

IURC
PETITIONER'S
EXHIBIT NO. 13
6-23-83
DATE REPORTER

OFFICIAL
EXHIBITS

Petitioner's Exhibit 13



Andrew Burnham

Vice President



Mr. Burnham is the Vice President and Global Practice Leader of Financial Services at Stantec. Andy has extensive experience in conducting as well as overseeing cost of service allocations, integrated financial planning and affordability analyses, and development of alternative rate and fee structures for a variety of utility systems, including water, wastewater, reclaimed water, stormwater, solid waste, recycling, electric, and natural gas. He has been recognized as an industry expert as part of providing testimony in utility rate-related regulatory proceedings in multiple states and territories (including Florida, Michigan, Arizona, and the United States Virgin Islands), as well as before the Federal Energy Regulatory Commission. He has led over 500 studies for 150+ communities, and has supported the issuance of \$1 billion of bonds for projects in the past 5 years.

Mr. Burnham is currently serving on multiple AWWA and WEF Committees, and was actively involved in the recent update to AWWA Manual M1 – Principles of Water Rates, Fees and Charges, notably in regards to outside-city retail rates, wholesale rates, and reuse rates. In addition, Andy led the development of the Cash Reserve Policy Guidelines Report recently published by the AWWA.

EDUCATION

Bachelors of Business Administration, Lake Superior State University, Sault Ste. Marie, Michigan, 2000

MEMBERSHIPS

Trustee of the Management & Leadership Division, American Water Works Association

Member, Utility Resource Management Committee, The National Association of Clean Water Agencies

Member, Florida Section, Government Finance Officers Association Rates and Charges Committee, American Water Works Association

Financial Accounting & Management Controls Committee, American Water Works Association

Management Committee, Water Environment Federation

PROJECT EXPERIENCE

WATER RESOURCES

Western Area Water Authority | North Dakota

Andy is serving as the Project Manager on a financial feasibility study for the Authority as required by the 2017 legislature. As part of the study, our team quantified the amount of excess capacity available on a locational basis to evaluate the potential of firm and interruptible service offerings that would effectively change the Authority's primary role to more of a pure wholesaler of water to local private water companies. The study incorporated potential revenue from a new concession-based business model, with the intent of stabilizing cash flows and achieving financial sustainability to support continued domestic rural water supply in the region.

James City Service Authority | Virginia

Andy was the Project Manager for a comprehensive rate study for the Authority. He led the development of rate structure modifications that ensured the Authority's rates conformed to accepted industry practice and reflected the appropriate distribution of system costs, while achieving its policy objectives, of fiscal stability, affordability, and conservation. In light of declining demands, the Authority had significant concerns relative to its ability to recover a portion of the fixed costs of the system, so we developed a two-part rate structure inclusive of a fixed monthly readiness-to-serve charge and inclining block water conservation rates. We also evaluated the Authority's system and local facilities charges to ensure they recovered the initial cost of capacity for infrastructure utilized to serve new connections in the future.

City of Cleveland - Water and Wastewater Cost of Service Study | Cleveland, Ohio | Project Director

Andy oversaw all work completed during this comprehensive cost of service and rate study for the City's water and wastewater utilities. He provided guidance relative to the development of alternative ten-year financial management plans, reserve policies, and capital funding strategies. Andy also directed the completion of benchmarking activities relative to infrastructure spending for underground assets.

TOHO | Florida | Technical Advisor

Andy recently served as technical advisor for a reclaimed water cost of service and rate design for the Authority. The study included a detailed cost allocation analysis that evaluated the current level of cost recovery from existing rates and examined alternative rate designs for the Authority, including the resulting impacts to retail and bulk customers. The Authority adopted the recommendations developed during the study, which included modifications to provide a consistent level of cost recovery amongst all customer classes and a modified retail reclaimed water rate structure that is consistent with its potable water rate structure.

