Gas Depreciation Study
Michigan	Michigan Public Service Commission	U-17653	Consumers Energy Company	2014	Electric and Common Depreciation Study
Multi State – SE US	FERC	RP15-101	Florida Gas Transmission	2014	Gas Transmission Depreciation Study
Nebraska	Nebraska Public Service Commission	NG-0079	Source Gas Nebraska	2014	Gas Depreciation Study
New Mexico	New Mexico Public Regulation Commission	14-00332-UT	Public Service of New Mexico	2014	Electric Depreciation Study
Texas	Public Utility Commission of Texas	43950	Cross Texas Transmission	2014	Electric Depreciation Study
Texas	NA	NA	Hughes Natural Gas	2014	Gas Depreciation Study
Texas	Public Utility Commission of Texas	42469	Lone Star Transmission	2014	Electric Depreciation Study
Texas	Public Utility Commission of Texas	43695	Southwestern Public Service Company	2014	Electric Depreciation Study
Wisconsin	Wisconsin	05-DU-102	WE Energies	2014	Electric, Gas, Steam and Common Depreciation Studies
Texas, New Mexico	Public Utility Commission of Texas	42004	Southwestern Public Service Company	2013-2014	Electric Production, Transmission, Distribution and General Plant Depreciation Study
Virginia	Virginia Corporation Commission	PUE-2013-00124	Atmos Energy Corporation	2013-2014	Gas Depreciation Study
Arkansas	Arkansas Public Service Commission	13-078-U	Arkansas Oklahoma Gas	2013	Gas Depreciation Study
Arkansas	Arkansas Public Service Commission	13-079-U	Source Gas Arkansas	2013	Gas Depreciation Study
California	California Public Utilities Commission	Proceeding No.: A.13-11-003	Southern California Edison	2013	Electric Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Kentucky	Kentucky Public Service Commission	2013-00148	Atmos Energy Corporation	2013	Gas Depreciation Study
Minnesota	Minnesota Public Utilities Commission	13-252	Allete Minnesota Power	2013	Electric Depreciation Study
New Hampshire	New Hampshire Public Service Commission	DE 13-063	Liberty Utilities	2013	Electric Distribution and General
New Jersey	New Jersey Board of Public Utilities	GR13111137	South Jersey Gas	2013	Gas Depreciation Study
North Carolina/South Carolina	FERC	ER13-1313	Progress Energy Carolina	2013	Electric Depreciation Study
Oklahoma and TX Panhandle	NA	NA	Enable Midstream Partners	2013	Gas Depreciation Study
Texas	Public Utility Commission of Texas	41474	Sharyland	2013	Electric Depreciation Study
Texas	Railroad Commission of Texas	10235	West Texas Gas	2013	Gas Depreciation Study
Various	FERC	RP14-247-000	Sea Robin	2013	Gas Depreciation Study
Wisconsin	Public Service Commission of Wisconsin	4220-DU-108	Northern States Power Company - Wisconsin	2013	Electric, Gas and Common Transmission, Distribution and General
Alaska	Regulatory Commission of Alaska	U-12-154	Alaska Telephone Company	2012	Telecommunications Utility
Alaska	Regulatory Commission of Alaska	U-12-141	Interior Telephone Company	2012	Telecommunications Utility
Alaska	Regulatory Commission of Alaska	U-12-149	Municipal Power and Light City of Anchorage	2012	Electric Depreciation Study
Colorado	Colorado Public Utilities Commission	12AL-1269ST	Public Service Company of Colorado	2012	Gas and Steam Depreciation Study
Colorado	Colorado Public Utilities Commission	12AL-1268G	Public Service Company of Colorado	2012	Gas and Steam Depreciation Study
Kansas	Kansas Corporation Commission	12-ATMG-564-RTS	Atmos Kansas	2012	Gas Depreciation Study
Kansas	Kansas Corporation Commission	12-KCPE-764-RTS	Kansas City Power and Light	2012	Electric Depreciation Study
Michigan	Michigan Public Service Commission	U-17104	Michigan Gas Utilities Corporation	2012	Gas Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Minnesota	Minnesota Public Utilities Commission	12-858	Northern States Power Company - Minnesota	2012	Electric, Gas and Common Transmission, Distribution and General
Nevada	Public Utility Commission of Nevada	12-04005	Southwest Gas	2012	Gas Depreciation Study
