

# 2007 NARUC UTILITY RATE SCHOOL

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## FACULTY BIOGRAPHIES



**JANICE A. BEECHER** ([beecher@msu.edu](mailto:beecher@msu.edu))

Dr. Beecher is the Director of the Institute of Public Utilities at Michigan State University. She brings more than twenty years of experience in public utility regulation to the IPU and is responsible for Institute development, program management, and interdisciplinary research in support of the IPU's mission of service to the regulatory policy community. Her areas of interest include regulatory theory, institutions, and policy; commission organization and strategic planning; and comparative utility industry analysis. She has particular expertise in the structure and regulation of the water industry and has been a faculty member for the NARUC Utility Rate Schools since 1997. Dr. Beecher is a frequent lecturer and the author of several research reports and other publications. Prior to joining the IPU, she was an independent policy consultant and held senior research and adjunct faculty positions at the Ohio State University and Indiana University. She also worked on staff as a policy advisor to the chairman of the Illinois Commerce Commission. She has Ph. D. in Political Science from Northwestern University.



**GAIL P. BRADY, CPA** ([gbradygbconsult@comcast.net](mailto:gbradygbconsult@comcast.net))

Ms. Brady is President of GB Consulting Services, a consulting firm specializing in regulatory consulting and rate case preparation, primarily in the water utility field. She retired as Senior Vice President, Chief Financial Officer and Treasurer of Elizabethtown Water Company and Treasurer of E'town Corporation, as a result of the acquisition of E'town by Thames Water from London. She had been with Elizabethtown for 30 years. She is also teaching accounting at Kean University. Ms. Brady has been on the Board of Trustees of Ramapo College, a State College in New Jersey for 14 years, having served 3 years as Chair of the Board. She is a member and Past-President of the Essex Chapter of the New Jersey Society of Certified Public Accountants and a member of the American Institute of Certified Public Accountants. She has also been an adjunct faculty member at various New Jersey and Florida Colleges. Ms. Brady has been on the faculty of the NARUC URS since 1975. Ms. Brady earned a B. A. in Accounting from Upsala College in East Orange, N.J. and a M.B.A. in Finance at Seton Hall University in East Orange, N.J. She is a Certified Public Accountant.



**JUDITH KOCH CARLSON** ([jkochcarls@state.pa.us](mailto:jkochcarls@state.pa.us))

Judith is a financial analyst and a manager with the Pennsylvania Public Utility Commission-Bureau of Fixed Utility Services-Water and Wastewater Industry Group. She has more than 30 years experience in utility regulation and ratemaking, with a major focus in the water industry. She serves on numerous committees on behalf of the Commission statewide and nationally. She has been instrumental in revising procedures, rules and regulations dealing with water and wastewater utilities. Judy particularly enjoys working with the small companies to aid them in providing safe and reliable service at an affordable cost. She also teaches ratemaking on a state and national level. She has participated as NARUC rate school faculty periodically for the past 20 years. Ms. Carlson is a graduate of Temple University with a degree in business administration.



**THOMAS W. CHESNUTT** ([tom@antechserv.com](mailto:tom@antechserv.com))

President, A & N Technical Services. A & N Technical Services Inc. is a national consulting firm specializing in empirical policy analysis. They provide state-of-the-art financial expertise applied to water resources and water efficiency programs. The firm's team of professionals has broad experience in the application of statistical modeling, simulation, and risk analysis to policy issues in areas such as conservation-oriented water rate design, demand estimation, supply simulation, natural resource economics, and environmental policy. Members of the technical staff have done work for organizations such as the American Water Works Association Research Foundation, the United States Bureau of Reclamation, RAND, the United States Environmental Protection Agency, California Urban Water Agencies, the California Urban Water Conservation Council, the California State Legislature, numerous water agencies in the U.S., and the U.S. Peace Corps. He has worked on water demand modeling and forecasting, water resource planning, evaluation of water recycling and conservation programs, distribution system planning, and water rate analyses. He has provided economic analyses to large water utilities and private firms in emerging water markets.



