

**EXHIBIT NO. _____ (NLG-2)
DOCKET NO. UG-060267 & UE-060266
2006 PSE GENERAL RATE CASE
WITNESS: NANCY L. GLASER**

**BEFORE THE
WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION**

**WASHINGTON UTILITIES AND
TRANSPORTATION COMMISSION,**

Complainant,

v.

PUGET SOUND ENERGY, INC.,

Respondent.

**Docket No. UG-060267
Docket No. UE-060266**

**PREFILED DIRECT TESTIMONY OF
NANCY L. GLASER
ON BEHALF OF NW ENERGY COALITION
Exhibit 2**

July 19, 2006

1 **Nancy Glaser**
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7 **Example accomplishments under my leadership**
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9 **Nationally recognized innovations in environmental stewardship**
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- 11 ✓ Implemented Seattle City Light's precedent-setting policy to deliver electricity to its
12 customers with no contribution to global warming, i.e. "to be greenhouse gas neutral;"
13 ✓ Negotiated the nation's largest public power contract for wind generation of electricity;
14 ✓ Acknowledged by Low Impact Hydro Institute and National Hydropower Association for
15 Seattle City Light's outstanding stewardship of the Skagit River Watershed;
16 ✓ Transformed the way Seattle's citizens and businesses manage their solid waste;
17 ✓ Achieved ambitious waste reduction and recycling goals
18

19 **Additional Investments in our future**
20

- 21 ✓ Demonstrated Seattle City Light's ability to competitively meet all increased demand for
22 electricity with conservation and renewable resources;
23 ✓ Initiated Seattle City Light's program to re-license its most cost effective resource, the
24 Boundary Dam hydroelectric facility;
25 ✓ Aggregated significant public sector demand for bio-diesel fuels to encourage
26 development of the bio-diesel industry in Washington State;
27 ✓ Created a work culture within Seattle's Solid Waste utility that celebrated diversity,
28 empowered employees, and cultivated self-reliant teams.
29

30 **Responsibility for past actions**
31

- 32 ✓ Closed two Superfund sites (Midway and Kent-Highlands landfills) in a community
33 responsible manner
34 ✓ Led Seattle City Light's "early action" clean-up activities on the Duwamish River
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36

37 **Education**

38 Harvard University, Master of Arts in Economics, 1974. Graduate Prize Fellow, 1971-'74
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40 Michigan State University, Bachelor of Arts with High Honor, Economics, 1971
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Nancy Glaser's Work Experience

Executive Leadership Team, Seattle City Light, Seattle, WA (1/98-1/2005).

Directed several divisions (Finance, Environmental Affairs, Strategic Planning and Safety) at the 7th largest public electric utility in the nation. Priority responsibilities: assuring adequate financial resources were available for the utility's annual capital and operating (\$80 and \$400 million) programs; developing comprehensive business, marketing and resource/conservation plans to stay competitive in a rapidly changing industry; implementing a multi-faceted, nationally recognized environmental stewardship program; partnering across the utility to encourage a safe workplace.

Facilities Maintenance and Development Director, Seattle Parks and Recreation Department, (12/96 to 1/98).

Led a diverse staff of 200+ employees to maintain all facilities in the City of Seattle parks and recreation system, plan for and oversee the construction of new park facilities, acquire and manage open space and all park properties. Worked effectively with neighborhood and special interest groups, elected officials, and public and private sector representatives; responsible for \$13 million annual operating budget and a larger capital budget.

Director of City of Seattle's Solid Waste Utility. (4/92 to 12/96).

Implemented an internationally recognized and fully integrated solid waste management system - - known for its environmental leadership, cost effective service delivery, and innovative public/private partnerships. Created a work culture that empowered 200+ employees to take initiative, responsibility and to celebrate diversity. Closed two landfill Superfund sites in a community sensitive manner.

Executive Director and Supervising Analyst for the Seattle City Council's Central Staff, (5/85 to 4/92).

Nine elected members of the City Council oversee Seattle's budget and define policy to guide all City operations. Directed 20 staff providing analytical, policy development, administrative and technical support to all Council members. Built strong working relationships with regional elected officials and leaders in both the public and private sectors. Influenced significantly a wide variety of policies and programs.

Engineering Economist, Seattle City Light (9/81-5/85).

Program and Educational Coordinator at two non-profits, Phoenix Institute and Marmalade Hill School, Salt Lake City, Utah (5/79 to 8/80).

Designed and implemented a community based alternative to incarcerating young women and supervised program development at an alternative middle/high school.

Economic Consultant, Craig Bigler Associates, Salt Lake City, Utah (1/76-8/77).

Instructor of Economics at Harvard University, University of Utah, and Westminster College.