

BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

DOCKET NO. UE-11\_\_\_\_\_

DIRECT TESTIMONY OF

ROBERT J. LAFFERTY

REPRESENTING AVISTA CORPORATION

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**I. INTRODUCTION**

**Q. Please state your name, employer and business address.**

A. My name is Robert J. Lafferty. I am employed as the Director of Power Supply at Avista Corporation, located at 1411 East Mission Avenue, Spokane, Washington.

**Q. Would you briefly describe your educational and professional background?**

A. Yes. I received a Bachelor of Arts degree in Business Administration and a Bachelor of Science degree in Electrical Engineering from Washington State University, both in 1974. I began working as a distribution engineer for Avista in 1974 and held several different engineering positions with the Company. In 1979, I passed the Professional Engineering License examination in the state of Washington. I have held management positions in engineering, marketing, demand-side-management and energy resources. I began work in the Energy Resources Department in March 1996, and have held various positions involving the planning, acquisition and optimization of energy resources. I became the Director of Power Supply in March 2008, where my primary responsibilities involve management and oversight of the short- and long-term planning and acquisition of power resources for the Company.

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

A. My testimony provides an overview of Avista’s resource planning and power supply operations. This includes summaries of the Company’s generation resources, the current and future load and resource position, future resource plans, and an update on the Company’s plans regarding the acquisition of new renewable resources. As part of an overview of the Company’s risk management policy, I will provide an update on the Company’s hedging practices. I will address hydroelectric and thermal project upgrades, followed by an update on recent developments regarding hydro licensing.

1 A table of contents for my testimony is as follows:

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10 **Q. Are you sponsoring any exhibits?**

11 A. Yes. Exhibit No.\_\_(RJL-2) includes Avista's 2009 Electric Integrated Resource  
12 Plan. Exhibit No. \_\_(RJL-3) provides a forecast of Company load and resource positions from  
13 2011 through 2020. Confidential Exhibit No.\_\_(RJL-4C) includes Avista's Energy Resources  
14 Risk Policy.

15  
16 **II. RESOURCE PLANNING AND POWER OPERATIONS**

17 **Q. Would you please provide a brief overview of Avista's generating resources?**

18 A. Yes. Avista's resource portfolio consists of hydroelectric generation projects,  
19 base-load coal and natural gas-fired thermal generation facilities, woodwaste-fired generation,  
20 natural gas-fired peaking generation, long-term contracts, including wind and Mid-Columbia  
21 hydroelectric generation, and market power purchases and exchanges. Avista-owned generation  
22 facilities have a total capability of 1,777 MW, which includes 56% hydroelectric and 44%  
23 thermal resources.

24 Illustration No. 1 below summarizes the present net capability of Avista's owned  
25 generation resources:

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**Illustration No. 1: Avista's Generation**

<b>Avista-Owned Generation</b>					
<b>Hydroelectric Generation</b>	<b>MW</b>	<b>Thermal Generation</b>	<b>MW</b>	<b>Natural Gas Peaking Generation</b>	<b>MW</b>
Noxon Rapids	557	Colstrip Units 3 & 4	222	Northeast CT	56
Cabinet Gorge	255	Coyote Springs 2	278	Kettle Falls CT	7
Post Falls	18	Kettle Falls	50	Boulder Park	24
Upper Falls	10			Rathdrum CT	149
Monroe Street	15				
Nine Mile	18				
Long Lake	83				
Little Falls	35				
<b>Total Hydroelectric</b>	<b>991</b>	<b>Total Base-Load Thermal</b>	<b>550</b>	<b>Total Peaking</b>	<b>236</b>
<b>Total Owned Generation</b>	<b>1,777 MW</b>				

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3 In addition, the Company currently has long-term contractual rights for 134 aMW from  
4 Mid-Columbia hydroelectric projects in 2012, owned and operated by the Public Utility Districts  
5 of Chelan, Douglas and Grant counties. Avista also has a long-term power purchase agreement  
6 (PPA) in place entitling the Company to dispatch, purchase fuel for and receive the power output  
7 from the 275 MW Lancaster combined-cycle combustion turbine project located in Rathdrum,  
8 Idaho.

9 **Q. Would you please provide a summary of Avista's power supply operations**  
10 **and planning for new resources?**

11 A. Yes. Avista uses a combination of owned and contracted-for resources to serve  
12 its load requirements. The Power Supply Department is responsible for dispatch decisions  
13 related to those resources for which the Company has dispatch rights. The Department monitors  
14 and routinely studies capacity and energy resource needs. Short- and medium-term wholesale  
15 transactions are used to economically balance resources with load requirements. Longer-term

1 resource decisions such as the acquisition of new generation resources, upgrades to existing  
2 resources, demand-side management (DSM), and long-term contract purchases are generally  
3 made in conjunction with the Integrated Resource Plan (IRP) and will typically include a  
4 Request for Proposals (RFP) or other market due diligence process.