New Mexico	New Mexico Public Regulation Commission	12-00350-UT	Southwestern Public Service Company	2012	Electric Depreciation Study
North Carolina	North Carolina Utilities Commission	E-2 Sub 1025	Progress Energy Carolina	2012	Electric Depreciation Study
North Dakota	North Dakota Public Service Commission	PU-12-0813	Northern States Power	2012	Electric, Gas and Common Transmission, Distribution and General
South Carolina	Public Service Commission of South Carolina	Docket 2012-384-E	Progress Energy Carolina	2012	Electric Depreciation Study
Texas	Railroad Commission of Texas	10170	Atmos Mid-Tex	2012	Gas Depreciation Study
Texas	Railroad Commission of Texas	10147, 10170	Atmos Mid-Tex	2012	Gas Depreciation Study
Texas	Railroad Commission of Texas	10174	Atmos West Texas	2012	Gas Depreciation Study
Texas	Railroad Commission of Texas	10182	CenterPoint Beaumont/ East Texas	2012	Gas Depreciation Study
Texas	Texas Public Utility Commission	40604	Cross Texas Transmission	2012	Electric Depreciation Study
Texas	Texas Public Utility Commission	40020	Lone Star Transmission	2012	Electric Depreciation Study
Texas	Texas Public Utility Commission	40606	Wind Energy Transmission Texas	2012	Electric Depreciation Study
Texas	Texas Public Utility Commission	40824	Xcel Energy	2012	Electric Depreciation Study
California	California Public Utilities Commission	A1011015	Southern California Edison	2011	Electric Depreciation Study
Colorado	Public Utilities Commission of Colorado	11AL-947E	Public Service Company of Colorado	2011	Electric Depreciation Study
Michigan	Michigan Public Service Commission	U-16938	Consumers Energy Company	2011	Gas Depreciation Study
Michigan	Michigan Public Service Commission	U-16536	Consumers Energy Company	2011	Wind Depreciation Rate Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Mississippi	Mississippi Public Service Commission	2011-UN-184	Atmos Energy	2011	Gas Depreciation Study
MultiState	FERC	ER12-212	American Transmission Company	2011	Electric Depreciation Study
MultiState			Atmos Energy	2011	Shared Services Depreciation Study
MultiState			CenterPoint	2011	Shared Services Study
MultiState			CenterPoint	2011	Depreciation Reserve Study (SAP)
Pennsylvania	NA	NA	Safe Harbor	2011	Hydro Depreciation Study
Texas	Texas Public Utility Commission	39896	Entergy Texas	2011	Electric Depreciation Study
Texas	Public Utility Commission of Texas	38929	Oncor	2011	Electric Depreciation Study
Texas	Texas Commission on Environmental Quality	Matter 37050-R	Southwest Water Company	2011	WasteWater Depreciation Study
Texas	Texas Commission on Environmental Quality	Matter 37049-R	Southwest Water Company	2011	Water Depreciation Study
Alaska	Regulatory Commission of Alaska	U-10-070	Inside Passage Electric Cooperative	2010	Electric Depreciation Study
Georgia	Georgia Public Service Commission	31647	Atlanta Gas Light	2010	Gas Depreciation Study
Maine/ New Hampshire	FERC	10-896	Granite State Gas Transmission	2010	Gas Depreciation Study
Multi State – SE US	FERC	RP10-21-000	Florida Gas Transmission	2010	Gas Depreciation Study
Multistate	NA	NA	Constellation Energy	2010	Fossil Generation Depreciation Study
Multistate	NA	NA	Constellation Energy Nuclear	2010	Nuclear Generation Depreciation Study
Texas	Texas Railroad Commission	10041	Atmos Amarillo	2010	Gas Depreciation Study
Texas	Texas Railroad Commission	10000	Atmos Pipeline Texas	2010	Gas Depreciation Study
Texas	Railroad Commission of Texas	10038	CenterPoint South TX	2010	Gas Depreciation Study
Texas	Public Utility Commission of Texas	36633	City Public Service of San Antonio	2010	Electric Depreciation Study
Texas	Public Utility Commission of Texas	38339	CenterPoint Electric	2010	Electric Depreciation Study
Texas	Public Utility Commission of Texas	38147	Southwestern Public Service Company	2010	Electric Technical Update

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Texas	Public Utility Commission of Texas	38480	Texas New Mexico Power	2010	Electric Depreciation Study
