

**BEFORE THE
PENNSYLVANIA PUBLIC UTILITY COMMISSION**

Pennsylvania Public Utility Commission :
 :
 v. : Docket No. R-2020-3018835
 :
 :
 Columbia Gas of Pennsylvania, Inc. :

PSU Statement No. 1

**DIRECT TESTIMONY OF JAMES L. CRIST, P.E.
ON BEHALF OF
THE PENNSYLVANIA STATE UNIVERSITY**

Dated: July 28, 2020

1 **Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS, AND ON WHOSE**
2 **BEHALF YOU ARE TESTIFYING.**

3 A. I am James L. Crist, President of Lumen Group, Inc. a consulting firm focused on
4 regulatory and market issues. My business address is 4226 Yarmouth Drive, Suite 101,
5 Allison Park, Pennsylvania 15101. I am presenting testimony on behalf of The
6 Pennsylvania State University (“Penn State” or “PSU”).
7

8 **Q. DO YOU HAVE ANY QUALIFICATIONS OR OTHER SPECIALIZED**
9 **KNOWLEDGE THAT WOULD ASSIST THE PENNSYLVANIA PUBLIC**
10 **UTILITY COMMISSION ("COMMISSION") IN ITS DELIBERATIONS IN THIS**
11 **CASE?**

12 A. Yes.
13

14 **Q. WHAT IS YOUR EDUCATIONAL BACKGROUND?**

15 A. I have a B.S. in Chemical Engineering from Carnegie Mellon University and an MBA from
16 the University of Pittsburgh. Additionally, I am a Registered Professional Engineer in the
17 Commonwealth of Pennsylvania.
18

19 **Q. BRIEFLY DESCRIBE YOUR RELEVANT BUSINESS QUALIFICATIONS.**

20 A. I have run a consulting practice for the past 25 years focused on regulated and deregulated
21 energy company strategy, market strategy, and regulatory issues. During 2004 and 2005, I
22 undertook a consulting assignment as the Vice President of Consumer Markets for ACN
23 Energy. ACN is a gas and electric marketer that is active in eight states. Prior to my

1 consulting practice, I worked at three major energy companies for a total of 19 years. Most
2 recently I was Vice President of Marketing for Equitable Resources. In that function I was
3 responsible for the development of the company's deregulated business strategy.

4 Prior to that I was Vice President of Marketing for Citizens Utilities, responsible
5 for gas, electric, water and wastewater marketing activities in several service territories
6 within the United States. The gas and electric utility operations were in Vermont,
7 Louisiana, Arizona, Colorado, and Hawaii. Under my direction, Citizens initiated
8 commercial and industrial transportation and supply services at its gas operation in
9 Arizona. I also directed significant gas supply contracting activities with large industrial
10 and commercial customers in Citizens' gas operation in Louisiana.

11 Before that, during 1988 through 1994, I was the Marketing Director at the Peoples
12 Natural Gas Company where I was actively involved in many gas transportation programs
13 as the company relaxed transportation requirements so that customers would have supply
14 choices.

15 In summary, I have considerable experience in several states involving residential,
16 commercial, and industrial customer energy procurement, regulatory issues and industry
17 restructuring programs.

18
19 **Q. HAVE YOU PREVIOUSLY TESTIFIED BEFORE THE PENNSYLVANIA**
20 **PUBLIC UTILITY COMMISSION?**

21 A. Yes, I have appeared before the Commission in numerous gas and electric regulatory
22 proceedings. I have been involved in the previous base rate cases of Columbia Gas of
23 Pennsylvania, Inc. ("Columbia," "CPA," or the "Company") filed in 2008, 2009, 2010, 2012,

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10 **II. PENN STATE SERVICE**

11 **Q. WOULD YOU BRIEFLY DESCRIBE PENN STATE'S SERVICE FROM**
12 **COLUMBIA?**

13 A. Yes. Penn State is a major sales and distribution service customer of Columbia at its
14 University Park campus and at its Beaver, Fayette, Mont Alto, and York Campuses as well
15 as the Biglerville Ag Extension Farm within the Commonwealth. In 2019, Penn State
16 received 2,211,291 Dth through distribution service from Columbia. At the University
17 Park campus PSU takes service from two primary accounts. The two campus steam plants,
18 including a combustion turbine-generator with a heat recovery steam generator, are
19 serviced from three meters representing about 91% of the campus load and make up one
20 account. A variety of campus buildings that are served from about 50 meters, representing
21 about 9% of the campus load, make up the other account.