5 **Q. Please summarize the current load and resource position for the Company.**

6 A. Avista's 2009 electric Integrated Resource Plan (IRP) shows forecasted annual  
7 energy deficits beginning in 2018, and sustained annual capacity deficits beginning in 2019.<sup>1</sup>  
8 These capacity and energy load/resource positions are shown on pages 2-27 and 2-28,  
9 respectively of Exhibit No.\_\_(RJL-2). However, our most recent load and resource projection,  
10 which is attached as Exhibit No. \_\_ (RJL-3), indicates that the annual deficits have moved out  
11 another year. Therefore, Avista's current projection shows an annual energy deficit beginning in  
12 2020 of about 19 aMW, and increasing to a 406 aMW deficit in 2031. The Company's January  
13 capacity resource position, based on an 18-hour peak event (6 hours per day and over 3 days), is  
14 currently projected to be surplus through 2021. Sustained annual capacity deficiencies, based on  
15 a January peak, begin at 148 MW in 2022 and increase to a 779 MW deficit in 2031. The  
16 Company's August capacity resource position, based on an 18-hour peak event, is currently  
17 projected to be surplus through 2018. Sustained annual capacity deficiencies, based on an  
18 August peak, begin at 56 MW in 2019 and increase to a 667 MW deficit in 2031.

19 **Q. How does the Company plan to meet future energy and capacity needs**  
20 **beginning in 2020 and 2019, respectively?**

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<sup>1</sup> The Company has a 150 MW capacity exchange agreement with Portland General Electric that ends in December 2016 which results in short-term annual capacity deficits in 2015 and 2016. Sustained annual capacity deficits begin in 2019.

1           A.     The Company will be guided by its Preferred Resource Strategy. The current  
2 Preferred Resource Strategy is described in the 2009 Electric IRP, which is attached as Exhibit  
3 No.\_\_(RJL-2). The IRP provides details about resource needs, specific resource costs, resource  
4 operating characteristics, and the scenarios used for evaluating the mix of resources for the  
5 Preferred Resource Strategy.

6           The Company's 2009 Electric IRP was submitted to the Commission in August 2009,  
7 following the completion of a public process involving six Technical Advisory Committee  
8 meetings. The IRP represents the preferred plan at a point in time, however, the Company will  
9 continue evaluating resource options to meet future load requirements, including medium-term  
10 market purchases, generation ownership, hydroelectric upgrades, renewable resources,  
11 distribution efficiencies, conservation measures, long-term contracts, and generation lease or  
12 tolling arrangements. As stated earlier, longer-term resource decisions are generally made in  
13 conjunction with the Company's IRP and RFP processes, although the Company may acquire  
14 some resources outside of formal RFP processes.

15           Avista's 2009 Preferred Resource Strategy includes 5 MWs of distribution efficiencies,  
16 339 MWs of energy efficiency, 5 MWs of upgrades to existing hydroelectric plants, 750 MWs of  
17 gas-fired combined-cycle combustion turbine (CCCT), and 350 MWs of wind located in the  
18 Pacific Northwest. The timing of these resources as published in the 2009 IRP is shown in  
19 Illustration No. 2 below.

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1 **Illustration No. 2: 2009 Electric IRP Preferred Resource Strategy**

<b>Resource Type</b>	<b>By the End of</b>	<b>Nameplate (MW)</b>	<b>Energy (aMW)</b>
<b>Northwest Wind</b>	2012	150.0	48.0
<b>Distribution Efficiencies</b>	2010 – 2015	5.0	2.7
<b>Little Falls Upgrades</b>	2013 – 2016	3.0	0.9
<b>Northwest Wind</b>	2019	150.0	50.0
<b>CCCT</b>	2019	250.0	225.0
<b>Upper Falls Upgrade</b>	2020	2.0	1.0
<b>Northwest Wind</b>	2022	50.0	17.0
<b>CCCT</b>	2024	250.0	225.0
<b>CCCT</b>	2027	250.0	225.0
<b>Energy Efficiency</b>	All Years	339.0	226.0
<b>Total</b>		1,449.0	1,020.6

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3 **Q. What is the status of Avista’s plans to meet the renewable portfolio standard**  
 4 **(RPS) in Washington beginning in 2012?**

5 A. The Energy Independence Act, RCW Chapter 19.285, resulting from Initiative  
 6 937, requires utilities with more than 25,000 customers to comply with a renewable portfolio  
 7 standard by meeting 3% of their load by 2012, 9% by 2016, and 15% by 2020 with qualified  
 8 renewable energy.

9 Avista plans to meet its RPS obligations in the near-term through a combination of  
 10 qualified hydroelectric upgrades and the purchase of renewable energy credits (RECs). In March  
 11 2009 Avista purchased 5.7 aMW of credits (RECs) per year from 2012 through 2015 to satisfy  
 12 the RPS requirement through 2015. Illustration No. 3 below shows Avista’s projected REC  
 13 position from 2012 through 2020. The RECs projected to be available to the Company as shown  
 14 in Illustration No. 3 are predicated on the hydroelectric resource upgrades qualifying for the  
 15 apprentice labor credit. There is still some uncertainty in the apprenticeship credit rules. If the  
 16 ultimate rule is interpreted such that apprenticeship credits do not apply, then the amounts shown  
 17 would be decreased.

