



# Visualizing the Future: Public Utilities in 2020.



**FRI 2013 Public Utility Symposium**  
**Wednesday, September 18 2013**  
**University of Missouri • Columbia, Missouri**





## Mission Statement

Under the academic leadership of the Robert J. Trulaske, Sr. College of Business at the University of Missouri, the FRI, through its Public Utilities Division, serves as a neutral environment for the comprehensive examination of sound regulatory policy. The FRI provides interactive forums for consumers, regulators, industry and educators to facilitate innovation, understanding, and education in public utility policy issues.

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CLE, CPA and CPE Credit: The 2013 FRI Symposium is eligible for professional credits. To obtain credits send the Symposium certificate of attendance along with the Symposium program booklet to the appropriate authority. If you have any questions or need further information, please contact the FRI at (573) 882-3800.

Dear 2013 FRI Symposium Participant:

Welcome to the University of Missouri and the 2013 FRI Public Utility Symposium, "Visualizing the Future: Public Utilities in 2020." Not only is this an intriguing theme to explore, but you will be doing so at the start of the College's Centennial Year. This Fall, the Trulaske College of Business is gearing up to celebrate the centennial of its founding. Over the last 100 years, the College has built a legacy of success, innovation and leadership in business education. I am very pleased that we can start this centennial year by offering a very creative Symposium with some important changes.

This year's Symposium will feature two exciting new developments! First, we will host a CEO roundtable where the senior leaders of an electric, gas, and water company will share their views and opinions on the future of their industries. This represents a great opportunity for our Symposium delegates to hear directly from the three regulated industries followed by the FRI. Second, we will make the inaugural presentation of the FRI's Crystal Award to Mr. Sonny Popowsky, former Pennsylvania Consumer Advocate with a near legendary history of advocacy. This new award is national in scope and represents the FRI's public recognition of an individual who has made outstanding and significant contributions to the design, implementation or analysis of public utility regulatory policy.

Our Symposium theme this year examines the numerous issues, needs, and innovations that regulated utilities will face in the near future. With this topic, we will try to peer into the crystal ball and preview the next decade. Panel I describes the future world of 2020 for the water, gas, and electric industries. Our second panel discusses the legislative and regulatory issues that public utilities must address over the next decade. An important part of this discussion will be the design of possible regulatory solutions and the role of the federal government in that process. Panel III focuses on the set of non-regulatory issues/solutions that will involve public utilities in 2020. The range of topics for this panel is potentially vast, but includes discussion of capital availability, technology, infrastructure, and changing demographic and market forces. As usual, we will have our Commissioner Snapshot which will provide a distinct regulatory perspective on the future.

I want to thank the 2012-2013 Planning Committee, chaired by Vice Chairman of the Kentucky Public Service Commission and FRI Advisory Board Chair, James Gardner, for its tremendous support in the design and organization of this year's Symposium. Other members of this committee are: Robert Berntsen, Vice President, Government & Regulatory Affairs, MISO; David Dittmore, Manager, Regulatory Affairs, Kansas Gas Service; Chair Elizabeth "Libby" Jacobs, Iowa Utilities Board; Chuck Harder, Senior Director, Regulatory Policy & External Relations, CenterPoint Energy; Jim Jenkins, Vice President, Rates, American Water; Glenn Jennings, President & CEO, Delta Natural Gas; Mark Martin, Vice President, Rates & Regulatory Affairs, Ameren; Lewis Mills, Missouri Public Counsel, Missouri Office of the Public Counsel; David Springe, Consumer Advocate, Kansas Citizens' Utility Ratepayer Board; Steve Strickland, Vice President - Regulatory Affairs, Entergy Arkansas Inc.; Mark Stultz, Senior VP Regulatory Policy & Communications, North American Gas & Power, BP Energy; Warren Wood, Vice President - Regulatory & Legislative Affairs (Missouri), Ameren Missouri. This committee has done an outstanding job in designing a Symposium that is timely, relevant, and inclusive of the many communities that support the FRI.

In closing, I would like to thank the members of the FRI Advisory Board for their continued dedication and support of the FRI. Their involvement has allowed the FRI to achieve its current level of success. I would like to recognize AUS Consultants for their sponsorship of the FRI Crystal Award for Distinguished Contribution. I especially want to thank Ms. Sarah Gott and Ms. Tina McConomy of the FRI staff for their countless hours of devotion and dedication to the success of today's program. They are directly responsible for the excellence which characterizes our annual Symposium. Finally, I want to thank each of you for attending and I hope you find today's activities to be professionally rewarding as well as intellectually stimulating.