Alaska	Regulatory Commission of Alaska	U-09-015	Alaska Electric Light and Power	2009-2010	Electric Depreciation Study
Alaska	Regulatory Commission of Alaska	U-10-043	Utility Services of Alaska	2009-2010	Water Depreciation Study
California	California Public Utility Commission	A10071007	California American Water	2009-2010	Water and Waste Water Depreciation Study
Michigan	Michigan Public Service Commission	U-16054	Consumers Energy	2009-2010	Electric Depreciation Study
Michigan	Michigan Public Service Commission	U-16055	Consumers Energy/DTE Energy	2009-2010	Ludington Pumped Storage Depreciation Study
Wyoming	Wyoming Public Service Commission	30022-148-GR10	Source Gas	2009-2010	Gas Depreciation Study
Colorado	Colorado Public Utilities Commission	09AL-299E	Public Service of Colorado	2009	Electric Depreciation Study
Iowa	NA		Cedar Falls Utility	2009	Telecommunications, Water, and Cable Utility
Michigan	Michigan Public Service Commission	U-15963	Michigan Gas Utilities Corporation	2009	Gas Depreciation Study
Michigan	Michigan Public Service Commission	U-15989	Upper Peninsula Power Company	2009	Electric Depreciation Study
Michigan	Michigan Public Service Commission	In Progress	Edison Sault	2009	Electric Depreciation Study
Mississippi	Mississippi Public Service Commission	09-UN-334	CenterPoint Energy Mississippi	2009	Gas Depreciation Study
New York	New York Public Service Commission		Key Span	2009	Generation Depreciation Study
North Carolina	North Carolina Utilities Commission		Piedmont Natural Gas	2009	Gas Depreciation Study
South Carolina	Public Service Commission of South Carolina		Piedmont Natural Gas	2009	Gas Depreciation Study
Tennessee	Tennessee Regulatory Authority	09-000183	AGL – Chattanooga Gas	2009	Gas Depreciation Study
Tennessee	Tennessee Regulatory Authority	11-00144	Piedmont Natural Gas	2009	Gas Depreciation Study
Texas	Railroad Commission of Texas	9869	Atmos Energy	2009	Shared Services Depreciation Study
Texas	Railroad Commission of Texas	9902	CenterPoint Energy Houston	2009	Gas Depreciation Study
Arizona	NA	NA	Arizona Public Service	2008	Fixed Asset Consulting

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Louisiana	Louisiana Public Service Commission	U-30689	Cleco	2008	Electric Depreciation Study
Multiple States	NA	NA	Constellation Energy	2008	Generation Depreciation Study
New Mexico	New Mexico Public Regulation Commission	07-00319-UT	Southwestern Public Service Company	2008	Testimony – Depreciation
North Dakota	North Dakota Public Service Commission	PU-07-776	Northern States Power Company - Minnesota	2008	Net Salvage
Texas	Public Utility Commission of Texas	35717	Oncor	2008	Electric Depreciation Study
Texas	Public Utility Commission of Texas	35763	Southwestern Public Service Company	2008	Electric Production, Transmission, Distribution and General Plant Depreciation Study
Wisconsin	Wisconsin	05-DU-101	WE Energies	2008	Electric, Gas, Steam and Common Depreciation Studies
Colorado	Colorado Public Utilities Commission	Filed – no docket to date	Public Service Company of Colorado	2007-2008	Electric Depreciation Study
Colorado	Colorado Public Utilities Commission	10AL-963G	Public Service Company of Colorado	2007-2008	Gas Depreciation Study
Minnesota	Minnesota Public Utilities Commission	E015/D-08-422	Minnesota Power	2007-2008	Electric Depreciation Study
Multiple States	Railroad Commission of Texas	9762	Atmos Energy	2007-2008	Shared Services Depreciation Study
Multiple States	None		Tennessee Valley Authority	2007-2008	Electric Generation and Transmission Depreciation Study
Michigan	Michigan Public Service Commission	U-15629	Consumers Energy	2006-2009	Gas Depreciation Study
Multiple States	NA	NA	Constellation Energy	2007	Generation Depreciation Study
Texas	Public Utility Commission of Texas	34040	Oncor	2007	Electric Depreciation Study
