Exhibit No. ___(MPG-5)
Docket No. U-072375
Witness: Michael P. Gorman

BEFORE THE

WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION,	)	
Complainant,	)	
v.	)	**Docket No. U-072375**
PUGET SOUND ENERGY, INC.	)	
Respondent.	)	

EXHIBIT NO.___(MPG-5)

STANDARD & POOR'S KEY CREDIT FACTORS

SEPTEMBER 14, 2006

June 18, 2008

STANDARD &POOR'S RatingsDirect

RESEARCH

Key Credit Factors:

Assessing U.S. Vertically Integrated Utilities? Business Risk Drivers

Publication date: 14-Sep-2006
Primary Credit Analyst: Barbara A Eiseman, New York (1) 212-438-7666; barbara_eiseman@standardandpoors.com
Secondary Credit Analyst: Richard W Cortright, Jr., New York (1) 212-438-7665; richard_cortright@standardandpoors.com

The methodology that Standard & Poor's Ratings Services uses to rate vertically integrated electric, gas, and combination investor-owned utilities in the U.S. is based on the same precepts that we have used for many years, though the emphasis has changed as the utility industry has evolved. The fundamental methodology encompasses two basic components--business risk and financial risk--and their relationship. Where a utility presents a strong business risk profile, the financial profile can be less robust for any given rating. Likewise, where a utility's business risk profile is weaker, its financial performance must be stronger for any given rating. For combination utilities, the gas operations may have a stabilizing influence on credit quality, but since the electric business is typically significantly larger, it is the major credit driver. (For details on Standard & Poor's analytical approach to gas utilities, see "Key Credit Factors For Natural Gas Distributors" published Feb. 28, 2006.)

Often, an integrated utility is a part of a larger holding company structure that also owns other businesses, frequently unregulated electricity generation. This fact does not alter how we analyze the utility, but it may affect the ultimate rating outcome due to any credit drag that the unregulated activities may have on the utility. Such considerations include the freedom and practice of management with respect to shifting cash resources among subsidiaries and the presence of ring-fencing mechanisms that may protect the utility.

Five Factors Determine The Business Profile

Five basic characteristics define a vertically integrated utility's business profile:

- Regulation,
- Markets,
- Operations,
- Competitiveness, and
- Management.

Standard & Poor's is most concerned about how these elements contribute individually and in aggregate to the predictability and sustainability of financial performance, particularly cash flow generation relative to fixed obligations. While considerable attention has focused in recent years on companies in states that deregulated in the late 1990s and the early part of this decade and the related credit consequences of disaggregation and nonregulated generation, 27 states (plus four that formally reversed, suspended, or delayed restructuring) have retained the traditional regulated model. For utilities operating in those states, the quality of regulation and management loom considerably larger than markets, operations, and competitiveness in shaping overall financial performance. Policies and practices among state and federal regulatory bodies will be key credit determinants. Likewise, the quality of management, defined by its posture towards creditworthiness, strategic decisions, execution and consistency, and its ability to sustain a good working relationship with regulators, will be key. Importantly, however, it is virtually impossible to completely segregate each of these characteristics from the others; to some extent they are all interrelated.

On Standard & Poor's business profile scale (where '1' is excellent and '10' is vulnerable), vertically integrated utilities generally have satisfactory business profiles of '5' or '6'. (See tables 1 and 2 in the

Critical success factors include:

- Low cost structure,
- Limited bypass risk, and
- Management's commitment to lowering costs.

Management

Evaluating management is of paramount importance to Standard & Poor's analysis because management decisions affect all areas of a company's operations and financial health. Although regulation, the economy, and other outside factors certainly influence results, the quality of management ultimately determines a company's success. Standard & Poor's private meetings with senior management significantly augment the public record in the effort to appraise management. Meetings are very useful for the candid interpretation of recent developments and, importantly, to provide executives with a forum for the presentation of goals, objectives, and strategies.

Management assessment is based on tenure, turnover, industry experience, financial track record, corporate governance, a grasp of industry issues, and knowledge of regulation, of customers, and their needs. Management's ability and willingness to develop workable strategies to address system needs, and to execute reasonable and effective long-term plans are assessed. Management quality is also indicated by thoughtful balancing of multiple--and often incompatible--priorities; a record of credibility; and effective communication with the public, regulatory bodies, and the financial community.

Standard & Poor's also focuses on management's ability to achieve cost-effective operations and commitment to maintaining credit quality. This can be assessed by evaluating accounting and financial practices, capitalization and common dividend objectives, and the company's philosophy regarding growth and risk-taking.

In addition, a company's accounting and financing practices are critical to Standard & Poor's analysis. For example, proactive management will likely adopt accounting practices that are more appropriate in a competitive environment such as higher depreciation rates for electric generation equipment. Large, growing cost deferrals or regulatory assets are viewed more negatively. Management can enhance its financial condition by taking any number of discretionary actions, such as selling common equity, reducing the common dividend payout, and deleveraging. A utility's management will also be evaluated on cost-cutting ability and creativity in entering into strategic alliances that improve efficiency.

Strong corporate governance, reflected in active, independent board of directors that participate in determining and monitoring corporate controls, help to support management's credibility and corporate financial disclosure. If it is evident that a company's board is passive and does not exercise proper oversight, it weakens the checks and balances of the organization and may detract from credit quality. Included in Standard & Poor's review of corporate governance is the proportion of independent directors on the board, the breadth and depth of the directors' experience, the proportion of independent directors on the board's audit committee, and directors' compensation.

Some vertically integrated utilities have felt compelled to invest outside their traditional businesses to increase earnings, especially as stock prices have underperformed market indices. Participation in higher-risk, unregulated activities such as merchant generation, exploration and development, gathering and processing, or marketing and trading can significantly detract from the consolidated entity's credit profile. In this regard, credit ratings are not based on the regulated business only, but on the qualitative and quantitative fundamentals of the consolidated entity. Standard & Poor's considers the ratings of the regulated businesses as being less vulnerable to the negative credit influence of other affiliates and holding company activities, as relevant, where very strong structural and/or regulatory insulation exists, which tends to be more the exception than the rule.

Critical success factors include:

- Commitment to credit quality,
- Credibility,
- Strong corporate governance, and
- Conservative financial policies, especially regarding nonregulated activities, if relevant.