JEA, Jacksonville | Florida | Project Manager

Mr. Burnham has served as our project manager for multiple studies with the JEA, including 1) understanding the forms of business organization being applied to the sewer business, and practices used in the industry for conversion of septic tanks to central sewer service, 2) identifying the costs associated with treatment of landfill leachate from the City of Jacksonville to support new service rates, and 3) a comprehensive cost of service and rate design study to support the update of all fees and charges using more detailed data (including hourly customer metering data) and granular approaches intended to result in enhanced equity, transparency, conservation, and affordability of service to its diverse customer base.

Town of Front Royal | Virginia | Project Manager

Mr. Burnham served as project manager for a water and sewer comprehensive cost of service and rate study and subsequent updates to the initial study. He used our FAMS-XL model to develop a ten-year financial management plan and plan of annual rate adjustments to meet all of the utility's financial obligations in each year of the projection period. Mr. Burnham developed three alternative conservation rate structures for consideration that would recover the identified cost of service from the financial management plan and prepared customer impact analyses for each alternative. The analysis also included the review of and updates to current outside-town rate differentials.

Diamondhead Water & Sewer District | Diamondhead, Mississippi | Project Manager

Mr. Burnham served as the project manager for a comprehensive cost of service for the District. During the study, we provided updates to the water and sewer rates, taking into account capital funding challenges resulting from FEMA reimbursement delays. Mr. Burnham has also managed the preparation of a Bond Feasibility Report and a benchmarking analysis in which we compared the District's operations to industry standards and local entities.

Orange County | Florida | Project Manager

Mr. Burnham has served as the project manager or a lead consultant for the County for over 15 years. During that time, he has conducted several revenue sufficiency analyses to ensure adequate revenue to meet projected cost requirements, periodic water and wastewater impact fee studies, water and sewer rate structure analysis, reclaimed water cost of service study and presentations of the results to management, elected officials and other stakeholders. In addition, he led a bond feasibility study for the County including preparation of a bond report. The recommendations from our services have generally been implemented and the utility has been able to maintain a very good credit rating with low rates and annual rate adjustments.

Town of Cary | North Carolina | Project Manager

Mr. Burnham served as the project manager for a Bond Feasibility Study for the Town which included the development of a Financial Model. During the study, Mr. Burnham led the development of a multi-year financial forecast using our FAMS-XL model. He developed a capital financing plan that included alternative funding options to minimize the rate impacts on existing rate payers as well as to comply with existing bond covenants. He worked closely with staff to prepare a bond feasibility report consistent with prior reports, modified based upon his experience.

Marion County | Florida | Project Manager

Mr. Burnham has served as the project manager for the County for over ten years. During this time, he has managed a variety of initiatives including multiple water, wastewater, and irrigation revenue sufficiency analysis to ensure adequate revenues to meet projected cost requirements; development of inclining block rates, as well as a plan for common rate structure through the County which combined five disparate rate districts into one common inclining block rate structure; and development of a detailed customer impact analysis to demonstrate the impact of the new rate structure upon the cost of service to all customers classes in each rate district.

City of Greenfield | California | Project Manager

Andy served as project manager during the conduct of a long-overdue comprehensive water and wastewater rate study for Greenfield. Rates were designed to fund the utility's projected costs of providing service while proportionally allocating costs among customers, providing a reasonable and prudent balance of revenue stability, and complying with the substantive requirements of California Constitution Article XIII D, Section 6 (Prop 218).

Pasco County | Florida | Project Manager

Andy was the project manager for the County's water, sewer & reclaimed water rate study. The study included a five and ten-year revenue sufficiency analysis during which he reviewed alternative capital improvement funding sources, target debt service coverage levels, levels of operating and capital reserves, and other financial policies/goals that affect the financial performance of the utility systems and future revenue requirements. He analyzed their financial goals and objectives and scenarios regarding alternative capital improvement spending programs, cost escalation factors, levels of impact fees and miscellaneous charges, changes in usage patterns, and elasticity of demand in response to rate increases and conservation measures.