22

1 **Q. WHAT PIPELINES DELIVER GAS TO THE COLUMBIA DISTRIBUTION**
2 **SYSTEM THAT SERVES THE UNIVERSITY PARK CAMPUS OF PENN STATE?**

3 A. The State College area and other areas of Centre County receive gas that flows into the
4 Columbia distribution system through two Points of Delivery (“PODs”) from interstate
5 pipelines. About eight miles east of State College are two interstate pipelines, Dominion
6 Transmission (“Dominion” or “DTI”) and Texas Eastern (“TETCO”). Columbia removed
7 access to a third pipeline supplier by closing the Snowshoe Lateral on June 30, 2018. Prior
8 to closing the Snowshoe Lateral which connects to the Columbia Gas Transmission
9 (“TCO”) interstate pipeline, it was the main delivery route to State College. TCO was
10 affiliated with Columbia until 2016 when the parent corporation, NiSource, sold TCO to
11 TC Energy. Columbia then abandoned the Snowshoe Lateral route to TCO, its former
12 affiliate. PSU contracts for all of its gas supply deliveries through Dominion.

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14 **Q: DOES THIS CONCLUDE YOUR DIRECT TESTIMONY?**

15 **A. Yes.**

JAMES L. CRIST**PSU Exhibit D-1**

PRESIDENT, LUMEN GROUP, INC.

Suite 101, 4226 Yarmouth Drive • Allison Park, PA 15101

Phone: 412.487.9708 • Cell: 412.613.8886 • E-mail: JLCrist@aol.com

DEMONSTRATED AREAS OF EXPERTISE

- “ GENERAL MANAGEMENT
Proven executive-level management expertise with excellent capabilities in developing, implementing, and supervising corporate-wide policies and procedures in areas including sales, marketing, customer service, public relations, rates, regulatory affairs, and administration. Possess a unique combination of abilities to set goals, develop winning business strategies, organize structures and work methods, and train the right people for the right positions to make it all work. Skilled in strategic short and long-term planning and budgeting with effective abilities in reducing the "fat" and increasing organizational efficiency. A creative, decisive leader who can successfully meet challenges and overcome obstacles to achieve profit objectives.

 - “ REGULATORY STRATEGY
A thorough strategist with an extensive background in utility business unit operation (electric, natural gas, water/wastewater) the full range of rate and regulatory functions, from tariff development and special contract negotiation. Proven personal testifying skills with an outstanding record of developing and presenting successful written and oral testimony, along with settlement negotiations.

 - “ PERSONNEL MANAGEMENT
Effective interpersonal communications skills support outstanding capabilities in recruiting, training, motivating, and directing staff at all levels. Proven ability to build productive, highly motivated teams of sales/marketing, operations, technical, and customer service personnel who contribute to top organizational performance.

 - “ PERSONAL ATTRIBUTES
A determined, hardworking, challenge-driven executive with the skills and experience to bring excellence to any business organization. A high-energy mover and shaper ... experienced in successful start-ups and turn-arounds. An excellent communicator - written and verbal. A frequent speaker at professional symposiums, able to interpret and communicate complex concepts for diverse audiences. An engineering/technical specialist and a management generalist. Active in civic and community affairs.
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EMPLOYMENT HISTORY

- LUMEN GROUP, INC., Pittsburgh, PA 1996 - Present
President - A consulting practice specializing in strategic planning, business planning, regulatory strategy, marketing and venture development in the electric, natural gas and energy services industries. Please see Addendum for amplification of consulting assignments.
- ACN ENERGY, Farmington Hills, MI 2004-2005
Vice President, Consumer Markets
- OPTIRON, Pittsburgh, PA 2003-2004
Vice President, Marketing
- E R I SERVICES, Pittsburgh, PA 1996
Vice President, Marketing & Product Development
- CITIZENS UTILITIES, Harvey, LA & Stamford, CT 1994 - 1995
Vice President, Marketing
- CONSOLIDATED NATURAL GAS, Pittsburgh, PA 1977 - 1994
Director, Residential & Commercial Marketing (1988 - 1994)
Manager, Technical Sales/Market Development (1985 - 1988)
Market Development Specialist (1982 - 1985)
Project Engineer (1979 - 1982) ... promoted from ... **Process Engineer** (1977 - 1979)
- OCCIDENTIAL CHEMICAL CORP., Niagara Falls, NY 1975 - 1977
Research Engineer
- PENNSYLVANIA STATE UNIVERSITY, State College, PA 1988
- CLEVELAND STATE UNIVERSITY, Cleveland, OH 1984
Instructor (Evening Division) - Economics, Engineering Economics