Sincerely,



Dr. Stephen P. Ferris  
Director, FRI

# Program At A Glance

## **BREAKFAST & REGISTRATION** 7:15 am – 8:15 am

## **WELCOME** 8:30 am – 8:45 am

### **Dr. Stephen Ferris**

Senior Associate Dean, Graduate Studies & Research;  
James Harvey Rogers Chair of Money, Credit and Banking;  
Director, FRI, Robert J. Trulaske, Sr. College of Business  
University of Missouri

### **Joan T.A. Gabel**

Dean, Robert J. Trulaske, Sr. College of Business  
University of Missouri

### **Vice Chairman James Gardner**

Kentucky Public Service Commission

## **CEO PANEL DISCUSSION** 8:45 am – 10:15 am

CEO Moderator:

**Vice Chairman James Gardner**, Kentucky Public Service  
Commission

CEO Panelists:

**Ronald Jibson**, President & CEO, Questar Corp and AGA  
Board Chairman

**Patricia Kampling**, Chairman, President & CEO, Alliant Energy

**Jeffrey Sterba**, President & CEO, American Water

## **PANEL I DISCUSSION** 10:25 am – 11:35 am

### **The FRI Crystal Ball: Utilities in 2020.**

Panel I Moderator:

**Commissioner Olan Reeves**, Arkansas Public Service  
Commission

Panel I Panelists:

**Chair Elizabeth "Libby" Jacobs**, Iowa Utilities Board

**Peter Delaney**, Chairman, CEO & President, OGE Energy  
Corporation

**Hannah Polikov**, Director, Public Utility Commission Program,  
Advanced Energy Economy

**David Springe**, Consumer Counsel, Kansas Citizens' Utility  
Ratepayer Board (CURB)

## **Lunch & Award Presentations** 11:35 am – 12:55 pm

2013 FRI Crystal Award Recipient

**Sonny Popowsky**

## **PANEL II DISCUSSION** 1:00 pm – 2:10 pm

### **Possible Legislative & Regulatory Responses**

Panel II Moderator:

**Chairman Robert Kenney**, Missouri Public Service  
Commission

Panel II Panelists:

**Commissioner Steven Lesser**, Public Utilities Commission of  
Ohio

**Lauren Azar**, Former Senior Advisor to the Secretary, U.S.  
Department of Energy

**David Kolata**, Executive Director, Illinois Citizens Utility Board

**David Sparby**, President & CEO, Northern States Power  
Company - Minnesota

## **COMMISSIONER SNAPSHOT** 2:20 pm – 3:10 pm

Snapshot Moderator:

**David Springe**, Consumer Counsel, Kansas Citizens' Utility  
Ratepayer Board (CURB)

Snapshot Panelists:

**Chair Beverly Jones Heydinger**, Minnesota Public Service  
Commission

**Chair Phil Montgomery**, Public Service Commission of  
Wisconsin

**Commissioner Dana Murphy**, Oklahoma Corporation  
Commission

## **PANEL III DISCUSSION** 3:20 pm – 4:30 pm

### **Market, Technological, and Demographic Effects in 2020.**

Panel III Moderator:

**Chair Doug Scott**, Illinois Commerce Commission

Panel III Panelists:

**Commissioner Larry Landis**, Indiana Utility Regulatory  
Commission

**Robert Gee**, President, Gee Strategies Group, LLC

**Lewis Mills**, Missouri Public Counsel, Missouri Office of Public  
Counsel

**John Williams**, Director, Governmental Affairs, Utilities Inc

## **Closing Comments** 4:30 pm – 4:45 pm

**Diane Munns**, Vice President, Regulatory Relations & Energy  
Efficiency MidAmerican Energy, FRI Advisory Board Chair



**Stephen Ferris** is the Senior Associate Dean and the director of the FRI. Previously, Dr. Ferris was the chairman of the Department of Finance at MU and a faculty member at Virginia Tech. He has held visiting appointments at Duquesne University, the University of Memphis, and the University of Pittsburgh. Dr. Ferris earned a BA from Duquesne University and a MBA and PhD from the University of Pittsburgh. He also holds a MSS from the US Army War College and a diploma from the U. S. Navy War College. He retired as a Commander from the U.S. Navy.