1                   **Illustration No. 3: Washington Renewable Portfolio Standard Requirements**

<b>Year</b>	<b>Percentage of WA Load</b>	<b>Total Projected Need (RECs/aMW)</b>	<b>RECs Available* (RECs/aMW)</b>	<b>Surplus/ (Deficiency)** (RECs/aMW)</b>
<b>2012</b>	3%	18.9	23.5	4.6
<b>2013</b>	3%	19.0	25.8	6.9
<b>2014</b>	3%	19.2	27.7	8.5
<b>2015</b>	3%	19.4	27.7	8.3
<b>2016</b>	9%	58.8	22.0	(36.8)
<b>2017</b>	9%	59.3	22.0	(37.4)
<b>2018</b>	9%	59.9	22.0	(37.9)
<b>2019</b>	9%	60.4	22.0	(38.4)
<b>2020</b>	15%	101.4	22.0	(79.4)

2                   \* Including current qualifying resources, planned hydro upgrades, and purchased RECs.  
3                   This is predicated on the resources qualifying for apprentice credits.

4                   \*\* Does not include banking of qualified RECs from one year to the next.  
5

6                   **Q. Can you provide some background information regarding how Avista**  
7                   **developed its approach to meet its Washington renewable energy goals for the 2012 through**  
8                   **2015 time period?**

9                   A. Yes. The Company began studying the issue of how to best meet the goals of the  
10                  Energy Independence Act (I-937) shortly after passage of the initiative. The primary objective  
11                  of the Company's work was to determine how to best meet the initial 3% renewable portfolio  
12                  standard obligation in light of our projected load and the long-term projected costs of meeting  
13                  those goals. The amount of REC needs continued to evolve as we developed a better  
14                  understanding of I-937 and participated in the rulemaking process. Based on the Company's  
15                  analysis of I-937, it was determined that a relatively small amount of qualified renewable  
16                  generation would be needed to satisfy obligations based on the Company's projections for a  
17                  combination of qualified hydroelectric upgrades and apprentice labor benefits. The Company's

1 2007 IRP indicated energy and capacity needs beginning in 2011. A portion of those needs were  
2 going to be met with renewable generation. Over time, the Company's resource position needs  
3 changed so that the energy and capacity needs moved out further. This eventually led to a  
4 decision in October 2008 to purchase 50,000 RECs per year (about 5.7 aMW) to meet short-term  
5 I-937 goals from 2012 through 2015.

6 **Q. What process did the Company use to determine the amount of RECs to**  
7 **purchase?**

8 A. Following a 2008 decision to postpone the acquisition of additional renewable  
9 generation beginning in 2012, estimates of the amount of RECs needed to satisfy I-937 goals  
10 were developed. It was estimated at the time that approximately 5.7 aMW or 50,000 RECs  
11 would be needed to meet the I-937 goal. The overall amount of REC needs included planning  
12 margins to account for hydroelectric and load variability. The goal was to secure a competitive  
13 REC price for the 2012 through 2015 period. Analysis indicated that the acquisition of the small  
14 amount of additional RECs needed to cover the 2012 – 2015 time period would be a reasonable  
15 and cost-effective approach to meeting the Company's I-937 renewable energy requirements  
16 given the cost and availability of RECs at that time. It was expected that the Company's long-  
17 term REC needs, which increase to 9% of load in 2016, would be met with the addition of  
18 qualified renewable generation to the Company's resource mix. More details about the  
19 Company's long-term REC needs can be found in our Integrated Resource Plan.

20 **Q. How did the Company go about purchasing the RECs?**

21 A. Integral to the 2008 assessment of alternatives to meet I-937 requirements, market  
22 inquiries were made concerning the cost and availability of I-937 qualified RECs for the 2012  
23 through 2015 period. The Company began making inquiries about RECs through several brokers

1 in September 2008, since there was, and still is, no liquid REC market in the Pacific Northwest.  
2 Brokers indicated that I-937 qualified RECs were available at that time period in the \$12 to \$17  
3 per REC range. They further indicated that the renewable requirements in California may increase  
4 the market price of these RECs over to \$20 per REC in the time period being considered.

5 From mid-October through November 2008, the Company discussed potential REC  
6 purchases and pricing with a number of counterparties and brokers. By late November, it became  
7 clear that realistic market opportunities for RECs meeting the Company's criteria were generally  
8 not available below a price of approximately \$15 per REC. All REC offers had been received by  
9 December 2008 and the winning proposal selected for negotiation was from an entity with I-937  
10 qualified surplus RECs from the Stateline Wind Project. Contract negotiations for the REC  
11 purchase began in December 2008 and a contract for 50,000 RECs per year from 2012 through  
12 2015 was executed in March 2009.

13 **Q. Can you provide some background regarding why the Company initiated an**  
14 **RFP for renewable resources in 2011.**

15 A. Yes. Avista has continued to monitor renewable resource market conditions,  
16 particularly with respect to projects bid into its 2009 renewable resource RFP. Avista was recently  
17 made aware of a significant drop in prospective project costs associated with construction of new  
18 wind generation facilities that are still in position to take advantage of currently available near-  
19 term tax incentives for projects brought on-line prior to December 31, 2012. The material drop in  
20 project cost, combined with the Commission's recent Report And Policy Statement Concerning  
21 Acquisition Of Renewable Resources By Investor-Owned Utilities (Docket No. UE-100849), were  
22 factors considered in the Company's decision to issue a request for proposals (RFP) for up to 35  
23 aMW of renewable energy in February 2011. The 2011 renewable resource RFP seeks qualifying

1 projects or project output for the 2012 – 2032 time period. Avista stated in the RFP that the  
2 Company expected that bids should not exceed \$62/MWh and that Avista would not submit a self-  
3 build option. While the Company does not have a need for renewable energy until 2016, the  
4 combination of the significant drop in project cost and the substantial tax incentives available  
5 today for projects completed by December 31, 2012 point toward long-term benefits for customers  
6 compared to the alternative of waiting to a date closer to 2016 when renewable requirements are  
7 set to increase and, at that later time, tax incentives, attractive project pricing, and particular  
8 attractive wind project sites may no longer be available to Avista.