Arkansas	Arkansas Public Service Commission	06-161-U	CenterPoint Energy – Arkla Gas	2006	Gas Distribution Depreciation Study and Removal Cost Study
Colorado	Colorado Public Utilities Commission	06-234-EG	Public Service Company of Colorado	2006	Electric Depreciation Study

Dane Watson Testimony Appearances

Asset Location	Commission	Docket (If Applicable)	Company	Year	Description
Multiple States	Multiple	NA	CenterPoint Energy	2006	Shared Services Depreciation Study
Nevada	NA	NA	Nevada Power/Sierra Pacific	2006	ARO Consulting
Pennsylvania	NA	NA	Safe Harbor	2006	Hydro Depreciation Study
Utah, Nevada, California	NA	NA	Intermountain Power Authority	2006	Generation Depreciation Study
Texas	Railroad Commission of Texas	9670/9676	Atmos Energy Corp	2005-2006	Gas Distribution Depreciation Study
Texas, New Mexico	Public Utility Commission of Texas	32766	Southwestern Public Service Company	2005-2006	Electric Production, Transmission, Distribution and General Plant Depreciation Study
Texas	Railroad Commission of Texas	9400	TXU Gas	2003-2004	Gas Distribution Depreciation Study
Texas	Railroad Commission of Texas	9313	TXU Gas	2002	Gas Distribution Depreciation Study
Texas	Railroad Commission of Texas	9225	TXU Gas	2002	Gas Distribution Depreciation Study
Texas	Public Utility Commission of Texas	24060	TXU	2001	Line Losses
Texas	Public Utility Commission of Texas	23640	TXU	2001	Line Losses
Texas	Public Utility Commission of Texas	22350	TXU	2000-2001	Electric Depreciation Study, Unbundling
Texas	Railroad Commission of Texas	9145-9148	TXU Gas	2000-2001	Gas Distribution Depreciation Study
Texas	Public Utility Commission of Texas	20285	TXU	1999	Fuel Company Depreciation Study
Texas	Railroad Commission of Texas	8976	TXU Pipeline	1999	Pipeline Depreciation Study
Texas	Public Utility Commission of Texas	18490	TXU	1998	Transition to Competition
Texas	Public Utility Commission of Texas	16650	TXU	1997	Customer Complaint
Texas	Public Utility Commission of Texas	15195	TXU	1996	Mining Company Depreciation Study
Texas	Public Utility Commission of Texas	12160	TXU	1993	Fuel Company Depreciation Study
Texas	Public Utility Commission of Texas	11735	TXU	1993	Electric Depreciation Study

ATTACHMENT F

**CUSTOMER SUPPORT SERVICES AND RANCHO DOMINGUEZ
CAPITAL PROJECT SPONSORS**

Customer Support Services and Rancho Dominguez Capital Project Sponsors

Witness	Location	Items Sponsored
E. McCauley	CSS/RDOM Project Justification Book	330-NON-SP - 330- General Office Non-specific
E. McCauley	CSS/RDOM Project Justification Book	330-NON-SP - 330- General Office Non-specific
E. McCauley	CSS/RDOM Project Justification Book	330-NON-SP - 330- General Office Non-specific
E. McCauley	CSS/RDOM Project Justification Book	330-NON-SP - 330- General Office Non-specific
C. Chan	CSS/RDOM Project Justification Book	00134646 - CSS - VEHICLES FOR NEW COMPLEMENTS
M. Luu	CSS/RDOM Project Justification Book	00133714 - Workforce Mgt & Integration
T. Henrie	CSS/RDOM Project Justification Book	00133709 - ICP-MS
D. Duncan	CSS/RDOM Project Justification Book	00133661 - 30 Mobile Power Generators
M. Luu	CSS/RDOM Project Justification Book	00133659 - Upgrade CalWater.com 2027
M. Luu	CSS/RDOM Project Justification Book	00133658 - Upgrade CalWater.com 2025
M. Luu	CSS/RDOM Project Justification Book	00133655 - SCADA Server & Network Repl. 2027
M. Luu	CSS/RDOM Project Justification Book	00133654 - SCADA Server & Network Repl. 2026
D. Duncan	CSS/RDOM Project Justification Book	00133646 - CSS 2026 AMI INITIATIVE-IT INT/DEV
M. Singh	CSS/RDOM Project Justification Book	00133602 - CSS 2026 RO Model Improvements
K. McCusker	CSS/RDOM Project Justification Book	00133596 - CSS 2025 mobile water stations
J. Olsen	CSS/RDOM Project Justification Book	00133585 - CSS-RDOM 2ND FL. REDESIGN
J. Olsen	CSS/RDOM Project Justification Book	00133584 - CSS- STUDY TO RELOCATE GAS LINE
M. Luu	CSS/RDOM Project Justification Book	00133579 - Network Hardware Replacement 2026