Orange Water & Sewer Authority | North Carolina | Project Manager

Mr. Burnham has served as project manager for OWASA for water,

wastewater, and reclaimed water financial consulting services for nearly ten years. He has conducted several studies including several long-term financial plans, detailed cost allocation to support rate design, evaluation of affordability for low-income users, and bond feasibility studies.

City of Chesapeake | Virginia | Project Manager

Mr. Burnham served as the project manager for a comprehensive cost of service rate study, during which we 1) developed an updated multi-year financial forecast and plan of annual rate adjustments, 2) evaluated peak demands and cost allocations by customer class, 3) assessed the customer impacts of alternative rate structures by class of customer, 4) updated specific service charges and connection fees, 5) reviewed billing practices and made recommendations for improvements, and 6) provided customized modeling tools for the City's future use. The study culminated in the City's successful transition from a single rate structure for all customer classes to different rates and rate structures for each defined customer class.

Pere Marquette Township | Michigan | Project Manager

Mr. Burnham served as project manager for the Township in negotiating their wholesale water supply rate with their provider. After lengthy negotiations, the parties agreed to a rate structure which reduced the Township's purchased water costs and provided incentive for the attachment of a major user to the Township's system. Once purchased water costs were finalized, expected revenues reflecting the new customer addition, operating, debt, and capital costs were developed for the Township. This allowed the Township to examine the future sustainability of their operations. Water and sewer rate recommendations were presented to the Township's Board.

City of Punta Gorda | Florida | Project Manager

Andy conducted a comprehensive water and wastewater rate study involving the development of: a long-term financial plan of annual rate adjustments, full-cost recovery impact fees for consideration, and rate structure modifications of both the tiers and block rates to encourage conservation. Andy assisted the City by providing a detailed cost-of-service analysis which isolated water and sewer service costs. He also developed and updated several miscellaneous fees which included: fire protection fees, treated water rates, and irrigation rates. As part of the study, he identified the drivers of rate adjustments and their impacts to various customer types and presented the results to management and elected officials.

City of Denton | Texas | Project Manager

Andy led a comprehensive cost of service and rate design study for the City's water and sewer utilities. The study included the development of a ten-year financial management plan, including identification of annual rate increases, amount and timing of required borrowing to fund the capital improvement program, establishment of proper reserve levels, and maintenance of adequate debt service coverage levels. An important component in the financial management plan for the City was a rate stabilization reserve to address the issue of revenue volatility due to weather conditions and demand reductions.

City of Venice | Florida | Project Manager

Mr. Burnham has served as project manager for the City since 2012. He managed a comprehensive water and sewer rate study during which he utilized our FAMS-XL model to evaluate the adequacy of the revenue provided by the Utility's current rates and charges, and he also reviewed the Utility's current rate structure and developed modifications based upon legal precedent, conformance to accepted industry practice, an equitable distribution of costs, promoting resource conservation, and customer impact objectives. He led a series of work sessions with a Stakeholder Work Group, comprised of representatives from the community, which unanimously endorsed our recommendations, and were approved by the City Council.

Henrico County | Virginia | Project Manager

Mr. Burnham served as the project manager for a rate study detailing revenue requirements, cost of service allocations, financing

alternatives, and recommended rates and fees. The Study included a ten-year projection of all operating costs and capital improvement costs and the determination of the annual revenue required to support those costs. Notably, he reviewed and made recommendations regarding cost of service studies that were prepared by the County related to purchased water from other entities in the area.

City of Naples | Florida | Project Manager

Andy served as the project manager for the City's comprehensive water and sewer rate study. Andy worked with City staff to customize a multi-year financial forecasting model. He also reviewed the current water and sewer rate structures and developed modifications to ensure the City's rates conformed to accepted industry practice and reflected the appropriate distribution of system costs, while providing cost incentive to encourage water conservation.