**Joan T.A. Gabel** is the Robert J. Trulaske, Sr. Dean at the Trulaske College of Business at the University of Missouri. Dean Gabel previously served as a DeSantis Professor and Department Chair of Florida State’s College of Business. Before joining the faculty at FSU, Dean Gabel was on the faculty of the Robinson College of Business at Georgia State University. As a faculty member, Dean Gabel has taught a variety of courses on campus and around the world. She has received numerous awards for teaching, research, and service. She has been placed on the National Law Journal’s “Worth Reading” list. She received her bachelor’s degree from Haverford College and her juris doctorate from the University of Georgia.



**Vice Chairman James Gardner**, Kentucky Public Service Commission and FRI Advisory Board Chair Gardner was appointed in June 2008. He is a member of NARUC’s Executive Committee and Chair of the Subcommittee on Education and Research. Gardner also serves on the Advisory Boards of the FRI, the Gas Technology Institute and EPRI. Vice Chairman Gardner received his BA in mathematics from Georgetown College (KY), graduating summa cum laude. Vice Chairman Gardner holds a JD from the University of Kentucky College of Law, where he was a member of the Kentucky Law Journal and Order of the Coif.



**Diane Munns** is the Vice President of Regulatory Relations and Energy Efficiency for MidAmerican Energy Company in Des Moines, Iowa. Previously she was the Executive Director of Retail Energy Services for Edison Electric Institute. She was a member of the Iowa Utilities Board from 1999 through 2006 and served as its chairman for four years. While a member of the Iowa Utilities Board, she served two years as the president of the National Association of Regulatory Utility Commissioners (NARUC). She focused on the role of regulation in efficiency during her tenure as NARUC president, and was the first co-chair of the National Action Plan for Energy Efficiency.



**Vice Chairman James Gardner**, Kentucky Public Service Commission and FRI Advisory Board Chair  
Gardner was appointed in June 2008. He is a member of NARUC's Executive Committee and Chair of the Subcommittee on Education and Research. Gardner also serves on the Advisory Boards of the FRI, the Gas Technology Institute and EPRI. Vice Chairman Gardner received his BA in mathematics from Georgetown College (KY), graduating summa cum laude. Vice Chairman Gardner holds a JD from the University of Kentucky College of Law, where he was a member of the Kentucky Law Journal and Order of the Coif.



**Ronald Jibson**, President & CEO Questar Corp and AGA Board Chairman

Jibson has been in his current role since June 2010. He was appointed Chairman of the Board in July 2012. Jibson is also President and CEO of both Wexpro Company and Questar Gas Company, and is Chairman of Questar Pipeline Company. In his 32 years at Questar, he has held various other Questar positions. Jibson has significant industry involvement including his current position as Chairman of the board of directors of the AGA. He is immediate past chair of Western Energy Institute, and also serves on the Board of Gas Technology Institute. Jibson graduated from Utah State University and later received an MBA from Westminster College.



**Patricia Kampling**, Chairman of the Board, President & CEO, Alliant Energy Corporation

Kampling is responsible for leading the performance and strategic growth of Alliant Energy's regulated utility companies. She joined Alliant in 2005 as Vice President of Finance. Prior to, she spent more than 20 years in finance, treasury, regulatory and engineering positions within Exelon Corporation. Kampling holds bachelor degrees in engineering and economics from Swarthmore College, an MBA from the University of Chicago Booth School, and is a registered Professional Engineer. She serves as Chairman of the Board of Directors for Alliant Energy, and is a member of the Boards of Directors of American Transmission Company and Briggs & Stratton Corporation.



**Jeffrey Sterba**, President & CEO, American Water

Prior to joining American Water in August, 2010, Mr. Sterba served as Chairman and CEO of PNM Resources, Inc., from 2000 until March 2010. Mr. Sterba is a nationally recognized thought leader in the areas of energy policy, climate change legislation, renewable energy, and sustainability. He is a former chair of EEI (Edison Electric Institute) and EPRI (Electric Power Research Institute). He serves on the board of the Meridian Institute and is a member of the Business Environmental Leadership Council for the Pew Center on Global Climate Change.

**Commissioner Olan "Butch" Reeves**, Arkansas Public Service Commission

Reeves was appointed to the Arkansas Public Service Commission in 2009. Previously, he was chairman of the Workers Compensation Commission; chief legal counsel to the Governor; State Drug Director; a lawyer in the Governor's office; Senior Assistant Attorney General and Assistant Attorney General; and law clerk to Arkansas Supreme Court Associate Justice David Newbern. Reeves is on the Electricity Committee and Critical Infrastructure Committee at NARUC and the FRI Advisory Board. He has a BA, MSE and a JD.