9 **Q. What is the status of the 2011 renewable resource request for proposals?**

10 A. The Company has completed the first two rounds of screening and is in the final  
11 rounds of negotiations, with a decision expected before the end of June.

12 **Q. What is the status of the Reardan wind project?**

13 A. Avista continues to study the Reardan wind project site in preparation for later  
14 development. The Company expects to issue an RFP at a later date to meet additional future  
15 resource needs, and expects that the Reardan project would be considered in that later process.  
16 The Company chose not to introduce a Reardan project option into the 2011 renewable resource  
17 RFP primarily because of the short time frame available to secure competitive bids for turbines  
18 and balance of plant construction. When the Company decided in mid-February to initiate a  
19 2011 renewable resource RFP, potential bidders had indicated that they would need a power  
20 purchase agreement executed by early to mid-May in order to be able to complete a project that  
21 would qualify for all of the available tax incentives, including the Washington state sales tax  
22 incentive that is scheduled to decrease on July 1, 2011 and end on June 30, 2013. Therefore,  
23 Avista sought projects that were ready to be built and required bids to be due by March 7, 2011.

1 The competitive bidding for turbines and balance of plant work necessary to prepare the Reardan  
2 project for evaluation did not fit into the short bidding window.

3 **Q. Can you provide an update of the Company's evaluation of a direct**  
4 **connection of Avista transmission to the Bonneville Power Administration's Lancaster**  
5 **substation?**

6 A. Yes. Avista is currently engaged in a process with the Bonneville Power  
7 Administration (BPA) to jointly study interconnecting Avista's transmission lines to the BPA  
8 Lancaster substation, where the Lancaster plant is currently interconnected. The proposed  
9 project would interconnect the transmission systems of BPA and Avista at the BPA Lancaster  
10 substation. An Avista transmission interconnection to the BPA substation, however, would  
11 continue to utilize the BPA Lancaster substation. The costs associated with continued use of the  
12 substation would be subject to negotiation between the Company and BPA.

13 Pursuant to Avista's Line and Load Interconnection request dated September 2, 2009,  
14 Bonneville completed its Line and Load Interconnection System Impact Study on August 20,  
15 2010 and is in the process of finalizing its Line and Load Interconnection Facilities Study,  
16 currently expected to be completed in June of 2011. Upon completion of the Line and Load  
17 Interconnection Facilities Study, Bonneville will tender a Construction Agreement to Avista.  
18 Bonneville has communicated to Avista that its current engineering and construction schedule  
19 suggests that the Avista-Bonneville Lancaster 230kV interconnection may be constructed in  
20 2013.

21 Construction of a stand-alone Avista interconnection (where the Lancaster project is  
22 disconnected from the Bonneville system and connected directly to the Avista system) would not  
23 provide the reliability benefits and additional import capacity that an Avista-Bonneville 230kV

1 transmission interconnection provides, therefore, this form of a self-build option has not received  
2 any further consideration as part of the joint study work.

3 **Q. What has been done to keep the Commission Staff informed about the**  
4 **proposed interconnection of Lancaster to Avista transmission, as requested on page 11 in**  
5 **Order 07 of Docket No. UE-100467?**

6 A. A conference call was held on March 23, 2011 between Avista personal and  
7 Commission Staff to provide an update and answer questions about the interconnection of  
8 Lancaster to Avista transmission. The Company provided an overview of the BPA process, the  
9 progress to-date and next steps. BPA had completed a system impact study in August 2010 and  
10 at the time of the March 2011 update, Avista expected BPA to have completed the facility study  
11 by early April 2011. However, BPA has revised the schedule to reflect a June 2011 facility  
12 study completion. After completion of the facility study, BPA and Avista would expect to enter  
13 into a contract covering the construction of facilities and costs of the project.

14

15

### **III. RISK MANAGEMENT POLICY**

16 **Q. Can you provide a high level summary of Avista's risk management program**  
17 **for energy resources?**

18 A. Yes. Avista Utilities uses several techniques to manage the risks associated with  
19 serving load and managing Company-owned and controlled resources. The Energy Resources  
20 Risk Policy provides general guidance to manage the Company's energy risk exposure relating  
21 to electric power and natural gas resources over the long-term (more than 36 months), the short-  
22 term (monthly and quarterly periods up to approximately 36 months), and the immediate term

1 (present month). A copy of the current Energy Resources Risk Policy is in Confidential Exhibit  
2 No.\_\_(RJL-4C).

3 The Energy Resources Risk Policy is not a specific procurement plan for buying or  
4 selling power or natural gas at any particular time, but is a guideline used by management when  
5 making procurement decisions for electric power and natural gas fuel for generation. Several  
6 factors, including the variability associated with loads, hydroelectric generation, and electric  
7 power and natural gas prices, are considered in the decision-making process regarding  
8 procurement of electric power and natural gas for generation.

