

### *Summary*

Janet Phelps is a director with ScottMadden and has more than 27 years of experience in the energy utility industry, in both a utility and management consulting. Janet's experience includes power cost projections, rate and regulatory strategy and support, expert witness testimony preparation, and energy supply planning and operations. Prior to joining ScottMadden she spent 17 years at Puget Sound Energy, most recently as manager of energy analysis. She has sponsored testimony in 12 proceedings on subjects, including regulatory process, cost of service, rate design, and revenue requirements. Janet holds a B.A. in economics from the University of Washington and an M.A. in applied economics from Seattle University.

### *Areas of Specialization*

- Regulatory Policy and Strategy
- Expert Witness Testimony
- Resource Planning
- Rate Case Planning, Management, and Support
- Rates and Regulation
- Rate Development
- Natural Gas

### *Recent Assignments*

- Examined the long-term capacity planning process of a major power utility. Identified factors that contributed to a capacity short position, using a forensic examination of past resource plans and load forecasts, and developed recommendations for changes to its planning processes. The project resulted in several recommendations that will equip the utility to maintain reliability as its portfolio changes and the industry evolves
- Led development of a regulatory filing that documents a distribution utility's progress and future plans as it enables New York State's clean energy goals by integrating distributed resources and enabling beneficial electrification on its system
- Provided quality assurance to an electric utility as it went through a comprehensive management audit sponsored by its commission staff. Provided detailed review and editing of data request responses related to all aspects of utility operations, made recommendations on the approach to responses, and coordinated efforts among utility staff
- Testified as an expert witness for Puget Sound Energy before the Washington Utilities and Transportation Commission on a proposal to improve the cost recovery process for power costs. Testimony resulted in a more favorable process and improved cost recovery
- Guided an electric utility in assessing the current state of its real estate function, describing the desired future state, and identifying initiatives necessary to achieve the desired future state. Supported the development of an executive policy on real property
- Reduced risk to revenue for Puget Sound Energy by earning support of external stakeholders for proposal to account for the Energy Imbalance Market in power costs calculations by leading a series of collaborative workshops with stakeholders
- Developed regulatory strategy, wrote expert testimony, and oversaw analysis of power costs in pursuit of cost recovery from regulatory commission in four proceedings over six years
- Created visibility into Puget Sound Energy's energy supply performance and enabled day-to-day review by developing daily dashboards of costs relative to goal
- Increased Puget Sound Energy's annual revenue \$20 million by continuously advancing methods, improving inputs to power cost model, and earning support of utility commission staff
- Provided feedback to the California Independent System Operator (CAISO) regarding its proposal for calculating variable operations and maintenance costs of resources participating in the Energy Imbalance Market, resulting in positive changes to CAISO's proposal
- Supervised team that forecasted power and natural gas costs for five-year financial plan
- Earned full recovery of high gas costs after extreme weather by providing clear, timely illustrations of complex information to regulators
- Performed quantitative and qualitative analysis related to long-term energy resource acquisitions
- Testified as an expert witness related to transmission contracts resulting in full cost recovery

**Expert Witness Testimony Listing**

Sponsor Company	Date Filed	Docket No.	Subject Matter
<b>Regulatory Commission of Alaska</b>			
Golden Valley Electric Association	03/2004	Docket U-04-033	Simplified rate filing
Golden Valley Electric Association	08/2003	Docket TL 16-305	Pipeline revenue requirement and tariff
Homer Electric Association, Inc	08/2003	Dockets U-03-66 and U-00-18	Revenue requirements and cost of service
Golden Valley Electric Association	01/2003	Docket U-02-060	Revenue requirements and cost of service
<b>Washington Utilities and Transportation Commission</b>			
Puget Sound Energy	01/2022	Dockets. UE-220066 and UG-220067	Proposal to establish process for annual updates to baseline rate and deferral rate to recover power costs
Puget Sound Energy	05/2014	Docket UE-141141	Power cost only rate case – transmission contract renewals
Puget Sound Energy	02/2013	Dockets. UE-130137 and UG-130138	Expedited rate filing – natural gas pro forma revenue and rate design
Puget Sound Energy	06/2011	Dockets. UE-111048 and UG-111049	General rate case – natural gas pro forma revenue, cost of service and rate design
Puget Sound Energy	10/2010	Docket UG-101644	Gas tariff increase filing – natural gas pro forma revenue, cost of service and rate design
Puget Sound Energy	05/2009	Dockets. UE-090704 and UG-090705	General rate case – natural gas pro forma revenue, cost of service and rate design
Puget Sound Energy	12/2007	Dockets UE-072300 and UG-072301	General rate case – natural gas pro forma revenue, cost of service and rate design
Puget Sound Energy	02/2006	Dockets UE-060266 and UG-060267	General rate case – natural gas pro forma revenue, cost of service and rate design

**Representative Expert Witness Testimony Support Experience**

Sponsor Company	Date Filed	Docket No.	Subject Matter
<b>Washington Utilities and Transportation Commission</b>			
Puget Sound Energy	01/2022	Dockets UE-220066 and UG-220067	General rate case – power cost projections
Puget Sound Energy	12/2020	Docket UE-200980	Power cost only rate case – power cost projections
Puget Sound Energy	06/2019	Dockets UE-190529 and UG-190530	General rate case – power cost projections
Puget Sound Energy	01/2017	Dockets UE-170033 and UG-170034	General rate case – power cost projections
Puget Sound Energy	04/2022	Docket UE-220308	Power cost adjustment annual filing
Puget Sound Energy	04/2021	Docket UE-210300	Power cost adjustment annual filing
Puget Sound Energy	04/2020	Docket UE-200398	Power cost adjustment annual filing
Puget Sound Energy	04/2019	Docket UE-190324	Power cost adjustment annual filing
Puget Sound Energy	04/2018	Docket UE-180372	Power cost adjustment annual filing
Puget Sound Energy	04/2017	Docket UE-170334	Power cost adjustment annual filing
Puget Sound Energy	04/2016	Docket UE-160459	Power cost adjustment annual filing