**Chair Elizabeth "Libby" Jacobs**, Iowa Utilities Board

Jacobs began serving on the IUB in 2011. She serves on the NARUC Committee on Electricity; the Subcommittee on Nuclear Issues-Waste Disposal; and the Task Force on Environmental Regulation and Generation. Jacobs serves as Secretary on the Board of the Organization of MISO States (OMS) and is a member of the OMS Executive Committee. She is also a member of the MISO Advisory Committee. She is a voting member on the EISPC. Jacobs serves on the FRI Advisory Board and she is also a member of the MARC. Jacobs earned her BA "with distinction" in political science from the University of Nebraska — Lincoln and a Master's of Public Administration from Drake University.

**David Springe**, Consumer Counsel, Kansas Citizens' Utility Ratepayer Board (CURB)

Springe was named Consumer Counsel December 2002. Prior to that, he served as CURB's chief economist. Springe also spent six years on the Economic Policy and Planning staff of the Kansas Corporation Commission. He is the Vice-Chair of the EPRI Energy Efficiency and Grid Modernization Public Advisory Board, and serves on the Advisory Boards of the Edison Foundation's Institute for Electric Efficiency, New Mexico State University's Center for Public Utilities and FRI. Springe also serves on the Energy Board of the Keystone Center. Springe was the President of the National Association of State Utility Consumer Advocates from 2007-2009. He received his MA in economics and a JD from the University of Kansas.

**Pete Delaney**, Chairman, President & CEO, OGE Energy Corp.

Prior to joining OGE Energy, Delaney completed a 15-year investment banking career on Wall Street. He specialized in corporate finance and other advisory services to electric utilities and other energy. Delaney is actively involved in community and industry organizations. He was recently named as Utility CEO of the Year by Energy Biz magazine. He holds a bachelor's degree in economics "with distinction" from the University of Virginia and a master's degree in business administration from Tulane University.

**Hannah Polikov**, Director, Public Utility Commission Engagement Program, Advanced Energy Economy (AEE)

Prior to joining AEE, Polikov served as the Senior Policy Advisor to the Director of the Maryland Energy Administration, where she designed and implemented the Governor's \$25 million green schools initiative. Before that, Polikov was a Senior Legislative Assistant for Congresswoman Jane Harman and an Associate at Smith Anderson LLP, Raleigh's largest law firm. She received both her BA and JD from Duke University.





**Chairman Robert Kenney**, Missouri Public Service Commission

Kenney was appointed to the Missouri Public Service Commission in 2009 by Governor Nixon and named Chairman March 2013. Kenney is an active member of the NARUC. He serves as: co-vice chair of the Committee on Energy Resources and the Environment; on the Consumer Affairs Committee; the Subcommittee on Utility Market Place Access; the International Relations Committee. He is the Immediate Past President of the Organization of MISO States. Prior to his appointment to the PSC, Kenney served as Missouri Attorney General Chris Koster's Chief of Staff. He earned his undergraduate degree from Hampton University in Hampton, Virginia. He earned his law degree in from Saint Louis University School of Law.



**Commissioner Steven Lesser**, Public Utilities Commission of Ohio

Lesser has been in utility regulation for over 30 years. Prior to his appointment as commissioner, he served the PUCO as chief of staff, assistant director of the legal department, deputy director of the transportation department and administrative law judge/attorney examiner in the legal department. Lesser currently serves on the NARUC Committee on Energy Resources and the Environment and sits on the board of the FRI. He received his JD from Capital University Law School and his bachelor's degree from State University of New York at Binghamton.



**David Sparby**, Senior VP, Group President, and President & CEO, Northern States Power Company - Minnesota Sparby responsible for the four Xcel Energy operating companies, and president and CEO of Northern States Power Company - Minnesota. Previously Sparby was vice president and chief financial officer of Xcel Energy Inc. Prior to that he was president and chief executive officer, Northern States Power Company - Minnesota, Sparby joined NSP - Minnesota in 1982 as a staff attorney and has held numerous positions in Gas Supply, Corporate Rates, Regulatory Services and Government Affairs. He earned a law degree from William Mitchell College of Law, an MBA from the University of St. Thomas and a BA in history from the College of St. Scholastica.