M. Luu	CSS/RDOM Project Justification Book	00133578 - Network Hardware Replacement_2027
C. Sorce	CSS/RDOM Project Justification Book	00133544 - High perf PC's + CSSmonitors
T. Henrie	CSS/RDOM Project Justification Book	00133538 - Halo Acetic Acids analytical tester
E. Ouyang	CSS/RDOM Project Justification Book	00133533 - CSS Rooftop Solar
J. Kooy	CSS/RDOM Project Justification Book	00133493 - ROV for Asset Condition Assessment
J. Kooy	CSS/RDOM Project Justification Book	00133492 - CSS 2027 Asset Mgmt Large Tools
J. Kooy	CSS/RDOM Project Justification Book	00133491 - CSS 2026 Asset Mgmt Large Tools
J. Kooy	CSS/RDOM Project Justification Book	00133490 - CSS 2025 Asset Mgmt Large Tools
J. Olsen	CSS/RDOM Project Justification Book	00133319 - CSS- DESIGN NEW 4TH ST ENTRY
J. Olsen	CSS/RDOM Project Justification Book	00133318 - REPLACE BLDG ROOF SHINGLE AND CARPO
J. Olsen	CSS/RDOM Project Justification Book	00133317 - Design Electrical Service Expansion
S. Wagner	CSS/RDOM Project Justification Book	00132963 - CSS Climate Change Study - 2025
S. Wagner	CSS/RDOM Project Justification Book	00132962 - Demand Model Update
S. Wagner	CSS/RDOM Project Justification Book	00132957 - 2025 UWMP Development
C. Sorce	CSS/RDOM Project Justification Book	00132927 - Office Furnishings for Manager
C. Sorce	CSS/RDOM Project Justification Book	00132926 - Office Furnishing for Manager
C. Sorce	CSS/RDOM Project Justification Book	00132925 - Workstations (4) for future staff
C. Sorce	CSS/RDOM Project Justification Book	00132924 - Workstations (4) for future staff
M. Luu	CSS/RDOM Project Justification Book	00132895 - Office Supplies - IT Field Techn
T. Scanlon	CSS/RDOM Project Justification Book	00132890 - PowerPlan Tax Module Upgrade
M. Luu	CSS/RDOM Project Justification Book	00132815 - Digital Twin Ops Optimization
M. Luu	CSS/RDOM Project Justification Book	00132809 - Virtual Reality Safety / Ops Modules
M. Luu	CSS/RDOM Project Justification Book	00132804 - Integrate HIS with LIMS
M. Luu	CSS/RDOM Project Justification Book	00132802 - LIMS Upgrade
J. Kooy	CSS/RDOM Project Justification Book	00132801 - EAM Decision support
J. Kooy	CSS/RDOM Project Justification Book	00132800 - GIS Modernization
M. Luu	CSS/RDOM Project Justification Book	00132791 - 2025 UPS Replacement
M. Luu	CSS/RDOM Project Justification Book	00132790 - 2025 SAN Storage Upgrade
M. Luu	CSS/RDOM Project Justification Book	00132789 - 2025 SCADA Server & Network Repl.
M. Luu	CSS/RDOM Project Justification Book	00132788 - 2025 Network Hardware Replacement
M. Luu	CSS/RDOM Project Justification Book	00132673 - Upgrade/ Redesign CalWater.com 2026
T. Scanlon	CSS/RDOM Project Justification Book	00132668 - PowerPlan Upgrade
M. Luu	CSS/RDOM Project Justification Book	00132667 - ImageQuest Upgrade
S. Harrison	CSS/RDOM Project Justification Book	00132666 - Audit and Compliance Management App
M. Luu	CSS/RDOM Project Justification Book	00132631 - Workday Ongoing Enhancements
M. Luu	CSS/RDOM Project Justification Book	00132630 - ZTA - Network Pillar

Witness	Location	Items Sponsored
M. Luu	CSS/RDOM Project Justification Book	00132628 - ZTA - Identity Pillar
M. Luu	CSS/RDOM Project Justification Book	00132627 - ZTA - Data Pillar
M. Luu	CSS/RDOM Project Justification Book	00132626 - Replace EOL MFP
M. Luu	CSS/RDOM Project Justification Book	00132582 - Service desk upgrade
M. Luu	CSS/RDOM Project Justification Book	00132580 - Replace Mitel Phone system
M. Luu	CSS/RDOM Project Justification Book	00132579 - Windows 11 Upgrade
M. Luu	CSS/RDOM Project Justification Book	00132578 - IT Equipment for new headcounts
M. Luu	CSS/RDOM Project Justification Book	00132577 - 2027 PC & Device Replacement
M. Luu	CSS/RDOM Project Justification Book	00132576 - 2026 PC & Device Replacement
M. Luu	CSS/RDOM Project Justification Book	00132575 - 2025 PC & Device Replacement
C. Chan	CSS/RDOM Project Justification Book	00132448 - CSS 2025 Sedan