9 The Company aims to strategically develop or acquire long-term energy resources as  
10 suggested by the Company's Integrated Resource Plan acquisition targets, while taking  
11 advantage of competitive opportunities to satisfy electric resource supply needs in the long-term  
12 period. On the other end of the time spectrum, electric power and fuel transactions in the  
13 immediate term are driven by a combination of factors that incorporate both economics and  
14 operations, including near-term market conditions (price and liquidity), generation economics,  
15 project license requirements, load and generation variability, reliability considerations, and other  
16 near-term operational factors.

17 For the short-term timeframe, the Company's Energy Resources Risk Policy guides its  
18 approach to hedging financially open forward positions. A financially open forward period  
19 position may be the result of either a short position or a long position. A calendar quarter  
20 occurring at a future time is an example of such a forward period. A short position situation  
21 occurs when the Company has not yet purchased the fixed price fuel to generate power, nor,  
22 alternatively, has it purchased fixed price electric power from the market, in order to meet a  
23 projected average load for a forward time period. The amount of load that is in excess of the

1 amount of fixed price power available for that forward time period represents an open short  
2 position. A long position situation occurs when the Company has fixed priced generation or  
3 fueled generation above its expected average load needs (e.g. hydroelectric generation during the  
4 May-June time period) and has not yet made a fixed price sale of that surplus power into the  
5 market in order to balance resources and loads. The amount of fixed priced generation that is in  
6 excess of the average load for that forward period represents an open long position.

7 The Company employs an Electric Hedging Plan to guide power supply position  
8 management in the short-term period. The Risk Policy Electric Hedging Plan is essentially a  
9 price diversification approach employing a layering strategy for forward purchases and sales of  
10 either natural gas fuel for generation or electric power in order to approach a generally balanced  
11 position against expected load as forward periods draw nearer.

12 **Q. Please describe the Electric Hedging Plan.**

13 A. The Electric Hedging Plan is detailed in Exhibit 2 of the Risk Policy (Confidential  
14 Exhibit No. \_\_(RJL-4C)). The use of the Electric Hedging Plan approach, as outlined in Exhibit  
15 2 of the Risk Policy, describes what is essentially a layering strategy aimed to average-in  
16 purchases or sales of electric power and natural gas generation fuel over a period of time. This  
17 approach aims to smooth the impacts of price volatility in the energy markets.

18 The Electric Hedging Plan in the Risk Policy describes the basic analytic approach that  
19 the Company utilizes to guide hedging electric power positions over the short-term, prompt  
20 month, and through the next 34 to 36 month period. The plan guides management of financially  
21 open positions in increments of 25 aMW. Open financial positions that exceed 25 aMW are  
22 cured with a variety of transactions as permitted under the Risk Policy including fixed price  
23 physical power, fixed price physical natural gas, and combinations of financial fixed for floating

1 swap transactions coupled with index physical transactions. The Company uses statistical price  
2 movement triggers, based on historic volatility in the forward power and natural gas markets, the  
3 entire short-term period and also uses triggers based on expiring time periods in the nearer-term  
4 period up to 18 months in the future to trigger transactions to cure open positions. The trigger  
5 indicators from the Hedge Scheduler statistical model are indicated on the daily position reports  
6 and provide guidance to management for prospective forward transactions. Additional details  
7 concerning the how the Hedge Scheduler works can be found in Exhibit 2 of the Energy  
8 Resources Risk Policy. (Confidential Exhibit No. \_\_(RJL-4C)).

9 **Q. What updates has the Company provided concerning the Electric Hedging**  
10 **Plan?**

11 A. Company representatives met with Commission Staff in early February 2011 and,  
12 as part of a general update on resource matters, provided an overview and answered questions  
13 concerning the operation of the Electric Hedging Plan and the technical models that support it.

14 **Q. Can you provide some additional background regarding how the near-term**  
15 **hedging plan operates?**

16 A. Yes. The Electric Hedging Plan (sometimes referred to as the “Hedge  
17 Scheduler”) operates somewhat differently between two separate time periods within the short-  
18 term 36-month window. The period beginning with the prompt month and up to approximately  
19 18 months into the future, as determined by the monthly and quarterly tradable forward periods,  
20 focuses on mechanically layering in transactions, as well as taking advantage of price declines in  
21 electric energy or fuel prices. The period approximately 19 months to 36 months into the future,  
22 as determined by the number of quarterly tradable forward periods, primarily looks for declines  
23 in electric energy or fuel prices.

1           The Electric Hedging Plan is essentially a layering strategy designed to average-in  
2 purchases and sales of electric power and natural gas fuel over a period of time. This approach  
3 aims to smooth the impacts of price volatility in the energy markets over time. The Company's  
4 Electric Hedging Plan is more specifically described in an appendix of the Company's Energy  
5 Resources Risk Policy.

6           **Q.     What is the power supply position and how does it fit into the Risk Policy?**

7           A.     As discussed previously, power supply may have an open financial position that  
8 results from a difference between load requirements and electric resources that are fixed price in  
9 nature or for which fixed price fuel has been purchased. Surplus positions occur when resources  
10 exceed load requirements, and deficits occur when load requirements exceed resources. The  
11 power supply position considers all of the variables that affect short-term power supply. The  
12 dynamic nature of the power supply position is actively managed "by establishing processes for  
13 future load and obligation estimation, resource estimation, and management of the expected net  
14 surplus or deficit Short-Term position". (Confidential Exhibit No.\_\_(RJL-4C) at p. 3) The  
15 power supply position is managed by the Director of Power Supply. Similar types of position  
16 issues are also addressed in regards to natural gas supplies and are managed by the Director of  
17 Gas Supply. Any changes to practices are communicated to the Risk Management Committee.