**David Kolata**, Executive Director, Citizens Utility Board

Kolata started at CUB in 2001 and was named Executive Director in September 2005. Prior to joining CUB, he was a policy analyst for the Environmental Law & Policy Center, where he focused on transportation and energy issues. David graduate of the University of Notre Dame. He received a master's degree in political science from the University of Toronto in 1993, and a PhD in the same subject from Vanderbilt University in 2003. Under Kolata's leadership, CUB has become a national leader on using technology to help achieve consumer benefits, with a particular emphasis on an online strategy that takes root at the local community level. He is a board member of the Illinois Environmental Council and was named to Crain's Top 40 under 40 list in 2006.



**Lauren Azar**, former Senior Advisor to the Secretary and former Commissioner of Wisconsin

As former DOE Secretary Steven Chu's Senior Advisor, Lauren Azar worked closely with and advised the Secretary on the electric industry and on the institutional barriers to developing the Nation's electric infrastructure. From 2007-2011, Azar was a Commissioner at the Public Service Commission of Wisconsin (PSCW). Prior to her appointment to the PSCW, Azar was a partner in a corporate law firm where she practiced for 13 years in the area of electric and water utilities, representing both ratepayers and utilities. Azar received her BA from Rutgers College and a MA in philosophy from Northwestern University. She also has a MS in water resources management and a law degree from the University of Wisconsin-Madison.

**David Springe**, Consumer Counsel, Kansas Citizens' Utility Ratepayer Board (CURB)

Springe was named Consumer Counsel December 2002. Prior to that, he served as CURB's chief economist. Springe also spent six years on the Economic Policy and Planning staff of the Kansas Corporation Commission. He is the Vice-Chair of the EPRI Energy Efficiency and Grid Modernization Public Advisory Board, and serves on the Advisory Boards of the Edison Foundation's Institute for Electric Efficiency, New Mexico State University's Center for Public Utilities and FRI. Springe also serves on the Energy Board of the Keystone Center. Springe was the President of the National Association of State Utility Consumer Advocates from 2007-2009. He received his MA in economics and a JD from the University of Kansas.

**Chair Beverly Jones Heydinger**, Minnesota Public Service Commission

Heydinger was appointed Chair in July 2012. She was an Administrative Law Judge, serving from 1999 until she was named to the Commission. Prior to her appointment as an ALJ, Heydinger served in the Minnesota Attorney General's Office from 1978 to 1999. She is a member NARUC and serves on the Committee on Energy Resources and the Environment. Heydinger received a BA from Carleton College and a JD from the University of Michigan Law School.

**Chair Phil Montgomery**, Public Service Commission of Wisconsin

Montgomery worked closely with utility, energy and telecommunications issues while serving six terms as an elected state representative from Green Bay. He was appointed to Chairperson of the Public Service Commission of Wisconsin in March 2011 by Governor Scott Walker. As a Legislator from 1998 to 2010, Representative Montgomery served on the Joint Committee on Finance, Chaired the Assembly Committee on Energy and Utilities and Joint Committee on Information Policy and Technology, and has served on other related committees in the Assembly and on the Board of Directors of the Wisconsin Public Utility Institute. He has a BS from the University of Houston and is a former systems engineer.

**Commissioner Dana Murphy**, Oklahoma Corporation

Murphy was elected in 2008 and re-elected in 2010. She has over 22 years' experience in the petroleum industry including operating her own private law practice focused on oil and gas title, regulatory practice and transactional work, and working as a geologist in the Oklahoma petroleum industry. Murphy is a member of several organizations including: the NARUC Electricity Committee; the Oklahoma Water Resources Research Institute advisory board; the Oklahoma Bar Association; American Association of Petroleum Geologists & Energy Advocates; and the Regional State Committee of the Southwest Power Pool. She earned a BS in geology from Oklahoma State University and graduated cum laude from Oklahoma City University with a law degree.



**Chairman Doug Scott**, Illinois Commerce Commission

Scott was appointed chairman in March 2011. Prior to his appointment Scott served as director of the Illinois Environmental Protection Agency from 2005 to 2011. He was elected and served as mayor of Rockford, Illinois from 2001 to 2005. Scott was elected a state representative from the 67th district in 1995 and served in the General Assembly until 2001 when he became mayor. Scott also served the city as city attorney. Scott received his undergraduate degree with honors from the University of Tulsa and a JD with honors from Marquette University, Milwaukee, WI.