**DAVID J. ELLIS** ([dellis@psc.state.wv.us](mailto:dellis@psc.state.wv.us))

Mr. Ellis began his career in Public Utility Regulation in 1963. He worked for the Public Service Commission of West Virginia as an Auditor and Rate Analyst from 1963 until 1977. In 1977 he was named Director of the Commission's Division of Accounts, Finance and Rates. In addition to his work on West Virginia specific cases, and management of the Accounting, Finance and Rate Making Division of the PSC, Mr. Ellis has been involved in a large number of national and regional forums related to regulation in general and regulation of electric utilities, specifically. He has served as a member of the NARUC Staff Subcommittee on Electricity since 1973. He has been involved in Regional and Federal Policy Making Studies reviewing electric transmission line certification and siting issues, mergers and competitive power supply markets. In 2004, Mr. Ellis retired from the West Virginia PSC and accepted a position as Chief of Staff and Chief Advisor to Commissioner Charlotte R. Lane at the United States International Trade Commission, but continues to advise the Public Service Commission of West Virginia. Mr. Ellis has appeared as an instructor or guest lecturer in various seminars, symposiums and training classes put on by NARUC and other organizations. Mr. Ellis has been on the faculty for the Eastern Utility Rate School since 1987. Mr. Ellis attended West Virginia University and West Virginia State College, majoring in Business Administration/Accounting.

**PAUL G. FORAN** ([paul.foran@amwater.com](mailto:paul.foran@amwater.com))

Paul is Vice President of Regulatory Programs for American Water Works Service Company, Inc., having assumed that position in November, 1999. Prior to joining American, Paul was a partner in an Illinois law firm where he represented telecommunications companies, municipalities and large industrial energy and water users and was active in restructuring the electric industry in Illinois. From 1986 to mid-1993, Paul served as a Commissioner of the Illinois Commerce Commission. He was Chair of the NARUC Water Committee and Director of the Annual NARUC Water Committee Rate Schools. By USEPA appointment, he served as a member of the National Drinking Water Advisory Council and the negotiating committee for development of the disinfection and disinfection byproducts rulemaking pursuant to the Safe Drinking Water Act. He was also a member of the Public Council on Water Supply Research of the American Water Works Association Research Foundation. Paul is a graduate of the University of Illinois School of Law and currently serves as Chairman of the Regulatory Law Committee of the National Association of Water Companies.



**SHARON L. GASCON** ([sharon@nawc.com](mailto:sharon@nawc.com))

Ms. Gascon is the Deputy Executive Director of the National Association of Water Companies (NAWC), representing the private and investor-owned water industry. She has been with the Association for 20 years. Prior to joining NAWC, Ms. Gascon specialized in state programs with the U.S.E.P.A. Office of Drinking Water. Ms. Gascon began her career in water at the U. S. Department of Interior as Special Assistant to the Assistant Secretary for Water Quality. When the U.S.E.P.A. was created, she was asked to join the agency working directly for William D. Ruckelshus, the first Administrator. During the Agency's informative years, she was responsible for two Presidential Advisory Boards and charged with the mission of involving the public in national environmental policy issues. Ms. Gascon serves as the water industries liaison to the NARUC Committee on Water and Staff Subcommittee on Water, and has served as a faculty member for the NARUC Utility Rate Schools since 1986. She is a member of the American Water Works Association, the International Water Supply Association, Women in State Government, the Forum for Energy and Environmental Issues, the University of New Mexico Utility Issues Advisory Committee, and the Executive Committee for the Care Foundation.

**WILLIAM C. GEDNEY** ([wcedney@gswater.com](mailto:wcedney@gswater.com))

Water Quality and Environmental Manager at Southern California Water Company where he oversees implementation of Company water quality policies, review and evaluation of the impact to the Company of proposed Water Quality and Environmental Regulations and emerging issues and oversight of the Company Water Quality Engineers in developing comprehensive plans to meet all regulatory requirements. He is a member of American Water Works Association and the California Water Association, and currently is a liaison to Association of California Water Agencies. He also serves on the review committee for University of Southern California Foundation for Cross-Connection Control and Hydraulic Research and chaired the California Nevada Section American Water Works Association subcommittee on implanting the State of California's Interim Enhanced Surface Water Treatment Rule from 1998-2000. Also at that time, he was a member of the Technical Advisory Committee for implementing the State of California's Distribution System Operator Certification Committee. Other memberships include Utility Advisory Committee reviewing State of California's Cross Connection Control Regulation, Utility Advisory Committee reviewing State of California's Waterworks Standards, and AWWA's Distribution Systems Standards Committee in 2001.