18           The Risk Management Committee (RMC) is comprised of Avista management,  
19 appointed by the Chief Executive Officer, who is not directly part of Energy Resources  
20 operations. The RMC provides an oversight and advisory role concerning energy resource  
21 management and wholesale energy market risk policies and adherence to those policies.

22           Electric loads and obligations are estimated "based on analysis of historic loads, adjusting  
23 for weather variability, expected additions or decreases in large customer loads, all known

1 wholesale contract obligations, and adjustments as necessary based on analysis of prior  
 2 estimating accuracy and other factors”. (Confidential Exhibit No.\_\_(RJL-4C) at p. 3) Electric  
 3 resources are estimated based on expected output after consideration for variability in conditions  
 4 such as streamflow, forced outages, maintenance, and environmental concerns.

5 Electric surplus and deficit positions are hedged using the Electric Hedging Plan as a  
 6 guide and may be adjusted by management judgment depending upon the circumstances of a  
 7 particular surplus or deficit situation. The short-term electric position report is distributed each  
 8 business day.

#### 9 **IV. GENERATION CAPITAL PROJECTS**

10 **Q. Please describe the upgrade projects for the Noxon Rapids generating units.**

11 A. The Company is nearing the end of a multi-year program to upgrade the Noxon  
 12 Rapids generating units from 1950’s era technology. Once completed, the upgrades on these  
 13 four units are expected to improve reliability and increase efficiency by adding 30 MW of  
 14 additional capacity and approximately 6 aMW of energy to the Noxon Rapids project.  
 15 Illustration No. 4 below summarizes the upgrade schedule, additional capacity and efficiency  
 16 gains of these upgrades by unit.

#### 17 **Illustration No. 4: Noxon Rapids Upgrades**

<b>Noxon Rapids Unit #</b>	<b>Schedule of Completion</b>	<b>Additional Capacity</b>	<b>Efficiency Improvement</b>
1	April 2009	7.5 MW	4.16%
3	April 2010	7.5 MW	4.15%
2	May 2011	7.5 MW	2.42%
4	May 2012	7.5 MW	1.49%

18 The Noxon Unit #1 work consisted of the replacement of the stator core, rewinding the  
 19 stator, installing a new turbine and performing a complete mechanical overhaul. This upgrade

1 increased the Unit's energy efficiency by 4.16%, and increased the unit rating by 7.5 MW. The  
2 upgrade also fixed several reliability concerns for the Unit including mechanical vibration and  
3 stator age. This work was completed in 2009. The costs and additional generation of this project  
4 were approved for recovery in Docket No. UE-090134.

5 The Noxon Unit #3 upgrade, completed in May 2010, increased energy efficiency by  
6 4.15%, and boosted the unit rating by 7.5 MW. The costs and additional generation for Unit #3  
7 were approved for recovery in Docket No. UE-100467.

8 Noxon Unit #2 is having a new turbine installed and complete mechanical overhaul  
9 which is being completed in May of this year. This upgrade is projected to increase the  
10 efficiency of Unit #2 by 2.42% and boost the unit rating by 7.5 MW.

11 The upgrade work at Noxon Unit #4 will involve the installation of a new turbine and a  
12 complete mechanical overhaul starting in August 2011 and ending in May 2012. The Unit #4  
13 upgrade is projected to increase efficiency by 1.49% and increase the unit capacity rating by 7.5  
14 MW.

15 The costs associated with Noxon Unit #2, which will be completed in May 2011, will  
16 total approximately \$9.1 million (system), and Unit #4, planned for completion in May 2012,  
17 will cost approximately \$8.8 million (system). Company witness Ms. Andrews incorporates the  
18 Washington share of these costs in her adjustments. The increased generating capability from  
19 these units is reflected in Mr. Kalich's AURORA<sub>XMP</sub> modeling of pro forma power supply costs.

20 **Q. Can you please provide a brief description of the other generation-related**  
21 **capital projects that are included in this case?**

22 A. Yes. The total 2011 generation projects included in the Company's case, as  
23 identified by Mr. DeFelice and described below, total \$21.4 million on a system basis. The 2011

1 Noxon Unit #2 upgrade project discussed above is \$9.1 million of this total. In addition, there  
2 are five other generation capital projects totaling \$12.3 million (system), as discussed further  
3 below.

4 **Thermal - Colstrip Capital Additions- \$5,886,000**

5 Colstrip capital additions in 2011 include major work on the ash storage ponds for Units 3 and 4.  
6 This project will increase the capacity of the ponds to their final permitted level and is necessary  
7 for continued plant operation. New Low Pressure Turbine Rotors are going to be installed on  
8 Unit #3. The rotor purchase and installation is a multi-year project which began last year and  
9 will be completed in June of this year. The Unit #3 generator is also scheduled to be re-wound  
10 during this year's outage in order to extend its life and improve reliability. We are also  
11 performing an overhaul of Unit #3 which will include a variety of capital projects to increase  
12 safety and reliability. A sampling of these projects include: overhaul intermediate pressure  
13 turbine, distributed control system upgrade work, circulating water pump and motor rebuild,  
14 steam sample line replacement, induced draft fan motor rewind, induced draft fan spare, scrubber  
15 mist eliminator replacement, soot blower retract replacement, coal mill hydraulic replacement,  
16 and boiler. The overhaul is part of the ongoing maintenance program to maintain plant reliability  
17 and performance.