**Commissioner Larry Landis**, Indiana Utility Regulatory Commission

After 30 years in the private sector, Landis was appointed to the IURC in 2003. Landis is an active leader in the industry, serving on NARUC board of directors and the Telecommunications and Washington Action committees. He served on the NARUC Intercarrier Compensation Task Force as Vice Chairman. Landis focuses on financial issues. He co-chairs the IURC's Financial Taskforce, created in the wake of the market collapse in 2008-09; and is a Past Vice Chair (2009-2010), Chair (2010-2011) and member of the FRI Advisory Board. He is also a member of the Society of Utility and Regulatory Financial Analysts (SURFA).



**Robert W. Gee**, President, Gee Strategies Group, LLC

Previously, Gee served as Assistant Secretary for Policy and International Affairs and as Assistant Secretary for Fossil Energy of the U.S. Department of Energy in Washington, D.C. He was a Commissioner for the Public Utility Commission of Texas from 1991-1997 and as Chairman from 1991 to 1995. He currently serves as: President of Asian Americans in Energy, the Environment, and Commerce; a member of the Development Advisory Board of C12 Energy; and member of the Board of the Northeast-Midwest Institute. He is also a member of the National Petroleum Council, a federal advisory committee to the US Secretary of Energy. Gee received a BA in government with honors from the University of Texas and a JD from the University of Texas School of Law.



**Lewis Mills**, Missouri Public Counsel, Missouri Office of the Public Counsel

Mills has 25 years' experience in public utility regulation. From 1998 to 2005, he was a deputy chief administrative law judge at the Missouri Public Service Commission. In 2005 he was appointed to his current role. Mills' experience as both a consumer advocate and a regulator offers him a unique perspective to analyze and understand public utility issues. He is the Vice President of the National Association of State Utility Consumer Advocates. He also serves on the FRI Advisory Board. He received his BS in geology from St. Lawrence University and his law degree from the University of Utah.



**John Williams**, Director, Governmental Affairs, Utilities, Inc.

Williams was formerly the Senior Analyst for the Department of Strategic Analysis and Governmental Affairs at the Florida Public Service Commission. Prior to that position, he was the Chief of Certification and Chief of Rates in the Florida Public Service Commission's Water Division. With more than 30 years of experience in regulation, he testified and made recommendations in hundreds of utility rate cases. Williams is a graduate of the University of Florida with a BS in business administration. He has been active in many professional associations among which are the American Water Works Association Rates and Charges Sub-committee and is the former Chairman of the NA-RUC Staff Subcommittee on Water.



## About the FRI

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### Background

The Financial Research Institute (FRI) was established in 1988 within the Robert J. Trulaske, Sr. College of Business at the University of Missouri to promote education, research, and service across various areas of finance. Today, the FRI, through its public utility division, provides a neutral environment for stakeholders in the regulated public utility industry to come together to examine, understand, and debate current issues relating to public utility policy.

### Advisory Board

The FRI Advisory Board was established in 1988 as an essential component of the FRI. The FRI Advisory Board includes regulators, industry executives, and consumer representatives, and operates under the leadership of Dr. Stephen Ferris. The FRI Advisory Board provides financial assistance, professional advice, and identifies FRI's strategic direction.

### Annual Public Utility Symposium

The FRI's flagship event is its Annual Public Utility Symposium. Held in the fall, this one day event examines issues that impact consumers, industry, and regulators. The Symposium is targeted to state regulators, legislators, commission staff, utility managers, policy analysts, attorneys, consumer advocates, and academics. The event is accredited for both continuing legal and professional education (CLE, CPE).

### Hot Topic Hotline

The Hot Topic Hotline Program is an opportunity for FRI Advisory Board Members to discuss 'hot' issues via web-conference. The program is offered bi-monthly and topics are sponsored by an Advisory Board Member. For a full list of upcoming and previous Hot Topics please visit [www.fri.missouri.edu](http://www.fri.missouri.edu).

## Save the Date!

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The strength of the FRI Annual Public Utility Symposium results from the input provided by the FRI Advisory Board Members regarding content and speakers. The cooperation between commissioners, consumer advocates, and industry executives results in discussion and debate relevant to all stakeholders. The 2014 Symposium marks the 27th year of the event. For the last 8 years, the Symposium has had capacity attendance...this year's event is sold out in June! Registration for the 2014 Symposium opens in March! Look for more information on the Symposium and Early Bird Discounts! Follow us on twitter [@fri\\_news](https://twitter.com/fri_news) and "like" us Facebook [www.facebook.com/FRInews](http://www.facebook.com/FRInews) to stay connected and receive announcements!