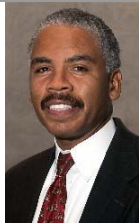


**STEPHEN B. GENZER, ESQ.** (sgenzer@saul.com)

In 2005, Steve joined the law firm of Saul Ewing, LLP and became the Managing Partner of its Newark, NJ office. He also serves as the Chair of the Utility Practice Group at Saul Ewing. From 1992-2005, Steve was a partner in the law firm of LeBoeuf, Lamb, Greene & MacRae, LLP, and Stryker, Tams, & Dill from 1986-1992. Prior to going into private law practice, Steve served as the Managing Attorney for the Water, Wastewater, Landfill, Solid Waste, Resource Recovery and Transportation involvement for the New Jersey Department of the Public Advocate's Division of Rate Counsel. Steve is also an Adjunct Professor of Public Administration at Kean University and has served as an Adjunct Professor of Law at Rutgers University School of Law. Steve has chaired the New Jersey State Bar Association's Public Utility Law Section and currently serves as a member of that section's Board of Consultants. In 2005, Steve was awarded the New Jersey Utilities Association's Distinguished Service Award. Steve earned his B.A. from Lafayette College and his J.D. from New York University School of Law. He has been a faculty member for the NARUC Utility Rate Schools since 1980.

**JOHN F. GUASTELLA** (jfg@guastella.com)

Mr. Guastella is President of Guastella Associates, Inc., a consulting firm that he established in 1978 which provides management, valuation and rate consulting services to investor-owned and municipal clients. Prior to forming his consulting firm, John was Director of the Water Division of the New York State Public Service Commission, where he had worked for 16 years, and was responsible for the regulation of some 450 water utilities. John is a professional engineer and has testified as an expert witness in some 23 states. John has presented many papers and presentations over the years around the country. He was one of the founders of the Water Rate seminar that has been conducted by the NARUC for the last 33 years.



**WENDELL F. HOLLAND** (wfh@state.pa.us)

The Honorable Holland F. Holland was appointed Chairman of the Pennsylvania Public Utility Commission by Governor Edward G. Rendell on September 30, 2004. He has served as a Commissioner since September 2003. Chairman Holland is a retired Judge, is presently serving his second non-consecutive term as Commissioner of the Pennsylvania Public Utility Commission and is currently the President of the Organization of PJM States (OPSI). He had been retained by the multinational Southern African Development Community to draft its Energy Protocol and served as lead energy counsel. In addition, he has made presentations to and negotiated with energy ministers and chief executives regarding the formation of a sub-Saharan power pool and an Energy Treaty. As Delegation Leader, Chairman Holland was responsible for the vision, direction, and management of business and trade delegations to the Peoples Republic of China and South Africa from Philadelphia in 2002 and 2003. Prior to returning to the Commission, Chairman Holland was a member of the Business and Finance Department of Obermayer Rebmann Maxwell & Hippel LLP. Prior to joining Obermayer, Chairman Holland was a partner at LeBoeuf Lamb Greene & MacRae. Prior to that partnership, Chairman Holland was a Vice President at American Water Works Company where he focused on major acquisitions of domestic and international water systems. Chairman Holland is a member of the Pennsylvania, Florida and New York Bars, and has served on corporate boards and a number of national committees and boards. He received his B.S. from Fordham University in 1974 and his J.D. from Rutgers Law School in 1977, where he has been recognized as a distinguished alumnus.



**DAVID W. KING** (David.King@state.nm.us)

Commissioner King serves District 2 for the New Mexico Public Regulation Commission. He is a long time government leader in State, Federal and Municipal governments, and a third generation New Mexican farmer and rancher. With more than twenty years experience in government, King served in three previous Governors' cabinets in the Planning, General Services and Finance Secretary agencies. He also served as Deputy State Treasurer and State Treasurer for New Mexico. Previous to taking this position he served as Chief Financial Officer for NMSU-Alamogordo Branch. David was Valedictorian of his Moriarty High School class and received the Distinguished Alumni Award from New Mexico State University where he received his Bachelors and Masters Degrees in Agriculture Economics with an emphasis in Government Finance.