Brunswick-Glynn County Joint Water & Sewer Commission | Georgia | Project Manager

Mr. Burnham has 1) developed annual ten-year financial management plans for the water and sewer systems within the JWSC's two districts, 2) prepared loan and bond feasibility reports, 3) calculated updated water and sewer capital tap fees (impact fees) for each district, 4) calculated public and private fire protection charges, 5) developed a uniform conservation rate structure for its two service districts, and 6) prepared a detailed rate manual that explains the purpose, intent, and structure of all its rates, fees, and charges.

City of St. Petersburg | Florida | Project Manager

Mr. Burnham has served as project manager for the City for over 10 years of annual water, sewer and reclaimed water rates studies. Annually, he manages an update to the multi-year financial plan, detailed cost allocation analyses of the water, wastewater and reclaimed water costs and evaluation of rate structures. He has also providing litigation support for the City along with support in the issuance of revenue bonds.

FINANCIAL SERVICES AND MANAGEMENT

Western Area Water Authority | North Dakota | Project Manager

Andy served as the project manager on a financial feasibility study for the Authority as required by the 2017 legislature. As part of the study, our team quantified the amount of excess capacity available on a locational basis to evaluate the potential of firm and interruptible service offerings that would effectively change the Authority's primary role to more of a pure wholesaler of water to local private water companies. The study incorporated potential revenue from a new concession-based business model, with the intent of stabilizing cash flows and achieving financial sustainability to support continued domestic rural water supply in the area.

City of Ann Arbor | Michigan | Project Manager

Mr. Burnham led a detailed cost of service study that evaluated multiple forecasts of revenue requirements and rate adjustments with stakeholders under a variety of assumptions and capital funding strategies. As part of the study, we analyzed the City's available data, customer usage patterns (on a monthly, daily, and hourly basis) past studies, and objectives to determine appropriate customer classes, cost of service methodologies, and rate structures that satisfied annual revenue requirements, adhered to cost of service, promoted conservation, and enhanced affordability. Notably, our review of available data led to the creation of a cost-based tiered rate structure and creation of a new multifamily rate classification.

City of Clearwater | Florida | Project Manager

Mr. Burnham has served as project manager for the City's annual water, sewer, reclaimed water, solid waste, and recycling and stormwater rate studies. Each year, he oversees a detailed analysis of historical customer demand data, including the development of multi-year projections of the same based upon current economic and environmental conditions. As part of each study, a multi-year

financial forecast and rate adjustment plan is developed for each utility. Mr. Burnham also developed rate structures for the City that ensure fair and equitable rates and conformance to accepted industry practice and legal precedent. Each study included presentations of the results to City management, elected officials, and stakeholders.

City of Olathe | Kansas | Project Director

Andy served as the project director for a Comprehensive Utility Rate Study for the City. For each service – including Solid Waste, Water, Sewer, and Stormwater – we developed customized financial models including ten-year financial plans and identification of alternative plans of rate adjustments, reviews of alternative capital spending and operational scenarios, and other sensitivity analyses. Andy provided guidance to support the detailed cost allocation analyses for each fund, and development of alternative rate structures to ensure the City is charging fair and equitable rates for each service.

Union County, North Carolina | Project Manager

Mr. Burnham has served as project manager for the County's water & sewer financial planning model and bond feasibility study. He developed the financial planning model to simulate the utility system's particular financial dynamics over a 10-year planning horizon, including the specific financial structure and flow of funds associated with the Bond Feasibility Study.

Pinellas County | Florida | Project Manager

Andy has served as the project manager for the County for nearly ten years, including a comprehensive Water, Wastewater and Solid Waste Rate Study and several annual updates. During these studies, Mr. Burnham has used our FAMS-XL model to develop ten year financial plans for the water, sewer and solid waste enterprise funds. He has also conducted a benchmarking analysis, assisted County staff in evaluating the underlying cost of operations, and conducted detailed cost allocation and overhead studies for the Utilities Department.