SELECTED ACCOMPLISHMENTS

VICE PRESIDENT, CONSUMER MARKETS - ACN ENERGY

Retained for a turnaround assignment with an independent energy marketing company. Participated on the executive management team and directed a decentralized 3-person market management staff responsible for sales to 85,000 customers. Worked directly with the parent company executives and business unit management to create market-driven strategies for the corporation. Sharpened marketing and sales efforts of an energy marketing company operating in seven states and packaged company for eventual sale to Commerce Energy.

- “ Primary executive responsible for sales. Directed a team of market managers that was responsible for all aspects of 11 different markets (electric and natural gas) around the country. Provided direction and support to sales channel organization of commissioned representatives. Turned around five-year annual loss to significant gain in 2004. Tightened focus on market decisions.
- “ Directed regulatory involvement to insure compliance with market rules. Focused on maintaining positive relationships with state utility regulators to avoid penalties.
- “ Led weekly operations meetings during absence of COO. This involved direction of call center, provisioning, billing, credit & collection, and marketing.
- “ Worked in a team setting with other executives (VP Finance, VP Supply, COO) to provide consistent, professional focus to workforce experiencing changing environment.
- Directed development of annual business plan and budget with targets resulting in both goal achievements and income improvements.
- “ During transition period working with merger partner Commerce Energy’s executive team to train and advise incoming executives.
- “ Directed customer service improvements in the customer acquisition process which resulting in replacing outdated paper/fax process with phone order process.
- “ Organized and directed trade show presence at national sales convention for alliance sales channel to create awareness of new product and market focus.

VICE PRESIDENT, MARKETING - OPTIRON

Retained as part of executive team in venture capital startup company developing new CIS/CRM software for the energy industry. Worked closely with CEO, COO, and Director of Sales to determine business strategy and develop marketing strategy to create market awareness and brand attributes in medium and small energy companies.

- “ Added in-house marketing communications function and personnel and revamped all marketing materials.
- Added new website functionality and content.
- “ Implemented first print advertising campaign in industry publications.
- “ Using industry contacts, positioned Option as expert presenter at several conferences and trade shows.
- “ Developed business plan to identify sales prospects and created competitive database of CIS/CRM vendors.
- Participated in development of exit strategy plan resulting in the successful sale to large software company.

VICE PRESIDENT, MARKETING & PRODUCT DEVELOPMENT - ERI Services

Assumed responsibility for creating a new corporate marketing vision and strategy to facilitate entry into new deregulated energy markets nationally.

- “ Recruited and selected an exceptional management team and integrated marketing and sales activities into one functional operating unit.
- “ Established the product innovation process to identify and create new and profitable market-driven service offerings.
- “ Directed strategic branding to launch the new corporate identity; managed a \$2 million national advertising campaign; and developed over \$1 million of new sales/marketing collateral materials.
- “ Instituted financial controls that reduced costs 60% in the Iowa market rollout while maintaining 80% market share and high customer satisfaction.

VICE PRESIDENT, MARKETING - Citizens Utilities

Directed a decentralized 20-person sales staff and a five person marketing staff. Worked directly with the Board of Directors, Corporate President, and Sector Vice President to create market-driven sales strategies for the corporation. Revamped and redirected sales efforts of a five-state energy utility with 440,000 customers.

- “ Increased industrial sales revenues by reorganizing unregulated gas marketing effort.
- “ Revamped merchandising utilizing inbound telemarketing in Louisiana Gas.
- “ Revised training programs for entire sales force, identifying and correcting missing technical and equipment training, adding a greater competency in the commercial and industrial sectors.
- “ Developed first business plan in sales and marketing organization with monthly budget monitoring and

- targets resulting in both goal achievements and cost improvements.
- .. Launched an aggressive direct marketing program that increased sales 500% over previous year.
- .. Increased share of gas transportation business in Arizona by 15% in first year of operation through marketing efforts.
- .. Created a telephone long distance business in Louisiana that captured a 20% share (2nd to AT & T).