**CAROL A. KOZLOFF** (ckozloff@state.pa.us)

Ms. Kozloff serves as a Rate Case Review Specialist for Chairman Wendell F. Holland at the Pennsylvania Public Utility Commission. Previously, she worked in the Bureau of Fixed Utility Services, served on the staff of three other commissioners and was a Utility Conservation Analyst for the Bureau of Conservation, Economics and Energy Planning. Prior to her work at the Commission, Ms. Kozloff served as a Researcher / Writer for the Pennsylvania Rural Electric Association. Over the years, she prepared reports on numerous subjects, including the Distribution System Improvement Charge, regionalization, small system viability, conservation, and other regulatory issues affecting the water industry, as well as a chapter in

a book on water resources published by the Pennsylvania Academy of Sciences. For NARUC, Ms. Kozloff currently serves as the Program Coordinator for the Committee on Water. Ms. Kozloff also assists with the administration of the Eastern and Western Utility Rate Schools, and has served as Chair of the Staff Subcommittee on Water.

**DENISE KRUGER** ([dlkruger@scwater.com](mailto:dlkruger@scwater.com))  
Denise Kruger is the Senior Vice President, Operations for Golden State Water Company. Ms. Kruger is responsible for the overall administrative, accounting, field operations, customer service, water quality, engineering and planning functions of each operating region, spanning throughout California and Arizona. Ms. Kruger has over twenty years of experience in the utility business. She joined GSWC in 1992 as manager of quality assurance and water quality. In 1998 Ms. Kruger was appointed to the position of Vice Present, Water Quality. In 2001, Ms. Kruger was appointed Vice President of Customer Service for Region II, the Company's largest operating region. She was a member of the National Drinking Water Advisory Council Operator Certification Workgroup and a member of the American Water Works Association Research Foundation Research Advisory Committee. Ms. Kruger is the immediate past-Chairperson on the Board of the American Ground Water Trust, a not-for-profit organization dedicated to the education of groundwater issues. Ms. Kruger holds a BS in Mechanical Engineering from the University of California at Davis and a Masters Degree in Business Administration from the University of California at Irvine.

**M. CARL LESNEY, CPA** ([mlesney@state.pa.us](mailto:mlesney@state.pa.us))  
Mr. Lesney is currently employed by the Pennsylvania Public Utility Commission as a Fixed Utility Financial Analyst in the Bureau of Audits focusing on special audit projects and purchased gas cost audits. From 1998 through 2003, he served as an Energy and Policy Advisor to Commissioner Aaron Wilson of the Pennsylvania Public Utility Commission providing confidential technical and policy advice to Commissioner Wilson on energy cases decided by the Pennsylvania Public Utility Commission. He resolved utility and policy issues of the public, legislators and others. From 1987 through 1997 served as the Chief Financial Officer for Carnegie Natural Gas Company, Carnegie Interstate Pipeline Company and Carnegie Production Company. In addition, he is responsible for regulatory compliance and rate setting issues at the Federal Energy Regulatory Commission, Pennsylvania Public Utility Commission and the West Virginia Public Service Commission. He is a member of the Board of Directors, Wage and Salary Committee and Policy Committee, and of the Natural Gas Choice and Competition Act Collaborative. He is a CPA licensed in the Commonwealth of PA. Mr. Lesney is a 1970 graduate of Fort Lauderdale University, receiving a BBA degree in Accounting.



**FRANCES J. LINGO** ([jlingo@psc.state.fl.us](mailto:jlingo@psc.state.fl.us))  
Ms. Lingo is an economic analyst in the Economic Regulation Division of the Florida Public Service Commission. Her more recent duties during her 18 years with the commission include performing economic, statistical and rate design analyses related to water and wastewater policy issues, and working with Florida's Water Management Districts regarding water supply and water pricing issues. She has provided testimony on more than 5 occasions. Prior to her work at the commission, she was employed for 6 years by a private consulting firm that specialized in research and analysis in rate proceedings involving large telephone, electric and gas utilities. Ms. Lingo has been a faculty member for the Utility Rate School programs since 1997 and a faculty member for the NARUC Regulatory Studies Program since 1998.



