

**BEFORE THE
WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION**

WASHINGTON UTILITIES AND)	
TRANSPORTATION COMMISSION,)	DOCKET UE-161204
)	
Complainant,)	
)	
v.)	
)	
PACIFIC POWER & LIGHT COMPANY,)	
)	
Respondent.)	
)	
_____)	

**EXHIBIT NO. MPG-2
QUALIFICATIONS OF MICHAEL P. GORMAN**

April 21, 2017

1 **Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS.**

2 **A.** Michael P. Gorman. My business address is 16690 Swingley Ridge Road, Suite 140,
3 Chesterfield, MO 63017.

4 **Q. PLEASE STATE YOUR OCCUPATION.**

5 **A.** I am a consultant in the field of public utility regulation and a Managing Principal with
6 the firm of Brubaker & Associates, Inc. ("BAI"), energy, economic and regulatory
7 consultants.

8 **Q. PLEASE SUMMARIZE YOUR EDUCATIONAL BACKGROUND AND**
9 **WORK EXPERIENCE.**

10 **A.** In 1983 I received a Bachelors of Science Degree in Electrical Engineering from
11 Southern Illinois University, and in 1986, I received a Masters Degree in Business
12 Administration with a concentration in Finance from the University of Illinois at
13 Springfield. I have also completed several graduate level economics courses.

14 In August of 1983, I accepted an analyst position with the Illinois Commerce
15 Commission ("ICC"). In this position, I performed a variety of analyses for both
16 formal and informal investigations before the ICC, including: marginal cost of
17 energy, central dispatch, avoided cost of energy, annual system production costs, and
18 working capital. In October of 1986, I was promoted to the position of Senior
19 Analyst. In this position, I assumed the additional responsibilities of technical leader
20 on projects, and my areas of responsibility were expanded to include utility financial
21 modeling and financial analyses.

22 In 1987, I was promoted to Director of the Financial Analysis Department. In
23 this position, I was responsible for all financial analyses conducted by the Staff.

1 Among other things, I conducted analyses and sponsored testimony before the ICC on
2 rate of return, financial integrity, financial modeling and related issues. I also
3 supervised the development of all Staff analyses and testimony on these same issues.
4 In addition, I supervised the Staff's review and recommendations to the Commission
5 concerning utility plans to issue debt and equity securities.

6 In August of 1989, I accepted a position with Merrill-Lynch as a financial
7 consultant. After receiving all required securities licenses, I worked with individual
8 investors and small businesses in evaluating and selecting investments suitable to their
9 requirements.

10 In September of 1990, I accepted a position with Drazen-Brubaker &
11 Associates, Inc. ("DBA"). In April 1995, the firm of Brubaker & Associates, Inc. was
12 formed. It includes most of the former DBA principals and Staff. Since 1990, I have
13 performed various analyses and sponsored testimony on cost of capital, cost/benefits
14 of utility mergers and acquisitions, utility reorganizations, level of operating expenses
15 and rate base, cost of service studies, and analyses relating to industrial jobs and
16 economic development. I also participated in a study used to revise the financial
17 policy for the municipal utility in Kansas City, Kansas.

18 At BAI, I also have extensive experience working with large energy users to
19 distribute and critically evaluate responses to requests for proposals ("RFPs") for
20 electric, steam, and gas energy supply from competitive energy suppliers. These
21 analyses include the evaluation of gas supply and delivery charges, cogeneration
22 and/or combined cycle unit feasibility studies, and the evaluation of third-party

1 asset/supply management agreements. I have participated in rate cases on rate design
2 and class cost of service for electric, natural gas, water and wastewater utilities. I have
3 also analyzed commodity pricing indices and forward pricing methods for third party
4 supply agreements, and have also conducted regional electric market price forecasts.

5 In addition to our main office in St. Louis, the firm also has branch offices in
6 Phoenix, Arizona and Corpus Christi, Texas.

7 **Q. HAVE YOU EVER TESTIFIED BEFORE A REGULATORY BODY?**

8 **A.** Yes. I have sponsored testimony on cost of capital, revenue requirements, cost of
9 service and other issues before the Federal Energy Regulatory Commission and
10 numerous state regulatory commissions including: Arkansas, Arizona, California,
11 Colorado, Delaware, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas,
12 Louisiana, Michigan, Mississippi, Missouri, Montana, New Jersey, New Mexico, New
13 York, North Carolina, Ohio, Oklahoma, Oregon, South Carolina, Tennessee, Texas,
14 Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming, and
15 before the provincial regulatory boards in Alberta and Nova Scotia, Canada. I have
16 also sponsored testimony before the Board of Public Utilities in Kansas City, Kansas;
17 presented rate setting position reports to the regulatory board of the municipal utility
18 in Austin, Texas, and Salt River Project, Arizona, on behalf of industrial customers;
19 and negotiated rate disputes for industrial customers of the Municipal Electric
20 Authority of Georgia in the LaGrange, Georgia district.

1 **Q. PLEASE DESCRIBE ANY PROFESSIONAL REGISTRATIONS OR**
2 **ORGANIZATIONS TO WHICH YOU BELONG.**

3 **A.** I earned the designation of Chartered Financial Analyst (“CFA”) from the CFA
4 Institute. The CFA charter was awarded after successfully completing three
5 examinations which covered the subject areas of financial accounting, economics,
6 fixed income and equity valuation and professional and ethical conduct. I am a
7 member of the CFA Institute’s Financial Analyst Society.