18

19 **Hydro – Cabinet Gorge Capital Project - \$1,490,000**

20 Capital projects being completed at Cabinet Gorge include the repair and replacement of the  
21 discharge ring, replacement of the governor on Unit #1, and the replacement of the intake gate  
22 controls. The governor on Unit #1 is being replaced because of reliability issues. We have  
23 experienced several problems with the governor system and the particular model in place is no  
24 longer being supported by the manufacturer. We do have a limited number of spare parts for the  
25 governor system, but there are components that could pose a significant challenge to find  
26 replacements to return the unit to service in a timely manner if those components failed. The  
27 intake gate controls date back to the original commissioning of the project. The contactors and  
28 control switches are no longer dependable and their functionality has become increasingly  
29 intermittent. The gate control work involves the replacement of the original motor controls and  
30 switches with an automated control scheme.

31

32 **Hydro – Post Falls Capital Project - \$1,240,000**

33 This project consists of the replacement of the intake gates. The rack and pinion system to raise  
34 and lower the intake gates has aged to the point where they are experiencing an increasing  
35 number of problems and occasional failures. The gate drive system presents a personnel hazard  
36 which can be designed away with a new system. The wood timber gates also need to be replaced  
37 because of age. A new fabricated steel vertical lift gate system will be installed in its place.

38

39 **Hydro – Clark Fork Implementation PM&E Agreement - \$1,468,000**

40 The Clark Fork Implementation PM&E agreement capital expenditures include the acquisition of  
41 property rights for recreational improvements or habitat restoration. Three major acquisitions  
42 currently being pursued include the fee title acquisition of the Cabinet Gorge RV Park to meet

1 future recreation needs; fee title acquisition of riparian habitat on a tributary in Idaho to protect  
2 bull trout spawning and rearing habitat; and acquisition of a conservation easement to protect  
3 riparian habitat on the Bull River in Montana. Numerous ongoing recreation site improvements  
4 include the replacement of boat ramps, docks, and restrooms. upgrading electrical and septic  
5 systems, and trail development and improvements. Habitat enhancement projects include  
6 improvement and maintenance of existing wetlands on the Noxon Rapids and Cabinet Gorge  
7 reservoirs, tributary habitat enhancements such as culvert replacement, stream bed reconstruction  
8 and riparian re-vegetation and protection to improve passage, spawning and rearing for native  
9 salmonids.

10  
11 **Hydro – Spokane River Implementation (PM&E) - \$2,243,000**

12 The Spokane River Project capital projects fulfill FERC’s license requirements for aesthetic spill  
13 channel modifications at Upper Falls, and numerous recreation site improvements at Nine Mile  
14 and Lake Spokane (the Long Lake Dam reservoir). The aesthetic spill channel modification is a  
15 mandatory condition, which was included in the License as part of the Washington 401 Water  
16 Quality Certification, whereas the recreation projects are FERC’s own License requirements.  
17 This year we are modeling a number of potential total dissolved gas remedies for Long Lake  
18 Dam, and monitoring low dissolved oxygen in the tailrace to determine if the improvements we  
19 installed last year will sufficiently meet the State’s water quality standards. We are currently  
20 working on the channel modifications at Upper Falls, and the required Nine Mile and Lake  
21 Spokane recreation projects.

22  
23 Ms. Andrews incorporates Washington’s share of these capital project additions in her  
24 adjustments.

25 **Q. Please provide a summary of the generation capital expenditures in this**  
26 **case?**

27 A. Illustration No. 5 is a table of the generation capital projects included in this case.

1 **Illustration No. 5: Generation Capital Projects Summary**

2

Project Name	Capital Costs (000's) (System)
Noxon Rapids Unit #2	\$9,110
Noxon Rapids Unit #4	\$8,757
Colstrip Capital Additions	\$5,886
Cabinet Gorge Capital Project	\$1,490
Post Falls Capital Project	\$1,240
Clark Fork Implementation	\$1,468
Spokane River Implementation	\$2,243

3  
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7

8

9 **V. HYDRO RELICENSING**

10 **Q. Would you please provide an update on work being done under the existing**  
 11 **FERC operating license for the Company's Clark Fork River generation projects?**

12 **A.** Yes. Avista received a new 45-year FERC operating license for its Cabinet Gorge  
 13 and Noxon Rapids hydroelectric generating facilities on the Clark Fork River on March 1, 2001.  
 14 The Company has continued to work with the 27 Clark Fork Settlement Agreement signatories to  
 15 meet the goals, terms, and conditions of the Protection, Mitigation and Enhancement (PM&E)  
 16 measures under the license. The implementation program, in coordination with the Management  
 17 Committee which oversees the collaborative effort, has resulted in the protection of  
 18 approximately 2,620 acres of bull trout, wetlands, uplands, and riparian habitat. More than 35  
 19 individual stream habitat restoration projects have occurred on 25 different tributaries within our  
 20 project area. Avista has collected data on nearly 12,000 individual bull trout within the project  
 21 area. The upstream fish passage program, using electrofishing, trapping and hook-and-line  
 22 capture efforts, has reestablished bull trout connectivity between Lake Pend Oreille and the Clark  
 23 Fork River tributaries above Cabinet Gorge and Noxon Rapids Dams through the upstream

1 transport of 313 adult bull trout, with over 150 of these radio tagged and their movements  
2 studied. Avista has worked with the U.S. Fish and Wildlife Service to develop and test two  
3 experimental fish passage facilities. Avista, in consultation with key state and federal agencies,  
4 is currently developing designs for both a permanent upstream adult fishway for Cabinet Gorge  
5 and a permanent tributary trap for Graves Creek (an important bull trout spawning tributary).