The next FRI Public Utility Symposium

**September 17, 2013**



# CRYSTAL AWARD for Distinguished Contribution

## The FRI Crystal Award

The FRI Crystal Award for Distinguished Contribution recognizes an individual who has made recent outstanding and significant contributions to the design, implementation or analysis of public utility regulatory policy. It provides an opportunity to recognize excellence and achievement across regulated industries and further promotes the mission and purpose of the FRI - to serve as a neutral environment for the comprehensive examination of sound regulatory policy.

### Eligibility:

- Individuals with at least 10 years of experience related to regulated industry.
- FRI Advisory Board Members and individuals employed by regulated public utility companies are ineligible.
- Current Public Office Holders are also ineligible.
- Nominees are not restricted to companies or states represented by the FRI Advisory Board Members.
- Recipient must be present to accept the award during the FRI Symposium activities.
- Self-nominations are permitted.

### Nominees may be, but are not limited to:

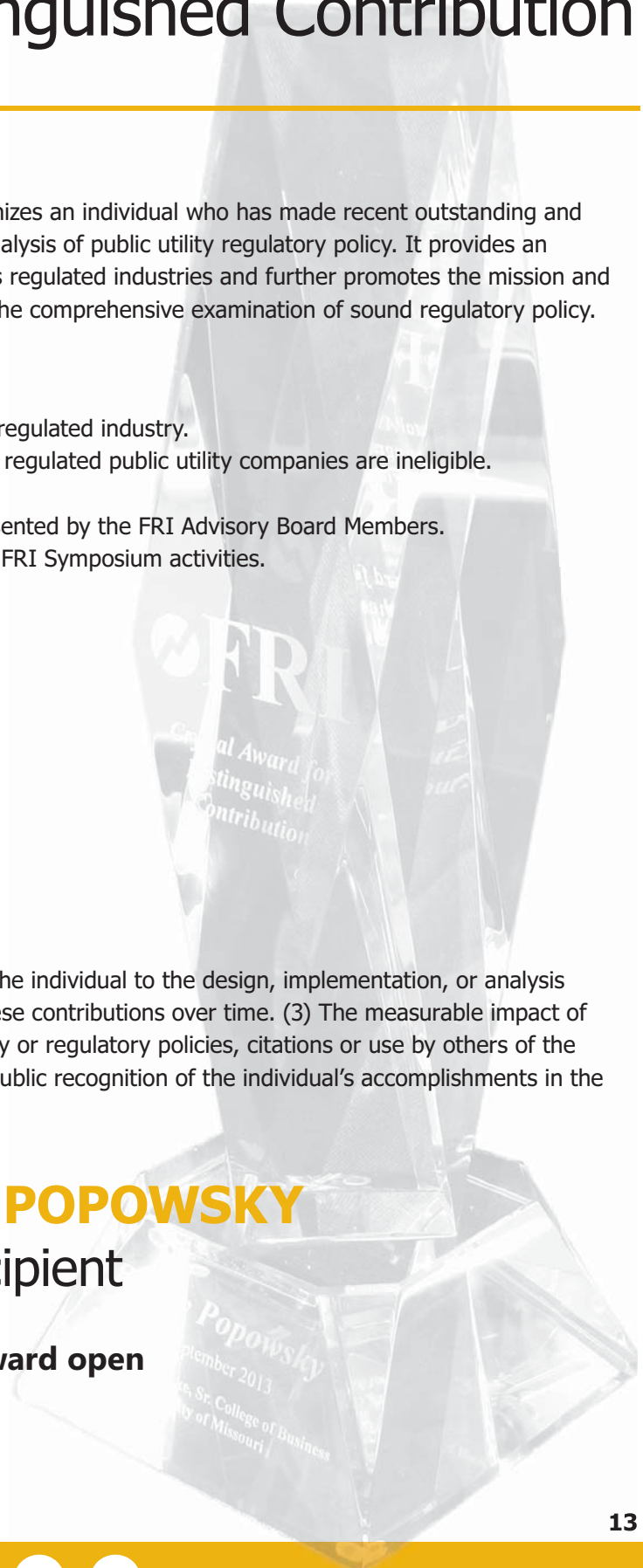
- Former Commissioners
- Regulatory Staff
- Energy Executives
- Consultants
- Academics

### Criteria:

(1) The originality and extent of the contributions made by the individual to the design, implementation, or analysis of public utility regulatory policy. (2) Sustained nature of these contributions over time. (3) The measurable impact of the individual's accomplishments such as changes in industry or regulatory policies, citations or use by others of the individual's work. (4) Extent of peer, industry, academic or public recognition of the individual's accomplishments in the area of public utility regulatory policy.