DIRECTOR, RESIDENTIAL & COMMERCIAL MARKETING - Consolidated Natural Gas

Managed a marketing staff of 12 and a "dotted-line" 24-person field sales force. Directed marketing and sales efforts in consumer, business, and manufacturing markets with \$154 million revenue.

- .. Added \$6 million in revenue by developing new products in gas transportation, supply, and agency.
- Directed sales activities in residential, commercial, institutional and governmental accounts for both product sales and technology sales.
- .. Produced \$600,000 annual revenue and doubled competitive project wins by revamping market approaches to residential and commercial new construction.
- .. Secured 50% increase in customer decisions over 5 gas companies and 4 electric companies.
- .. Experienced in PUC and Legislature lobbying. Increased revenues \$2.3 million through regulatory strategy/testifying and received major competitive program approval.

MANAGER, TECHNICAL SALES / MARKET DEVELOPMENT - Consolidated Natural Gas

Directed new market development and competitive market support.

- .. Focused on commercial and industrial accounts and increased the depth of relationship beyond the typical utility provider of service to a rich full service information provider and business partner.
- Captured \$150,000 in new business annually by competitive pricing analysis, sales tool development, and market approach.
- .. Developed total advertising and promotional plan launching new market programs.
- .. Compiled extensive technical database and developed economic model for project analysis, eliminating a \$100,000 operating budget expense.
- .. Led statewide coalition with customers and government agencies for fair treatment of new technology.

EDUCATION - PROFESSIONAL

UNIVERSITY OF PITTSBURGH, Pittsburgh, PA 1982
M.B.A. Degree

CARNEGIE - MELLON UNIVERSITY, Pittsburgh, PA 1975
B.S. Degree in Chemical Engineering

Registered Professional Engineer AGA Hall of Fame, 4/1991

JAMES L. CRIST

Lumen Group, Inc.

Suite 101, 4226 Yarmouth Drive • Allison Park, PA 15101

Phone: 412.487.9708 • Cell: 412.613.8886 • E-mail: JLCrist@AOL.com

AMPLIFICATION OF LUMEN GROUP CONSULTING ASSIGNMENTS

A consulting practice specializing in strategic planning, business planning, marketing and venture development in the telecommunications, energy, and services industries.

REGULATORY

Represented the National Energy Marketers Association and their members in Equitable-Dominion Peoples merger case. Developed strategy, presented written and oral testimony and negotiated on behalf of clients. Worked with other interveners and FTC on anti-competitive issues.

UTILITY RATE NEGOTIATION

Represented large client group seeking to obtain rate reduction from electric utility. Prepared strategy, wrote testimony, and exceeded expectations by achieving a 40% reduction in charges, producing a \$2 million annual reduction.

STRATEGIC PLANNING FOR ON-SITE POWER GENERATION

Participated in proposal development for a 27-MW power plant on Kauai. Handled critical customer needs assessment in rapid turnaround fashion to meet proposal deadline. Maintained relationships with clients, vendors and proposal partners. Our proposal was selected as the preferred bidder out of five strong competitors.

NEW BUSINESS START-UP / TARIFF NEGOTIATIONS

Participated in the development of a new gas distribution utility in New York. Handled tariff development, pricing structure, transportation contracting, and operations, maintenance, and emergency manual preparation.

SALES STRATEGY/BUSINESS DEVELOPMENT

Developed sales strategy to focus on profitable accounts and markets. Developed sales training and account management plans and provided consulting to energy marketing organizations to improve overall sales.

BUSINESS STRATEGY/BUSINESS DEVELOPMENT

Developed business strategy to verticalize eCommerce/Customer Relationship Management product for the energy/utility industry. Produced sales training for global applications, product promotion presentations, developed alliance relationships with system integrators and software partners, developed business. Client is market leader in North America.

JOINT VENTURE/PRODUCT DEVELOPMENT

Assembled joint ventures resulting in sales to offer new hedge-based weather risk management retail product. Identified venture partners, and developed business arrangements and closed million-dollar deals

ENERGY PROCUREMENT

Served as energy expert on project team that obtained long-term natural gas supply for major government facilities. Prepared project specifications, negotiated with suppliers, prepared RFP, negotiated major reduction in delivery charges. This project resulted in annual cost reduction of \$2.5 million.

