

**QUALIFICATIONS OF ADRIEN M. MCKENZIE****Q1. WHAT IS THE PURPOSE OF THIS EXHIBIT?**

A1. This exhibit describes my background and experience and contains the details of my qualifications.

**Q2. PLEASE DESCRIBE YOUR QUALIFICATIONS AND EXPERIENCE.**

A2. I received B.A. and M.B.A. degrees with a major in finance from The University of Texas at Austin, and hold the Chartered Financial Analyst (CFA®) designation. Since joining FINCAP in 1984, I have participated in consulting assignments involving a broad range of economic and financial issues, including cost of capital, cost of service, rate design, economic damages, and business valuation. I have extensive experience in economic and financial analysis for regulated industries, and in preparing and supporting expert witness testimony before courts, regulatory agencies, and legislative committees throughout the U.S. and Canada. I have personally sponsored direct and rebuttal testimony concerning the rate of return on equity (“ROE”) in proceedings filed with the Federal Energy Regulatory Commission (“FERC” or “the Commission”), the Hawaii Public Utilities Commission, the Idaho Public Utilities Commission, the Kansas State Corporation Commission, the Kentucky Public Service Commission, the Montana Public Service Commission, the Oregon Public Utilities Commission, the South Dakota Public Utilities Commission, the Virginia State Corporation Commission, the Washington Utilities and Transportation Commission, the West Virginia Public Service Commission, and the Wyoming Public Service Commission. My testimony addressed the establishment of risk-comparable proxy groups, the application of alternative quantitative methods, and the consideration of regulatory standards and policy objectives in establishing a fair ROE for regulated electric and gas utility operations.

In addition, over the course of my career I have worked with Dr. William Avera to prepare prefiled direct and rebuttal testimony in over 250 regulatory proceedings before

FERC (including Docket No. EL11-66-001, which established FERC's current policies with respect to ROE for electric utilities, adopted in Opinion No. 531), the Canadian Radio-Television and Telecommunications Commission, and regulatory agencies in over 30 states.<sup>1</sup>

In connection with these assignments, my responsibilities have included performing analyses to estimate investors' required rate of return, critically evaluating the results of alternative approaches, evaluating the positions of other parties, representing clients in settlement negotiations and hearings, and assisting in the preparation of legal briefs. Prior to joining FINCAP, I was employed by an oil and gas firm and was responsible for operations and accounting. A resume containing the details of my qualifications and experience is attached below.

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<sup>1</sup> This testimony was sponsored by Dr. William Avera, who is President of FINCAP, Inc.

## **ADRIEN M. McKENZIE**

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### **Summary of Qualifications**

Adrien McKenzie has an MBA in finance from the University of Texas at Austin and holds the Chartered Financial Analyst (CFA) designation. He has over 25 years experience in economic and financial analysis for regulated industries, and in preparing and supporting expert witness testimony before courts, regulatory agencies, and legislative committees throughout the U.S. and Canada. Assignments have included a broad range of economic and financial issues, including cost of capital, cost of service, rate design, economic damages, and business valuation.

### **Employment**

*Consultant,*  
FINCAP, Inc.  
(June 1984 to June 1987)  
(April 1988 to present)

Economic consulting firm specializing in regulated industries and valuation of closely-held businesses. Assignments have involved electric, gas, telecommunication, and water/sewer utilities, with clients including utilities, consumer groups, municipalities, regulatory agencies, and cogenerators. Areas of participation have included rate of return, revenue requirements, rate design, tariff analysis, avoided cost, forecasting, and negotiations. Develop cost of capital analyses using alternative market models for electric, gas, and telephone utilities. Prepare pre-filed direct and rebuttal testimony, participate in settlement negotiations, respond to interrogatories, evaluate opposition testimony, and assist in the areas of cross-examination and the preparations of legal briefs. Other assignments have involved preparation of technical reports, valuations, estimation of damages, industry studies, and various economic analyses in support of litigation.

*Manager,*  
McKenzie Energy Company  
(Jan. 1981 to May. 1984)

Responsible for operations and accounting for firm engaged in the management of working interests in oil and gas properties.

## **Education**

*M.B.A., Finance,*  
University of Texas at Austin  
(Sep. 1982 to May. 1984)

Program included coursework in corporate finance, accounting, financial modeling, and statistics. Received Dean's Award for Academic Excellence and Good Neighbor Scholarship.

Professional Report: *The Impact of Construction Expenditures on Investor-Owned Electric Utilities*

*B.B.A., Finance,*  
University of Texas at Austin  
(Jan. 1981 to May 1982)

Electives included capital market theory, portfolio management, and international economics and finance. Elected to Beta Gamma Sigma business honor society. Dean's List 1981-1982.

Simon Fraser University,  
Vancouver, Canada and University  
of Hawaii at Manoa, Honolulu,  
Hawaii  
(Jan. 1979 to Dec 1980)

Coursework in accounting, finance, economics, and liberal arts.

## **Professional Associations**

Received Chartered Financial Analyst (CFA) designation in 1990.

*Member* – CFA Institute.

## **Bibliography**

“A Profile of State Regulatory Commissions,” A Special Report by the Electricity Consumers Resource Council (ELCON), Summer 1991.

“The Impact of Regulatory Climate on Utility Capital Costs: An Alternative Test,” with Bruce H. Fairchild, *Public Utilities Fortnightly* (May 25, 1989).

## **Presentations**

“ROE at FERC: Issues and Methods,” *Expert Briefing on Parallels in ROE Issues between AER, ERA, and FERC*, Jones Day (Sydney, Melbourne, and Perth, Australia) (April 15, 2014).

*Cost of Capital Working Group eforum*, Edison Electric Institute (April 24, 2012).

“Cost-of-Service Studies and Rate Design,” General Management of Electric Utilities (A Training Program for Electric Utility Managers from Developing Countries), Austin, Texas (October 1989 and November 1990 and 1991).

## **Representative Assignments**

Mr. McKenzie has prepared and supported prefiled testimony submitted in over 250 regulatory proceedings. In addition to filings before regulators in 33 states, Mr. McKenzie has considerable expertise in preparing expert analyses and testimony before the Federal Energy Regulatory Commission (“FERC”) on the issue of ROE. Many of these proceedings have been influential in addressing key aspects of FERC’s policies with respect to ROE determinations. Broad experience in applying and evaluating the results of quantitative methods to estimate a fair ROE, including discounted cash flow approaches, the Capital Asset Pricing Model, risk premium methods, and other quantitative benchmarks. Other representative assignments have included the application of econometric models to analyze the impact of anti-competitive behavior and estimate lost profits; development of explanatory models for nuclear plant capital costs in connection with prudency reviews; and the analysis of avoided cost pricing for cogenerated power.