**BILL LOWE** ([blowe@psc.state.fl.us](mailto:blowe@psc.state.fl.us))  
Bill is a C.P.A. working out of Tallahassee, Florida. Formerly, he was a Senior Analyst in the Office of Market Monitoring & Strategic Analysis for the Florida Public Service Commission. Prior to this, Bill spent 20 years working for the commission in Water & Wastewater Industry. Bill was the co-author of the 1984 NARUC Uniform System of Accounts for Water & Wastewater Companies and assisted with the present 1996 version. He is a graduate of the University of West Florida where he received a bachelor's degree in accounting. Bill has been a Rate School faculty member since 1985.



**J. ROBERT MALKO** ([robert.malko@business.usu.edu](mailto:robert.malko@business.usu.edu))  
Dr. Malko is a Professor in the Department of Business Administration, College of Business, Utah State University. Dr. Malko currently serves as Vice President of the Society of Utility and Regulatory Financial Analysts and served as President of this organization between 1988 and 1990. His research in progress includes continuing focus on various financial and pricing issues, such as corporate restructuring, nuclear commissioning, cost of capital analysis, and time-of-use pricing concerning energy utilities. He has taught Corporate Finance, Investments, Managerial Economics and Finance Problems. Dr. Malko is a Certified Rate of Return Analyst. Dr. Malko received his Bachelor of Science in Mathematics and Economics in 1966 from Loyola College, a Master of Science degree in Economics from Purdue University in 1968, and a Ph.D. in Economics and Finance from Purdue University in 1972.

**CYNTHIA A. MENHORN** (cmenhor@alleghenyenergy.com)  
Cynthia A. Menhorn is Director, State Regulatory Affairs for Allegheny Energy. As Director her responsibility is to coordinate and manage internal/external policy and strategy on regulatory issues while providing a single point of contact for regulators and company personnel. She is located in Greensburg, Pennsylvania but also has an office in Harrisburg, Pennsylvania. Ms. Menhorn's utility experience is comprised of 25+ years which has included numerous progressive management positions within the rates and regulatory arenas, including participation in industry organizations. Ms. Menhorn has served as adjunct instructor at Seton Hill College and has completed several courses on various aspects of utility ratemaking and finance. She has worked on more than Allegheny Power affiliate rate cases, which included testimony before several commissions. Ms. Menhorn has a Bachelor Degree in Business Administration with a concentration in finance from Seton Hill College a Masters Degree in Business Administration from Indiana University of Pennsylvania.

**PAUL OSBORNE** ([paul.osborner@state.ma.us](mailto:paul.osborner@state.ma.us))  
Assistant Director of the Rates and Revenue Requirements Division of the Massachusetts Department of Public Utilities. He has been involved in all aspects of utility, with a focus on revenue requirements, water utility operations, and what he calls "regulatory archeology." Mr. Osborne is a member of the NARUC Staff Subcommittee on Water, and serves as the MDPU's representative at various other committees. He was a member of the faculty at NARUC's 2004 and 2005 Annual Regulatory Studies Programs, and assisted at NARUC's 2006 Utility Rate School in San Diego. He has authored and presented a paper about regulatory staff perspectives on rate relief to the American Water Works Association. Mr. Osborne has a Bachelor of Arts degree in Public Administration from Stonehill College, and has been with the MDPU since 1980.



**DAVID SHEARD** (Dave.Sheard@psc.state.wi.us)  
Mr. Sheard is a life-long resident of the State of Wisconsin. He is a registered professional engineer in his home state. He is active as a member of the NARUC Staff Subcommittee on Water. Since 1989, Mr. Sheard has participated on the faculty of many NARUC Utility Rate Schools. Mr. Sheard joined the staff of the Public Service Commission of Wisconsin in 1977. In his tenure at the Commission, Mr. Sheard has been involved with all facets of water and sewer utility regulation. His responsibilities have included directing the water rates bureau which oversees the rate regulation of 594 water and combined water and sewer public utilities. Mr. Sheard is currently the Assistant Administrator of the Division of Water, Compliance and Consumer Affairs. This division is responsible for all aspects of water utility regulation. It also oversees compliance and consumer issues for all utility industries. Mr. Sheard has designed rates in more than 200 water rate cases and played an administrative role in hundreds more. He holds a Bachelor of Science degree in Civil and Environmental Engineering from the University of Wisconsin.