NEW BUSINESS DEVELOPMENT - TELECOMMUNICATIONS

Analyzed use of electric utility assets for possible telecommunications business venture. Wrote the business plan that identifies regulatory and non-regulatory issues, marketing plans, financial analysis, and organizational requirements. Launched the new non-regulated business unit in 1996.

JOINT VENTURE DEVELOPMENT - TELECOMMUNICATIONS

Conducted analysis of potential joint venture partners for new unregulated telecommunications venture, bypassing the Bell operating company. Held screening discussions with potential partners and selected lead candidate for venture. Developed working agreement with partners along with business case to launch venture.

JOINT VENTURE DEVELOPMENT - TELECOMMUNICATIONS & ENERGY

Developed strategic plan for joint venture involving gas, electric, and telecommunications partners. Screened potential business partners and held discussions with lead candidates. Assembled justification for top management approval.

PRODUCT DEVELOPMENT - UNREGULATED ENERGY SERVICES

Developed energy products for start-up subsidiary of major energy utility. Identified potential products and selected most likely candidates for further development. Developed market plans and sales plans for products.

MARKET PLAN - DIRECT MARKETING

Developed the market plan for large, global direct marketing agency to enter the energy industry. Identified strategies, strengths, weaknesses, and target prospects. Initiated sales effort and developed new business.

CORPORATE IMAGE DEVELOPMENT

Developed complete business unit identity for a new operations and services company. Produced capabilities brochure for use with prospects.

MARKET RESEARCH

Conducted market research to identify new customer/new business opportunities for major energy utility. Comprehensive project with two additional similar projects were completed. Entailed determination of goals, development of research methodology, script preparation, vendor selection, data analysis, and development of action plan.

MARKET DEVELOPMENT

Organized intervenor group in Illinois consisting of retail marketers and intervened in three rate proceedings (Nicor Gas base case, WPS-Peoples merger case, Peoples Gas base case) and secured significant improvements in rules and procedures enabling marketers to increase their business and profitability. Developed strategy and presented written and oral testimony.