City of Tempe, Arizona | Project Manager

Mr. Burnham served as the project manager on a recent Water and Sewer Rate Study for the City. The study included the development of several alternative multi-year financial plans and corresponding plans of annual rate adjustments. We also completed a detailed cost of service allocation analysis and rate design study, which resulted in recommendations for adjustments to enhance specific linkages to cost of service, and consider reasonable irrigation for larger lots sizes while continuing to provide affordability and conservation pricing for excessive use. Finally, we participated in multiple special-purpose stakeholder meetings to educate the community on the process and the new rate structure.

Water and Wastewater System Advisory | Nashville, Tennessee | Project Manager

Andy has served in multiple advisory roles to the District to address complex issues related to its multi-jurisdictional water and wastewater system. One of his first assignments was to customize a financial planning model to reflect the District's operations. He also worked collaboratively to create a financial forecasting tool in alignment with the current budgeting and capital planning processes.

Town of Gilbert | Arizona | Project Manager

Andy served as the project manager for a comprehensive Water, Sewer, Reclaimed Water, Environmental Services (Sanitation), and Stormwater Rate Study (Study) for the Town. As part of the study, for each utility system, we performed a revenue sufficiency analysis, detailed cost of service allocation, and rate structure analysis. We developed several modifications to the Town's existing rate structures, notably including a new inclining block water rate structure. Mr. Burnham also completed a cost allocation study for the wastewater system and a stormwater rate program feasibility study.

STORMWATER

City of Bismarck | Bismarck, North Dakota | Project Manager

Andy served as the Project Manager to lead the City in its comprehensive Water, Wastewater and Stormwater Rate Study. During this studies, Andy and our team helped City staff bring stakeholders together in evaluating solutions for rate structure and implementation plan recommendations. The project included justifying customer classifications with the use of AMI billing data, and detailed cost allocations in support of significant changes to customers' utility rates.

City of St. Petersburg - Water Resources Rate Studies | St. Petersburg, Florida, United States | Project Manager

Mr. Burnham created an innovative, data-driven method to understand the impacts of implementing a tier-based rate structure. Specifically, the method captured the impervious area for about 1,300 residential properties, and ensured that the properties included in the sample were consistent with the residential property size distribution of the full City. The percentage of impervious area to parcel size from the sample was applied to all residential parcels to establish an estimated impervious area database for creating a tiered structure and evaluating customer impacts. He then employed a novel data visualization approach that allowed for on-the-fly changes to the rate structure and real time GIS feedback, including a map illustrating the location of residential parcels and bill impacts. In this transparent and consensus-building way, The City and its stakeholders were able to see the likely impacts of alternative residential tier-based rate structures prior to proceeding with a very different fee schedule.

Stormwater Rate and Service Assessment | Ann Arbor, Michigan | Project Manager

Andy reviewed the level of service being provided in this comprehensive stormwater rate and level of service assessment. He looked at multiple areas and identified alternative options along with their corresponding cost and rate implications. Additionally, Andy conducted a series of interactive work sessions with representatives of various customer groups within the community to prioritize the identified level of service enhancements.

City of Columbia | Missouri | Project Manager

Andy managed a comprehensive stormwater and sewer cost of service rate studies for the City. He performed a revenue sufficiency analysis in order to develop a multi-year plan of rate revenue increases to satisfy the annual operating, debt service, and capital requirements of each utility as well as maintain adequate operating reserves. He then reviewed the rate structure (including evaluation of rates for wholesale users), and developed recommended modifications to ensure that the rates conformed to accepted industry practice and reflect a fair and equitable distribution of system costs.