**DAVID B. SPACHT** (dspacht@artesianwater.com)  
Mr. Spacht is Vice President, Treasurer and Chief Financial Officer of Artesian Resources Corporation and subsidiaries, joined Artesian Water Company as a Utility Plant Accountant. He has served in his present capacity since 1995. Mr. Spacht oversees the accounting, finance and regulatory functions of the Company. He is primarily responsible for treasury functions, which include the issuance and placement of long-term debt instruments, preferred stock and equity in the capital market. In addition, he is responsible for financial regulatory matters which include the presentation of extensive testimony before the Delaware Public Service Commission regarding water rates and other regulatory matters. Mr. Spacht graduated from Goldey Beacom College in 1980 and served as the Corporation's controller from 1987 to 1994.



**BRYAN K. SWITZER** (kswitzer@scwater.com)  
Vice President of Regulatory Affairs Department for Southern California Water Company. Mr. Switzer is responsible for all SCWC regulatory filings, including those for SCWC's water operations and its electric operations at Bear Valley Electric Service. His duties include project management, preparation and presentation of testimony for regulatory proceedings, and conducting statistical and analytical studies. Mr. Switzer has over 20 years experience working in the area of utility regulation/rate design. He previously was employed for five years in the Economics Division of Southern California Edison Treasurer's Department. He also worked for four years at National Economic Research Associates in the utility consulting practice. In 1991, he joined the Rate Department at Southern California Gas Company. In 1998, he accepted the position of Rate Department Manager for San Gabriel Valley Water Company. Immediately prior to joining SCWC, he worked at the California Power Exchange as a Project Manager in the Settlements Department. Mr. Switzer has a B.A. in Economics from California State University, Fullerton, a M.A. in Economics from the University of California, Los Angeles, and a M.A. in Public Administration from the University of Southern California.

**JOHN TOMAC** (jtomac@buwater.com)

Mr. Tomac joined Birmingham Utilities, Inc. as Chief Financial Officer in 1997 and was elected President in 1998. Mr. Tomac also retained his position as Chief Financial Officer, subsequent to his election as President. Prior to joining Birmingham, Mr. Tomac worked for 19 years at Aquarion's BHC Company, the largest, investor-owned water utility in New England. As BHC's Assistant Controller, he was responsible for the Regulatory Affairs and budgeting activities of Aquarion's utility subsidiaries, including the filing of all rate applications, providing testimony on all financial matters of the Company and testifying as an expert witness on those matters. Mr. Tomac previously managed Aquarion's accounting department. Mr. Tomac is an active member of the National Association of Water Companies (NAWC), having served as Chairman of the New England Chapter and the Rate and Revenues Committee and as Vice Chairman of the Small Water Company Committee. He is a member of the American Water Works Association and past President of the Connecticut Water Works Association. Mr. Tomac holds a MBA in Finance from the University of New Haven and a B.S. degree in Accounting from Central Connecticut State University.



**KENT TURNER** (Kent.Turner@amwater.com)

Kent Turner is President of California American Water, which provides water and waste water service to more than 170,000 households in California. As President of California American Water, Turner supports the company's local management to enhance operating and customer service performance throughout the state of California. He has been with American Water since 1999, most recently serving as Vice President of Business Development for the Western Region, which encompasses California, Arizona, Hawaii, New Mexico and Texas. Before joining American Water, Turner held various positions over a 20-year period at Continental Water Companies, prior to that company's 1999 merger with American Water. He holds a bachelor's degree from Lincoln University and a master's degree from Fontbonne College. Turner is a licensed CPA in the state of Missouri.



**JOHN D. WILLIAMS** (jdwilliams@uiwater.com)

Mr. Williams is currently the Director, Governmental Affairs for Utilities, Inc. He was formerly the Senior Analyst for the Department of Strategic Analysis and Governmental Affairs at the Florida Public Service Commission. Prior to that position, Mr. Williams was the Chief of Certification and Chief of Rates in the Florida Public Service Commission's Water Division from 1974 - 1996. With more than 25 years of experience in regulation, he testified and made recommendations in hundreds of utility rate cases. He was also responsible for the Public Service Commission's water legislative program and frequently made presentations on behalf of the Commission to the Florida Legislature. Mr. Williams has been active in many professional associations among which are the American Water Works Association Rates and Charges Sub-committee and is the former Chairman of the NARUC Staff Subcommittee on Water. Mr. Williams is a 1974 graduate of the University of Florida with a Bachelor of Science degree in Business Administration.