PARTIAL LIST OF REGULATORY EXPERIENCE OF JAMES L. CRIST

1. Dominion Energy Ohio Motion, Case No. 18-1419-GA-EXM, Representing Retail Energy Supply Association
2. Aqua America/Peoples Natural Gas Merger, Docket R-2018-3006061, Representing Natural Gas Supplier Parties and Retail Energy Supply Association
3. Peoples Natural Gas General Base Rate Increase, Docket R-2018-3006818, Representing Peoples Industrial Intervenor
4. Duquesne Light Company General Base Rate Increase, Docket R-2018-3000124, Representing the Duquesne Industrial Intervenor
5. Columbia of PA General Base Rate Increase, Docket R-2018-2647577, Representing the Pennsylvania State University
6. West Penn Power Company, Default Service Program, Docket R-2017-2637866, Representing the Pennsylvania State University
7. Vectren Energy Delivery Ohio, Alternative Rate Plan, Case No. 18-0049-GA-ALT, Representing Retail Energy Supply Association
8. Columbia of PA Gas Cost Increase, Docket R-2017-2591326, Representing the Pennsylvania State University
9. West Penn Power Company, General Base Rate Increase, Docket R-2016-2537359, Representing the Pennsylvania State University
10. Columbia of PA General Base Rate Increase, Docket R-2016-2529660, Representing the Pennsylvania State University
11. UGI Utilities General Base Rate Increase, Docket R-2015-2518438, Representing Dominion Retail, Inc., Shipley, Choice, LLC, Interstate Gas Supply, Inc., Amerigreen Energy, and Rhoads Energy
12. Columbia of PA General Base Rate Increase, Docket R-2015-2468056, Representing the Pennsylvania State University
13. West Penn Power Company, General Base Rate Increase, Docket R-2014-2428742, Representing the Pennsylvania State University
14. Herman Oil & Gas Company, General Base Rate Increase, R-2014-2414379, Representing Herman Oil & Gas Company
15. Columbia of PA General Base Rate Increase, Docket R-2014-2406274, Representing the Pennsylvania State University
16. Ameren Gas- General Base Rate Increase, Docket No. 13-0192, Representing Dominion Retail and Interstate Gas Supply of Illinois
17. Columbia of PA General Base Rate Increase, Docket R-2012-2321748, Representing the Pennsylvania State University, Dominion Retail, Interstate Gas Supply, and Shipley Energy
18. Columbia of PA Petition for Approval of a Distribution System Improvement Charge Docket R-2012-2338282, Representing the Pennsylvania State University
19. PUC PA Generic Investigation Regarding Gas-On-Gas Competition, Docket No. P-2011-2277868, Representing the Pennsylvania State University
20. Ameren Gas- General Base Rate Increase, Docket 11-0282 (Cons.), Representing Dominion Retail and Interstate Gas Supply of Illinois
21. Water and Power Authority (USVI)- Electric Base Rate Case, Docket 575, June 2009, Representing Frenchman's Reef Marriott
22. Water and Power Authority (USVI)- Water Base Rate Case, Docket 576, June 2009, Representing Frenchman's Reef Marriott
23. Public Service of New Mexico 2010 Base Rate Case, Informal rate design workshops pursuant to the stipulation in NMPRC Case No. 08-00273-UT, Representing City of Albuquerque
24. Public Service of New Mexico, Electric base case at Case No. 08-00273-UT, Representing City of Albuquerque
25. Public Service of New Mexico 2009 Renewable Energy Procurement Plan for 2010, Case No. 09-00260-UT, Representing City of Albuquerque and Santa Fe County
26. Public Service of New Mexico, Gas sale case at Case No. 08-00078-UT, Representing City of Albuquerque
27. UGI Utilities, Central Penn Gas, Penn Natural Gas, Gas Cost Increase, Docket No. R-2011-2238953, Representing Shipley Energy, Rhodes Energy, and CenterPoint Energy
28. UGI Utilities- Gas Division, Gas Cost Increase, Docket No. R-2010-2172933, Representing Shipley Energy
29. Columbia of PA General Base Rate Increase, Docket R-2010-2215623, Representing the Pennsylvania State University, Dominion Retail, Interstate Gas Supply, and Shipley Energy
30. Columbia of PA General Base Rate Increase, Docket R-2009-2149262, Representing the Pennsylvania State University, Dominion Retail, Interstate Gas Supply, and Shipley Energy
31. Columbia of PA General Base Rate Increase, Docket R-2008-2011621, Representing Hess Energy, Dominion Retail, Interstate Gas Supply, and Shipley Energy
32. Columbia of PA Gas Cost Increase, Docket R-2008-2028039, Representing Dominion Retail, Interstate Gas Supply, and Shipley Energy
33. PPL Electric Utilities Voluntary Purchase of Accounts Receivables Program and Merchant Function Charge, Docket No. P-2009-2129502

34. Nicor Gas Company, Provision of facilities and services and the transfer of assets between Nicor Gas Company and Nicor Inc., Docket No. 09-0301, Representing Dominion Retail
35. North Shore Gas and Peoples Gas Light and Coke Company, General Base Rate Increase, Dockets 09-0166 and 09-0167, Representing Dominion Retail, Interstate Gas Supply and Nicor Advanced Energy
36. Nicor Gas Company, Base Rate Increase, Docket No. 08-0363, Representing Interstate Gas Supply and Dominion Retail
37. North Shore Gas and Peoples Gas Light and Coke Company, General Base Rate Increase, Dockets 07-0241 and 07-0242, Representing Dominion Retail, Interstate Gas Supply and U.S. Energy Savings
38. WPS Resources, Peoples Energy, Peoples Gas Light and Coke Company, North Shore Gas Company, Application pursuant to Section 7-204 of the Public Utilities Act for authority to engage in a Reorganization, Docket 06-0540, Representing Dominion Retail, Interstate Gas Supply, US Energy Savings, MxEnergy, and Direct Energy Services.
39. Allegheny Energy, Approval of Retail Electric Default Service Program and Competitive Procurement Plan, Docket No. P-2008-2021608, Representing the Pennsylvania State University
40. Allegheny Energy, Generation Rate Cap, Docket No. P-2007-2001828, Representing the Pennsylvania State University
41. Equitable Gas Company, Rate Increase, Docket R-2008-2029325, Representing Independent Oil & Gas Association and Hess Corp.
42. Equitable Gas Company and Peoples Gas, Merger Case, Docket A-122250F5000, Representing National Energy Marketers, Hess Corporation, and Constellation New Energy.