City of North Port | Florida | Project Manager

Andy managed the development of an alternative cost apportionment methodology and resultant alternative road and drainage (stormwater) assessments for the City. The methodology focused on the drainage portion of the assessment, but also included a detailed apportionment of costs to the road, mowing, and drainage functions. We obtained relevant parcel data and developed compilation programs to facilitate calculation of assessments using the alternative cost apportionment methods evaluated. He has conducted periodic updates to the assessment.

PUBLICATIONS

Westover K., A. Burnham. Balancing Storm Water Management Costs with Citizen Engagement. *Storm Water Solutions*, 2020.

Ziebertz, W., M. Coopersmith, and A. Burnham. Water Reuse Cost Allocations and Pricing Survey. *American Water Works Association*, 2019.

Bui, A., A. Burnham, W. Ziebertz. Survey Results Provide Water Reuse Cost Allocations and Pricing Guidance. *Journal American*

Water Works Association, 2019, pp. pp. 60-63..

Burnham, A., D. Hyder and P. Luce. Toho Water Authority's Unique Approach to Pricing Irrigation Water. *Florida Water Resources Journal*, 2019, pp. 56-59.

Refining Stormwater Rates and Improving Community Support. American Water Works Association Annual Conference & Exposition. Las Vegas, NV, 2018.

The Perks of Seeing the Peaks, American Water Works Association Annual Conference & Exposition. Las Vegas, NV, 2018.

Happy Stakeholders, Equity, and Conservation Rates. American Water Works Association Annual Conference & Exposition. Las Vegas, NV, 2018.

Burnham, A. (co-author). Money Matters - Utility Cash Reserves. *Journal AWWA*, 2018.

Paying for Stormwater - Engaging the Community. *American Public Works Association Annual Conference (PWX)*, Orlando, FL, 2017.

Can Conservation Rates be Tied to the Cost to Serve?. *American Water Works Association Annual Conference & Exposition*, Philadelphia, PA, 2017.

Reclaimed Water Expansion:
An Approach that Makes Sense. *American Water Works Association Annual Conference & Exposition*, Philadelphia, PA, 2017.

Interactive Modeling Process to Improve Fiscal Stability and Sustainability. *Michigan Township Association Annual Meeting*, Traverse City, MI, 2014.

Utility Ratemaking & Management. *North Carolina Government Finance Officers Association Summer Conference*, Wrightsville Beach, NC, 2016.

Rate and Fee Panel Discussion, a National Financial Perspective. *AWWA Michigan Sector*, Northville, MI, 2017.

Cost-of Service Based Conservation Rates, Evolving from Art to Science. *Utility Management Conference*, Tampa, FL, 2017.

Water & Sewer Rate Studies. *Michigan Governmental Finance Officers Association*, Lansing, MI, 2015.

High Level Rate Making. *Florida Water Environment Association Chapter Luncheon*, Sarasota, FL, 2014.

Reclaimed Water Cost of Service Studies, an Advanced Example. *Water Reuse Symposium*, Seattle, WA, 2015.

Tackling Utility Rates the Right Way. *Michigan Municipal League Annual Convention*, Marquette, MI, 2014.

Features of Successful Inclining Block Water Conservation Rate Structures. *Texas Water Conservation Association Annual Meeting*, Austin, TX, 2015.

Co-Author, Long-Term Financial Modeling and Sustainability Analysis. *Florida Governmental Finance Officers Association School of Government*, Sarasota, FL, 2013.

PRESENTATIONS

Financial Instruments to Support Sustainability & Addressing Customer Equality and Affordability. *Canadian Water Network Blue Cities*, 2019.

Lessons Learned: Asset Management Plan Analysis. *Manitoba Planning Conference*, 2019.

Cost Allocation and Rate Design: Water. *IPU's Advanced Studies Program*, 2019.

Defining Affordability: Is Water a Right? (Panel Discussion). *2018 Water Finance Conference*. Washington, DC, 2018.

Lessons Learned - Integrating AMP Findings into a Sustainable Financial Plan. *Asset Management Seminar*. Michigan, 2019.