C. Chan	CSS/RDOM Project Justification Book	00132446 - CSS 2025 SUV
C. Chan	CSS/RDOM Project Justification Book	00132445 - CSS 2025 Midsize Pickup W/4WD
C. Chan	CSS/RDOM Project Justification Book	00132320 - CSS 2027 VEHICLE REPLACEMENT PROGRA
C. Chan	CSS/RDOM Project Justification Book	00132319 - CSS 2026 VEHICLE REPLACEMENT PROGRA
C. Chan	CSS/RDOM Project Justification Book	00132318 - CSS 2025 VEHICLE REPLACEMENT PROGRA
E. McCauley	CSS/RDOM Project Justification Book	00132211 - Workday Modification/Configuration
E. McCauley	CSS/RDOM Project Justification Book	00132210 - MSPO Configuration/Upgrades
E. Ouyang	CSS/RDOM Project Justification Book	00131989 - TIME TRACKING IMPROVEMENT PHASE 2
E. McCauley	CSS/RDOM Project Justification Book	00131496 - MSPO Roadmap
J. Olsen	CSS/RDOM Project Justification Book	00129198 - BLDG A - OFFICE UPDATES
M. Luu	CSS/RDOM Project Justification Book	00128042 - GRC 2021 Rev Rec Project
D. Duncan	CSS/RDOM Project Justification Book	00126076 - Enterprise AMI Feasibility Study
C. Sorce	CSS/RDOM Project Justification Book	00125327 - CSS Survey Equipment for Eng South
M. Luu	CSS/RDOM Project Justification Book	00125105 - CSS Install high volume printer
J. Kooy	CSS/RDOM Project Justification Book	00125100 - CSS 2024 Portable Large Test Meter
J. Kooy	CSS/RDOM Project Justification Book	00125099 - CSS 2023 Portable Large Test Meter
J. Kooy	CSS/RDOM Project Justification Book	00125096 - CSS 2022 Portable Large Test Meter
M. Singh	CSS/RDOM Project Justification Book	00125088 - CSS RO Model Improvements
J. Kooy	CSS/RDOM Project Justification Book	00125068 - CSS Three Dimensl. (3D) GIS - Pilot
J. Kooy	CSS/RDOM Project Justification Book	00125065 - CSS GPS Basestations
C. Sorce	CSS/RDOM Project Justification Book	00125041 - CSS AutoCAD AECC Subscriptions
J. Kooy	CSS/RDOM Project Justification Book	00125030 - CSS Dist. System Integrity Tools
J. Kooy	CSS/RDOM Project Justification Book	00124978 - CSS Energy Management System
J. Olsen	CSS/RDOM Project Justification Book	00124968 - CSS-SC RCC PHASE 2 OFFICE SP. BUILD
T. Henrie	CSS/RDOM Project Justification Book	00124910 - CSS-WATER QUALITY SATELLITE LAB
J. Kooy	CSS/RDOM Project Justification Book	00124888 - LIV Portable Booster Pump
J. Olsen	CSS/RDOM Project Justification Book	00124857 - CSS Access Control System
C. Chan	CSS/RDOM Project Justification Book	00124856 - CSS Replace Building Eaves
J. Olsen	CSS/RDOM Project Justification Book	00124855 - CSS Media Center - Furniture
J. Olsen	CSS/RDOM Project Justification Book	00124853 - CSS Energy Efficiency - HVAC
C. Chan	CSS/RDOM Project Justification Book	00124817 - CSS ADDITIONAL EV CHARGERS
J. Olsen	CSS/RDOM Project Justification Book	00124815 - CSS OPEN OFFICE ACOUSTICS
M. Luu	CSS/RDOM Project Justification Book	00124805 - CSS Next Generation Vulnerab. Scan
S. Wagner	CSS/RDOM Project Justification Book	00124754 - CSS Recycled Water Strategic Plan
M. Luu	CSS/RDOM Project Justification Book	00124703 - CSS LIMS Software Enhancements
J. Kooy	CSS/RDOM Project Justification Book	00124702 - CSS Op. Data Management System
T. Henrie	CSS/RDOM Project Justification Book	00124700 - CSS Compliance Monitorng Analytics
T. Baptiste	CSS/RDOM Project Justification Book	00124699 - CSS Customer Feedback Mngmt. System
M. Luu	CSS/RDOM Project Justification Book	00124693 - CSS CC&B Cloud Upgrade
J. Kooy	CSS/RDOM Project Justification Book	00124692 - CSS EAM-Work Digitization,Analytics
M. Luu	CSS/RDOM Project Justification Book	00124691 - CSS EWWM-Buildout of Integration
M. Luu	CSS/RDOM Project Justification Book	00124682 - CSS Cust. Serv. Analytics Software
J. Kooy	CSS/RDOM Project Justification Book	00124669 - CSS EAM GIS Modernization
D. Duncan	CSS/RDOM Project Justification Book	00124667 - CSS Meter Reading Handheld Replace
J. Kooy	CSS/RDOM Project Justification Book	00124633 - CSS Portable Booster Pumps