6 Recreation facility improvements have been made to over 23 sites along the reservoirs.  
7 Avista also owns and manages over 100 miles of shoreline that includes 3,500 acres of property  
8 to meet FERC requirements to meet our natural resource goals while allowing for public use of  
9 these lands where appropriate.

10 Finally, tribal members continue to monitor known cultural and historic resources located  
11 within the project boundary to ensure that these sites are appropriately protected.

12 **Q. Would you please provide an update on the current status of managing total**  
13 **dissolved gas issues at Cabinet Gorge dam?**

14 A. Yes. How best to deal with total dissolved gas (TDG) levels occurring during  
15 spill periods at Cabinet Gorge Dam was unresolved when the current Clark Fork license was  
16 received. The license provided time to study the actual biological impacts of dissolved gas and  
17 to subsequently develop a dissolved gas mitigation plan. Stakeholders, through the Management  
18 Committee, ultimately concluded that dissolved gas levels should be mitigated, in accordance  
19 with federal and state laws. A plan to reduce dissolved gas levels was developed with all  
20 stakeholders, including the Idaho Department of Environmental Quality. The original plan  
21 called for the modification of two existing diversion tunnels which could redirect streamflows  
22 exceeding turbine capacity away from the spillway.

1           The 2006 Preliminary Design Development Report for the Cabinet Gorge Bypass  
2 Tunnels Project indicated that the preferred tunnel configuration did not meet the performance,  
3 cost and schedule criteria established in the approved Gas Supersaturation Control Plan (GSCP).  
4 This led the Gas Supersaturation Subcommittee to determine that the Cabinet Gorge Bypass  
5 Tunnels Project was not a viable alternative to meet the GSCP. The subcommittee then  
6 developed an addendum to the original GSCP to evaluate alternative approaches to the Tunnel  
7 Project. In September 2009, the Management Committee agreed with the proposed addendum,  
8 which replaces the Tunnel Project with a series of smaller TDG reduction efforts, combined with  
9 mitigation efforts during the time design and construction of abatement solutions take place.  
10 FERC approved the GSCP addendum in February 2010 and in April 2010 the Gas  
11 Supersaturation Subcommittee (a subcommittee of the MC) chose five TDG abatement  
12 alternatives for feasibility studies. Feasibility studies and design work continues.  
13 Implementation of the addendum is expected to be significantly less costly than the Tunnels  
14 Project Plan.

15 **Q.     Would you please give a brief update on the status of the work being done under the**  
16 **new Spokane River Hydroelectric Project's license?**

17           A.     Yes. The Company filed applications with FERC in July 2005 to relicense five of  
18 its six hydroelectric generation facilities located on the Spokane River. The Spokane River  
19 Project includes the Long Lake, Nine Mile, Upper Falls, Monroe Street, and Post Falls facilities.  
20 Little Falls, the Company's sixth facility on the Spokane River, is not under FERC jurisdiction,  
21 but operates under separate Congressional authority. In June 2009, FERC issued a new 50-year  
22 license for the Spokane River Project, incorporating key agreements with the Department of  
23 Interior and other key parties. Implementation of the new license began immediately. Over 40

1 work plans were prepared, reviewed and approved, as required, by the Idaho Department of  
2 Environmental Quality, Washington Department of Ecology, the U.S. Department of Interior,  
3 and FERC. The work plans pertain not only to license requirements, but also to meeting  
4 requirements under Clean Water Act 401 certifications by both Idaho and Washington and of  
5 other mandatory conditions issued by the U.S. Department of Interior. In 2010, Avista began  
6 implementing a number of water quality, fisheries, recreation, cultural, wetland, aquatic weed  
7 management, aesthetic, operational and related conditions (PM&E measures) across all five  
8 hydro developments. In 2011, we will continue to implement approved work plans and will  
9 begin implementing the few remaining outstanding ones, once they are approved by FERC.

10 A number of the approved work plans require the Company to conduct extensive studies  
11 to determine appropriate measures to mitigate resource impacts. The more significant studies  
12 and mitigation measures include those for total dissolved gas (TDG) downstream of the Long  
13 Lake facility and dissolved oxygen in Lake Spokane, the reservoir created by the Long Lake  
14 facility. Initial estimates for measures to address TDG range between \$7.0 and \$17.0 million,  
15 and between \$2.5 and \$8.0 million to address dissolved oxygen in Lake Spokane. These  
16 estimates will be further refined as the relevant evaluations and studies are completed.

17 **Q. Does this conclude your pre-filed direct testimony?**

18 A. Yes it does.