Rate and Budget Planning for Utilities. *Florida Section of the American Water Works Association Region IV Spring 2018 Seminar*, 2018.

Expert Witness Experience | Utility Ratemaking Issues

AGENCY/STATE	PROJECT DESCRIPTION	YEAR
Arizona	Testimony in Docket No. WS-01303A-02-0867, et. al before the Arizona Corporation Commission on behalf of the Town of Youngtown relative its utility provider's proposed increase in revenue requirements and rate adjustments.	2003
Delaware	Direct and rebuttal reports as well as deposition before the American Arbitration Association in Case No. 01-19-0000-8779 on behalf of the City of Wilmington relative to the basis and methodology employed by the City in allocating wastewater treatment costs and establishing wholesale sewer rates.	2021
Federal Energy Regulatory Commission	Testimony in Docket No. ER03-574-000, et. al, relative to appropriate cost of service allocations and pricing of short and long-term electric transmission service within and between regional transmission organizations, including utility revenue sharing mechanisms.	2003
Florida	Testimony in Docket No.: 04-0007-0011-0001 before the St. Johns County Water & Sewer Authority relative to the calculation of additional water rate revenue required to recover the return of and on water plant investments on behalf of a private, investor-owned utility (Intercoastal Utilities, Inc.).	2004
	Affidavit and deposition in Case No. 8:09-CV-01317-T-33MAP before the United States District Court, Middle District of Florida, Tampa Division on behalf of the City of St. Petersburg, Florida relative to the basis and methodology employed by the City in setting its wholesale sewer rates.	2009
	Affidavit in Case No. 12-3155-CAB before the Fifth Judicial Circuit Court in and for Marion County in support of the acquisition of and rate structure for a private water and sewer system on behalf of the City of Dunnellon.	2013
	Testimony in Case No. CACE22013802 before the Seventeenth Judicial Circuit Court in and for Broward County in support of the cost allocation methodology and capital funding plan for the stormwater management system on behalf of the City of Fort Lauderdale.	2022
Indiana	Rebuttal testimony in Cause No. 45533 before the Indiana Utility Regulatory Commission on behalf of the City of Bloomington relative to cost of service and rate design aspects of proposed water rates and charges.	2021
Michigan	Affidavit in Case No. U-13739 before the Michigan Public Service Commission on behalf of Consumer Energy in regards to the classification of electric transmission and distribution facilities of a service provider.	2003
	Direct and rebuttal testimony in Case No. U-13917 before the Michigan Public Service Commission on behalf of Consumer Energy in regards to electric transmission cost forecasting, rate structures and service types, current wholesale industry trends, and appropriate cost recovery mechanisms for local distribution companies.	2004
	Testimony in File No. 15-5343-AW before the Circuit Court of Lenawee County, Michigan on behalf of Gaslight Village Assisted Living, LLC in regards to the proper level of connection and benefit fees for Adrian Township applicable to the assisted living facility and other customers	2016
	Testimony in File No.: 14-006077-CK before the 26th Circuit Court for the County of Alpena, MI on behalf of Alpena Township as to appropriate water and sewer rates for service provided by the City of Alpena to the Township.	2018

Expert Witness Experience | Utility Ratemaking Issues

Minnesota	Affidavit in Court File No.: 62-CV-18-2356 before the 2 nd District Court for the County of Ramsey, MN on behalf of the City of Saint Paul, Board of Water Commissioners, and Saint Paul Regional Water Services regarding the appropriate application of and methodology for calculating base fees and right of way recovery fees.	2019
United States Virgin Islands	Testimony in Docket No. 554 before the Government of the U.S. Virgin Islands Public Service Commission relative to the establishment of a wastewater user fee on behalf of the Virgin Islands Waste Management Authority. The testimony presented the basis for and methodology employed in calculating the user fee and supporting data.	2007