Witness	Location	Items Sponsored
M. Luu	CSS/RDOM Project Justification Book	00124612 - CSS UPS and Storage Replacement
M. Luu	CSS/RDOM Project Justification Book	00124611 - CSS 2024 SCADA Server Replacement
M. Luu	CSS/RDOM Project Justification Book	00124609 - CSS 2023 SCADA Server Replacement
M. Luu	CSS/RDOM Project Justification Book	00124605 - CSS SCADA Server & Network Replace
M. Luu	CSS/RDOM Project Justification Book	00124601 - CSS 2024 Network Hardware Replacem.
M. Luu	CSS/RDOM Project Justification Book	00124576 - CSS 2023 Network Hardware Replacmt.
M. Luu	CSS/RDOM Project Justification Book	00124552 - CSS 2024 Website Enhancements
M. Luu	CSS/RDOM Project Justification Book	00124545 - CSS PC Refresh 2024
M. Luu	CSS/RDOM Project Justification Book	00124544 - CSS PC Refresh 2023
M. Luu	CSS/RDOM Project Justification Book	00124496 - CSS Zoom Video Conference
M. Luu	CSS/RDOM Project Justification Book	00124492 - CSS SCADA security system
M. Luu	CSS/RDOM Project Justification Book	00124489 - CSS Inventory Management System
E. Ouyang	CSS/RDOM Project Justification Book	00124488 - CSS Procurement Process Improvm.
M. Luu	CSS/RDOM Project Justification Book	00124485 - CSS Integrate Data- Dashboard Tool
T. Nguyen	CSS/RDOM Project Justification Book	00124483 - CSS Digitize Hist. Personnel Rec.
T. Nguyen	CSS/RDOM Project Justification Book	00124473 - CSS Automate HR Bidding Process
J. Kooy	CSS/RDOM Project Justification Book	00124409 - CSS 2024 AM Large Tools
J. Kooy	CSS/RDOM Project Justification Book	00124406 - CSS 2023 AM Large Tools
M. Luu	CSS/RDOM Project Justification Book	00124273 - CSS PeopleSoft FS&PeopleTools Upgr.
C. Chan	CSS/RDOM Project Justification Book	00123739 - CSS 2024 Vehicle Replacement Progrm
C. Chan	CSS/RDOM Project Justification Book	00123737 - CSS 2023 Vehicle Replacemnt Program
C. Chan	CSS/RDOM Project Justification Book	00123734 - CSS 2022 Vehicle Replacemnt Program
C. Sorce	CSS/RDOM Project Justification Book	00122697 - Plotter for BK Engineering office
M. Luu	CSS/RDOM Project Justification Book	00119073 - PowerPlan Budget Forecasting
J. Olsen	CSS/RDOM Project Justification Book	00118572 - REPURPOSE FOUNTAIN AREA
J. Olsen	CSS/RDOM Project Justification Book	00118571 - RECONFIGURE IT/ ADDITIONAL TRAILER
J. Olsen	CSS/RDOM Project Justification Book	00118570 - RECONFIG ENG/ACCTG
J. Olsen	CSS/RDOM Project Justification Book	00118564 - RENOVATE HR AREA
J. Olsen	CSS/RDOM Project Justification Book	00117587 - REPLACE - DATA CENTER A/C
J. Olsen	CSS/RDOM Project Justification Book	00116910 - ADDITIONAL CONF. ROOM -RDOM
C. Sorce	CSS/RDOM Project Justification Book	00116896 - CSI Technical Specs
S. Wagner	CSS/RDOM Project Justification Book	00116883 - Groundwater Banking Study
D. Osby	CSS/RDOM Project Justification Book	00116566 - Person Down Radio Solution
J. Olsen	CSS/RDOM Project Justification Book	00116215 - ENERGY EFFICIENCY IMPROVEMENTS
J. Kooy	CSS/RDOM Project Justification Book	00116011 - GIS Development for Valley District
J. Kooy	CSS/RDOM Project Justification Book	00116003 - Portable Booster Pump
J. Kooy	CSS/RDOM Project Justification Book	00115909 - 2019 Power Quality Analyzers
E. Ouyang	CSS/RDOM Project Justification Book	00115880 - Supplier Invoice Process Automation