Congratulations to **SONNY POPOWSKY**  
2013 FRI Crystal Award Recipient

Nominations for the 2014 FRI Crystal Award open  
**January 15, 2014!**



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**Lewis Mills**  
Missouri Public Counsel  
Missouri Office  
of the Public Counsel



**Diane Munns**  
*FRI Board Vice Chair*  
Vice President, Regulatory  
Relations & Energy Efficiency  
MidAmerican Energy



**Dana Murphy**  
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**Doug Scott**  
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**Dr. Stephen Ferris**  
Director, FRI



**James W. Gardner**  
*FRI Board Chair*  
Vice Chairman  
Kentucky Public Service  
Commission



**Charles "Chuck" Harder**  
Senior Director, Regulatory  
Policy & External Relations  
CenterPoint Energy



**Elizabeth "Libby" Jacobs**  
Chair  
Iowa Utilities Board



**Jim Jenkins**  
Vice President, Rates  
American Water



**Glenn R. Jennings**  
Chairman, President & CEO  
Delta Natural Gas Company



**Steven Lesser**  
Commissioner  
Public Utilities Commission  
of Ohio



**Mark Martin**  
Vice President  
Rates & Regulatory Affairs  
Atmos Energy



**Herbert "Herb" Miller, Jr.**  
President  
Columbia Gas of Kentucky, Inc.  
(NiSource)



**Olan "Butch" Reeves**  
Commissioner  
Arkansas Public Service  
Commission



**Tim Rush**  
Director,  
Regulatory Affairs  
Kansas City Power & Light



**Mark R. Schuling**  
Iowa Consumer Advocate  
Office of the Consumer  
Advocate



**David Springe**  
Consumer Counsel  
Kansas Citizens' Utility  
Ratepayer Board (CURB)



**James Stanley**  
Executive Vice President &  
Group CEO, Northern Indiana  
Public Service Company



**Ed Staton**  
Vice President, State  
Regulation & Rates  
LG&E & KU



**Kelly Walters**  
Vice President & COO -  
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Our innovative executive program is designed for busy professionals seeking a first-rate MBA program that provides flexibility around their work schedules, develops the skill-set to match today's marketplace, and connects them on-campus to their peers. How does execMBA fill this wish list?

- 21-month program combines four annual campus visits with online delivery.
- Hybrid format capitalizes on the strengths of the full-time Crosby MBA program's curriculum.
- The same instructors who teach full-time MBA students teach execMBA candidates.



Robert J. Trulaske, Sr.  
College of Business

University of Missouri

- Geared to executives with minimum 5-7 years of experience.
- An 8-10 day international residency adds global competency.
- High-value degree is competitively priced.

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or call 573-882-2180

## AUS CONSULTANTS



BECAUSE WE FOCUS EXCLUSIVELY ON THE UTILITY INDUSTRY, OUR PRINCIPALS HAVE DEVELOPED DEEP INDUSTRY EXPERTISE, WHICH WE DELIVER TO OUR CLIENTS TO ENSURE THEIR SUCCESS IN THE REGULATORY ARENA.

AUS CONSULTANTS HAS BEEN PROVIDING UNSURPASSED CONSULTING SERVICES TO THE UTILITY INDUSTRY FOR DECADES. OUR EXPERTISE INCLUDES ALL ASPECTS OF THE UTILITY REGULATORY & RATEMAKING ARENA.

OUR PRINCIPALS HAVE TESTIFIED THROUGHOUT THE U.S. AND INTERNATIONALLY REGARDING:

- RATE OF RETURN ANALYSIS
- CAPITAL RECOVERY ANALYSIS
- LEAD / LAG STUDIES
- COST OF SERVICE
- RATE DESIGN & TARIFF ANALYSIS
- VALUATION
- AD VALORUM TAXES
- ORIGINAL COST ANALYSIS
- RATE CASE PREPARATION & MANAGEMENT

IN ADDITION, AUS CONSULTANTS PROVIDES A SUITE OF PROPRIETARY SERVICES THROUGH ROYALTYSOURCE® & THE LICENSING ECONOMICS REVIEW TO INTELLECTUAL PROPERTY VALUATION, LITIGATION & LICENSING PROFESSIONALS.

PART OF THE AUS INC FAMILY OF COMPANIES PROVIDING COMPREHENSIVE MARKET RESEARCH & STATISTICAL DATA ANALYSIS