C. Chan	CSS/RDOM Project Justification Book	00115787 - 2021 Vehicle Replacement Program
M. Luu	CSS/RDOM Project Justification Book	00115225 - Cloud Access Security Broker
S. Wagner	CSS/RDOM Project Justification Book	00115207 - SGMA support & review
T. Henrie	CSS/RDOM Project Justification Book	00114960 - WQ-VOC GC/MS
RDOM Project Justifications		
E. McCauley	CSS/RDOM Project Justification Book	151-NON-SP - 151- Rancho Dom Reg Non-specific
J. Olsen	CSS/RDOM Project Justification Book	00133609 - RDOM Updated First Floor Space Plan
J. Olsen	CSS/RDOM Project Justification Book	00133608 - RDOM LED Light Fixture Retrofit
J. Olsen	CSS/RDOM Project Justification Book	00133607 - RDOM Replace Pergola
J. Olsen	CSS/RDOM Project Justification Book	00133606 - RDOM Replace Stairwell Carpet
J. Olsen	CSS/RDOM Project Justification Book	00133605 - RDOM Replace Office Furniture
D. Duncan	CSS/RDOM Project Justification Book	00133598 - RDOM-AMI INITIATIVE-VEHICLES/EQUIP
J. Olsen	CSS/RDOM Project Justification Book	00133580 - RDOM Replace Media Ctr Furniture
D. Duncan	CSS/RDOM Project Justification Book	00133305 - RDOM Digital Signage Hardware
C. Chan	CSS/RDOM Project Justification Book	00132341 - RD 2027 VEHICLE REPLACEMENT PROGRAM
C. Chan	CSS/RDOM Project Justification Book	00132340 - RD 2026 VEHICLE REPLACEMENT PROGRAM
C. Chan	CSS/RDOM Project Justification Book	00132339 - RD 2025 VEHICLE REPLACEMENT PROGRAM

Witness	Location	Items Sponsored
J. Olsen	CSS/RDOM Project Justification Book	00125543 - RD Refurbish/Replace Clarifier
D. Duncan	CSS/RDOM Project Justification Book	00125532 - RD New Copier For Operations
J. Olsen	CSS/RDOM Project Justification Book	00125490 - RD Replace 1st floor bathrooms
D. Duncan	CSS/RDOM Project Justification Book	00125200 - RD 2024 Air Tools
D. Duncan	CSS/RDOM Project Justification Book	00125199 - RD 2023 Air Tools
D. Duncan	CSS/RDOM Project Justification Book	00125198 - RD 2022 Air Tools
D. Duncan	CSS/RDOM Project Justification Book	00125197 - RD 2024 Hand Tools
D. Duncan	CSS/RDOM Project Justification Book	00125196 - RD 2023 Hand Tools
D. Duncan	CSS/RDOM Project Justification Book	00125195 - RD 2022 Hand Tools
D. Duncan	CSS/RDOM Project Justification Book	00125186 - RD Purch. Meter Reading Handhelds
J. Olsen	CSS/RDOM Project Justification Book	00125171 - Install Cover Over Spoils/Dump Area
D. Duncan	CSS/RDOM Project Justification Book	00125170 - Car Port/Cover For Vehicle Maint.
D. Duncan	CSS/RDOM Project Justification Book	00124312 - RD Replace Signage
D. Duncan	CSS/RDOM Project Justification Book	00124260 - RD Slurry /Re-Stripe Back Park. Lot
J. Olsen	CSS/RDOM Project Justification Book	00124228 - RD Office Improvements 2024
J. Olsen	CSS/RDOM Project Justification Book	00124224 - RD Office Improvements 2023
J. Olsen	CSS/RDOM Project Justification Book	00124137 - RD Office Improvements 2022
C. Chan	CSS/RDOM Project Justification Book	00123882 - RD 2022 CARB Vehicle Replacement
C. Chan	CSS/RDOM Project Justification Book	00123768 - RD 2024 Vehicle Replacement Program
C. Chan	CSS/RDOM Project Justification Book	00123766 - RD 2023 Vehicle Replacement Program
C. Chan	CSS/RDOM Project Justification Book	00123765 - RD 2022 Vehicle Replacement Program
C. Chan	CSS/RDOM Project Justification Book	00115826 - 2020 Vehicle Replacement Program